



Borough of Telford and Wrekin

Cabinet

13 October 2022

Vision 2032

Cabinet Member:	Cllr Shaun Davies - Leader
Lead Director:	Angie Astley - Executive Director: Housing, Communities & Customer Services
Service area:	Policy & Governance
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Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	13 September 2022

1.0 Recommendations for decision/noting:

It is recommended:

- 1.1 That Cabinet adopt the ten year vision presented in Appendix One.
- 1.2 That Cabinet adopt the proposed partnership approach to delivery of the vision.
- 1.3 That Cabinet approve the proposed timescale to report progress on delivery of the vision.

2.0 Purpose of Report

- 2.1 To present a ten year borough vision for approval.

3.0 Background

3.1 Over the last half-century the borough has diversified and matured into a thriving, attractive place that residents are proud of and a desirable location to live, work and visit. The past ten years alone have seen:

- A track record of securing significant inward investment - with one of the largest foreign direct investments into the UK in recent years Magna Casting has built a casting plant for Jaguar LandRover parts
- The continued development of Telford town centre - including the development of Southwater, a new bus station and a new fashion quarter
- Growth in the borough's army of volunteers and community groups - who played a critical role in the borough's response to the pandemic
- The borough's reputation as a place to visit has grown - for example through the events and concerts in the Town Park including most recently Bryan Adams and Tom Jones
- A growing reputation as a place people want to come to live - people moving into the borough now accounts for the majority of the borough's annual population growth.

3.2 To plan for the next ten years, a vision of what the borough will be like in 2032 has been developed presenting a clear ambition and direction of travel for the borough. The vision enhances the Council's strategic planning framework by providing a long-term focus for the Council alongside the four-year medium term Council Plan.

3.3 The vision has been developed through three activities.

3.4 **Analysis of data about our communities and economy.** This shows that there are very real differences in how our communities experience life. These differences are often intergenerational and exacerbated by factors such as the Covid-19 pandemic and the cost of living crisis.

3.5 **Engagement with partners.** The Council set out to develop and deliver this vision with strategic partners recognising that the challenges and opportunities the borough has for the next ten years can only be addressed by working with its partners. The vision creates a shared narrative by which all partners can engage with relevant policy makers and both private and public sector investors. Partners that have engaged in the development of the vision include:

- Telford & Wrekin CVS
- Telford & Wrekin Interfaith Council
- Youth Offending Service
- Job Centre Plus
- Midlands Partnership NHS Foundation Trust
- NHS Shropshire Community Health Trust

- Shropshire Fire & Rescue
- Telford College
- HM Prison & Probation Service
- Telford Business Board
- Shropshire Chamber of Commerce
- Harper Adams University
- West Mercia Police
- NHS Shropshire, Telford & Wrekin Integrated Care System

3.6 As we move forward to delivery we will involve more partners including town and parish councils to realise the vision.

3.7 **Engagement with residents.** This has been core to the development of the vision:

- **Phase one** – prior to development of a first draft vision, nearly 3,000 residents were surveyed to share their views on what they liked about the borough and what they wanted to see change or improve over the next ten years. This was supplemented by a series of focus groups to unpack the survey findings.

Residents told us the things they liked in the borough included:

- the people and community
- a safe environment
- a good mix of things to do
- easy access to facilities and places
- an abundance of green and open spaces.

Residents also shared their concerns about the future, including access to housing that meets their needs, the provision of education, acquiring the necessary skills to secure good jobs and the impact of economic growth on the borough's environment.

- **Phase two** – once a vision was drafted further resident engagement was completed over the summer. This included an online survey and face to face engagement at events such as the Balloon Festival – with over 700 responses - based on this feedback, the draft document was revised.

4.0 Summary of main proposals

4.1 Appendix one presents the ten year vision document. The fundamental goal of this vision is ***“to build a more inclusive borough”*** delivered by 2032 through four ambitions.

- All neighbourhoods are connected, safe and clean
- Everyone is able to live a healthy, independent life
- Everyone benefits from good education and can fulfil their potential in a thriving economy
- The environment is protected for the benefit of everyone

- 4.2 Against each ambition the vision describes the ambitions and aspirations for what the borough will be like by 2032.
- 4.3 Delivering the vision will be challenging. It will require a step change in what is already effective partnership working, changing organisational behaviours, and require creativity, ambition and expertise. There is an opportunity to try out new tools for collaborating, bringing together residents, businesses and others to test how we can use data, information and technology to help us get under the skin of problems.
- 4.4 Existing resources will not enable the Council and partners to deliver the vision. For example, the transformation of south Telford new town estates will require significant new funding. Equally, the shift to a carbon neutral borough will require action from regional and national government, through both funding and policy development. Together with partners we will lobby both regional and central government to secure the resources necessary to deliver this vision.
- 4.5 Following approval of the vision by Cabinet, a second partnership event will take place to develop a delivery plan for the vision in October. This will identify what each partner will deliver, key dates, milestones and outcomes. With this delivery plan in place, it is proposed that progress against the vision will be reported to Cabinet twice each year.

5.0 Alternative Options

- 5.1 Consideration has been given to the option of doing nothing. This would have a detrimental impact on the borough. Part of the purpose of the vision is to identify critical challenges that require a medium to long term response and a multi-agency response to both use resources collectively but also to lobby collectively to secure the necessary resources from regional and central government. The vision provides a framework for this to happen.

6.0 Key Risks

- 6.1 The recommendations mitigate against the following risks:
- That challenges in the borough requiring a multi-agency response are not addressed;
 - A failure to secure the necessary long term funding for the borough and/or policy-flex by not having a clear, shared long-term plan;
 - A lack of co-ordination between key partners to address priority issues; and
 - A failure to attract investment into the borough because a no clear long-term ambition or aspirations.

7.0 Council Priorities

7.1 The vision will drive implementation of all of the Council's priorities:

- Every child, young person and adult lives well in their community
- Everyone benefits from a thriving economy
- All neighbourhoods are a great place to live
- The natural environment is protected, and the Council is taking a leading role in tackling the climate emergency
- A community-focussed, innovative council providing efficient, effective and quality services.

8.0 Financial and Commercial Implications

8.1 The Vision 2032 will inform the Council's Medium Term Financial Strategy over future years and priorities for allocating resources. In order to deliver the Vision additional funding is likely to be required from Partners as well as Central Government. Actions to deliver Council Priorities will need to be costed up as they are firmed up and relevant funding streams identified and bid for where required.

9.0 Legal Implications

9.1 There are no direct legal implications arising from this report. The report details the basis upon which the Vision has been realised and its aims. The Vision sits alongside the Council Plan and is complimentary to it. As a partnership document, seeking to bring stakeholders from the Borough together, the document itself is not in response to a statutory duty, but where necessary, legal advice will be provided on an ongoing basis.

10.0 Human Resource Implications

10.1 There are no direct human resource implications arising from this report.

11.0 Health, Social and Economic Implications

11.1 The vision articulates a clear ambition to address long-term health, social and economic challenges in the borough.

12.0 Equality and Diversity Implications

12.1 The vision articulates a clear ambition to enhance equality and diversity "to create a more inclusive borough".

13.0 Climate Change and the Environment Implications

13.1 The vision articulates a clear ambition to address the climate emergency, protect the environment and to create a more sustainable community and economy.

14.0 Armed Forces Covenant Implications

14.1 The vision articulates a clear ambition “to create a more inclusive borough” which will contribute to and support the Council’s established commitment to the Armed Forces Covenant.

15.0 Background papers

None

16.0 Appendices

1 Vision 2032

17.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	14/09/2022	03/10/2022	MLB
Legal	14/09/2022	15/09/2022	RP