



Our programme  
**to protect,**  
care and invest to  
create a better borough

2019-2023



# Introduction

This programme sets out our priorities and how we will seek to deliver them over the next four years until 2023.

It builds on the previous eight years, when the Council has worked hard to serve residents, those who work here and those who visit here:

- Attracting record levels of investment and creating and safe-guarding 1000+ jobs.
- Working to make the borough cleaner, greener and more attractive.
- Protecting our environment through the creation of over 200 **guaranteed green spaces** and creating an additional 10 local nature reserves protected from future development.
- Investing to protect our most vulnerable children and adults.
- Tackling rogue landlords and issues linked to poor housing that affects residents.

Our mission statement for the Council is to **protect, care and invest to create a better borough**. At the heart of this are the five commitments we have made to the community:

- 1 We will continue to fight the closure of our 24/7 A&E and Consultant led Women and Children's Centre;
- 2 We will continue to keep Council Tax amongst the lowest in the Midlands;
- 3 We will continue to invest £80m per year in protecting

the most vulnerable adults and children in our community including those who are victims and survivors of sexual exploitation and domestic abuse;

- 4 We will invest £50m in roads and footpaths and infrastructure across Telford and Wrekin and continue to invest in creating new jobs for residents;
- 5 We will continue to fight any proposed merger with Shropshire Council or other authorities as we believe that the borough is best served by its own council that puts its residents first.

Delivering our programme will not be without challenges. **By 2023 the Council will have delivered close to £150m savings since 2010 as a result of government cuts.** To achieve what we want to, we will have to continue to change and develop new models of service delivery, and to generate new income streams to limit cuts to our front line services. We will also lobby government for a fairer funding deal and for investment as Telford moves from 'new town' to 'young town'.

Whatever decisions we make, we will continue to seek new ways to work in partnership and co-operation with the borough's communities to understand their priorities and address them. Underpinning our relationship with the community will be our Co-operative values of Openness and Honesty, Ownership, Fairness and Respect, and Involvement.



Cllr Shaun Davies

# Telford and Wrekin the place

Telford and Wrekin is a place of contrasts. Within the borough are the Telford New Town, the market towns of Wellington and Newport, borough towns which include Madeley, Oakengates and Dawley and the Ironbridge Gorge UNESCO World Heritage Site - birth place of the Industrial Revolution. All surrounded by beautiful countryside and farmland with more than two thirds of the borough classified as rural.



The borough has a successful growing economy. Manufacturing remains important (TW 16.5%, WM 11.6%, UK 8.2%) with the automotive supply chain a key sector. Through the availability of affordable 'ready to go' development land, the borough has been successful at attracting significant inward investment to protect existing jobs and support the creation of new ones. The recent investment by Magna International Inc. was one of the largest foreign direct investments into the UK for the last five years.

Tourism makes an increasing contribution to our local economy with 4.5 million visitors each year including 1.5 million visitors to Telford Town Park, Southwater and the Ironbridge Gorge bringing £800m economic benefit.

We have seen strong housing growth as part of our recovery from the recession. The borough is the one of the best performing local authorities for housing growth – ranked third in the 2019 Centre for Cities Report.

While challenges remain, the health of the population continues to improve. There has been significant progress on reducing early preventable deaths from cancer and cardiovascular disease. 'Lifestyles' are improving with smoking rates having fallen significantly from 25% in 2011 to 16.5% (14.2% WM, 14.2% Eng) in 2017 and "activity levels" improving (physically active adults 55.4% in 2016/17 increased to 68.55 2018/19, 66.0% Eng).



Education and skill levels continue to improve. The proportion of the working age population with NVQ level 4 qualifications has increased to 29.8%. School performance has improved with attainment for key measures (EYFS, KS1, KS2 and GCSE) better than the regional and comparable to the national position.

Whilst we have reached many milestones on our journey to create a better borough there remain challenges. We need to continue to develop the value of our economy and create higher value jobs here. Our GVA per capita trails below regional and national rates (£21.2k TW, £21.5k WM, £25.6k UK), as do our wage levels (£508 weekly TW, £537 WM, £571 Eng).

Improving the skill base of our work force is a key response to addressing these challenges. The borough has 15 neighbourhoods ranked among the 10% most deprived nationally for health, skills, employment and housing.

The challenge we face is to ensure that the benefits of our thriving economy are felt by all, enabling all our residents to enjoy healthier and more fulfilling lives wherever they live.

## Our vision and priorities

Our vision and priorities have been developed through community engagement over many years. These priorities were once again tested through the local elections in May 2019. From this, we are clear what the community wants the Council to deliver.

To enable us to deliver our priorities, the organisation will continue to change and develop in response to the challenges we face, particularly the need to make further savings. Our organisational strategy '**Be the change**' sets out how we will do this.

## Borough vision

Our ambition for the borough is for Telford and Wrekin, to be known as: **The place of enterprise, innovation and partnership.**

## Council mission statement

Our mission statement is about what the Council will do to deliver this vision for the borough: **Protect, care and invest to create a better borough.**

## Our priorities to deliver this are:



## Our values

Our Co-operative values are at the heart of all that we say and do as an organisation:

- **Openness and Honesty** being open and honest in the way we work and make decisions and communicate in a clear, simple and timely way;
- **Ownership** being accountable for our own actions and empower others with the skills to help themselves;
- **Fairness and Respect** responding to people's needs in a fair and consistent way;
- **Involvement** working together with our communities, involving people in decisions that affect their lives and be prepared to listen and take on new ideas.

## Key investments to deliver our priorities

- **£80m per year in protecting the most vulnerable adults and children** in our community including those who are victims and survivors of sexual exploitation and domestic abuse.
- **£50m in roads and footpaths and infrastructure** across Telford and Wrekin and continue to invest in creating new jobs for residents.
- **£50m 'Telford Growth Deal'**.
- **£35m into our local schools.**
- **£5m Investment fund** which will be invested in our borough town centres. This includes Oakengates, Wellington, Madeley, Dawley, Ironbridge and Newport.
- **£1m into a 'Stronger Community' fund** which will support the continued regeneration of our New Town and existing estates.
- **£600,000 in safer routes to school.**
- **£100,000 in rights of way and park walks.**



Protect and support our most vulnerable children and adults



# Protect and support our most vulnerable children and adults



We want to see children and adults live safely at home in their communities, this means developing community capacity to achieve this goal. Where we can't, we want the very best for our vulnerable children and adults.

## Early help

Our Early Help strategy is essential to this way of working. We want to work in and with communities to provide the right help at the right time. This is built on a Strengthening Families model which works with the whole family to avoid the need for the intervention of more intensive statutory services.

## Protecting and supporting victims of child sexual exploitation

A very specific focus is on young people who are at risk of child sexual exploitation. We will continue to tackle child sexual exploitation and continue to support victims of sexual exploitation. We will ensure that the Independent Inquiry into sexual exploitation is delivered and all of its recommendations acted on.

## Carers

Core to our strategy to protect and support vulnerable children and adults is our commitment to support carers. We will develop a Carers' Rights Covenant and support carers in very practical ways including securing funding to allow more carers to access respite care and the introduction of free skating at the Telford Ice Rink for young carers.

## Supporting children in care

Children in care and care leavers face additional challenges as they move into adulthood. To support them we will:

- Promote fostering and adoption with a renewed public campaign.
- Provide support for care leavers up to the age of 25, ensuring that the Council plays its part in supporting young people to leave care. This will include a guarantee of a work placement with the Council.
- Create a care leavers covenant in our borough which will provide care leavers the best start to their adult life.



**"We want to work in and with communities to provide the right help at the right time"**

Cllr Shirley Reynolds



## Tackling the impact of adverse childhood experiences

There is a strong body of research that identifies the harmful effects that adverse childhood experiences have on health throughout life including child maltreatment, exposure to domestic violence and separation trauma. We will use this thinking to do more to tackle the impact of domestic abuse, mental health and substance misuse.

## Adult social care

Our approach is built on 'promoting independence' through this we want to enable adults to live as independently as possible. We want to do all that we can to support people to live in their communities to avoid unnecessary residential and hospital admission. For example, developing a real alternative to residential care for older people with dementia which allows them to live in a supported living environment.

We want to look at innovative ways to support local people to remain independent. For example, we want to raise awareness of how technology can 'promote independence' by establishing a Smart House which showcases assistive technology and using tools like SKYPE for working with individual or groups of clients.

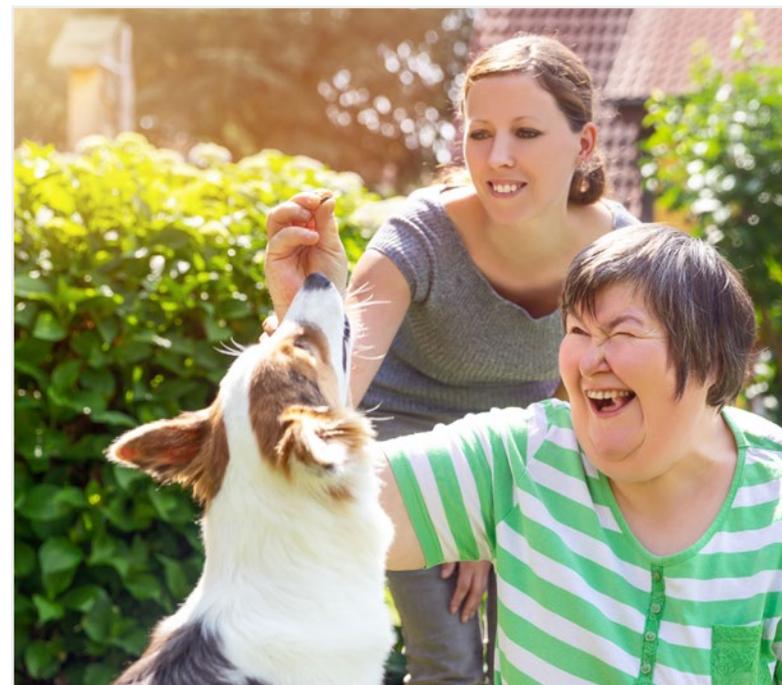
In response to increasing future demand for care, we want to support local people to get paid jobs in care, providing care and support in their local neighbourhood.

Core to 'promoting independence' is working better, more effectively with health services and with communities to develop capacity to support this goal.



**"We want to do all that we can to support people to live in their communities"**

Cllr Andy Burford







Securing the  
best start in life  
for children and  
young people



# Securing the best start in life for children and young people



We want to ensure that children and young people have the best possible start in life to improve their life chances as adults. Overall, much of our 4-year delivery programme will help us to achieve this goal: safe and strong communities, access to housing, a strong economy with better jobs and quality apprenticeships.

We want to ensure that all children whatever their background and abilities fulfil their potential. To achieve this we will continue to invest in the best facilities for our children from early years to the workplace.

This will include investing £35m into our local schools so that children can attend a primary and secondary school that is judged to be “good” or “outstanding”. We will also continue to protect all Children’s Centres across the borough.

A second area of focus is to minimise youth unemployment and young people not in education, employment or training (NEETs). Three specific areas we will continue to drive are:

- ‘Job Box’ – a Council service which supports young people into positive destinations: employment, training or volunteering. This has been an effective programme.
- Maximising social value through Council contracts with businesses by ensuring that they provide opportunities for young people including care leavers.
- Encourage and support local businesses and industry to provide training and work experience for young people including care leavers.

The housing market presents real challenges to many young people. To address this we will explore ways to support our young people to get onto the housing ladder.

We will provide new school places to meet the special education needs of some of our children as we continue to support children and young people with SEND across our fantastic schools in the borough.

We will also expand some of our secondary schools to meet growing demand and we will plan for growth in the primary sector particularly where there are large scale housing developments.

We will continue to work in partnership with all of our schools to ensure that children in the borough receive the best possible educational opportunities which maximise their potential.



**“We will continue to protect all Children’s Centres across the borough”**

Cllr Shaun Davies





Protect and  
create jobs  
as a 'business  
supporting,  
business winning  
council



# Protect and create jobs as a 'business supporting, business winning council'



We have established Telford and Wrekin's reputation as one of the leading councils for attracting and securing new business and investment. We have supported record investment and job creation in the borough. We do this so that all communities can benefit from a thriving local economy and prosper.

## Supporting inclusive growth, jobs and new skills

Ways in which we will do this include:

- We will continue to drive our £50m Telford Growth Deal – which has levered 1,000 new jobs into the borough over £100m investment and created over £2m income to the Council to protect front-line services.
- Securing funding to bring brownfield sites to the market.
- Creating the right environment to support business growth:
  - Continue to improve all digital infrastructures, after the successful rollout of high speed broadband across the borough.
  - Maintain the best highways and roads in the Midlands in order to attract and maintain businesses.

As well as attracting new investment, we will continue to support existing businesses by:

- Committing to a £5m investment fund which will be invested in our borough town centres – Oakengates, Wellington, Madeley, Dawley, Ironbridge and Newport.

- Guaranteeing free car parking on all Council car parks that currently offer free parking.
- Continue to offer grants to businesses wishing to locate in our high streets and to businesses wishing to upgrade their shop fronts.
- Ensuring our high streets are safe and welcoming environments through our £5.2m investment in LED streetlights and £200,000 in CCTV.

## Making Telford and Wrekin a great place to visit

Each year in excess of 1.5 million people visit Telford and Wrekin. This is an increasingly important part of the local economy and a significant financial boost. We will continue to drive this through our Totally Telford and Destination Telford campaigns and strategies.

We will continue to support the expansion and development of the Telford Town Centre, creating a diverse range of shops, restaurants and hotels.



**"As well as attracting new investment, we will continue to support existing businesses"**

Cllr Lee Carter



**"We will continue to support the expansion and development of the Town Centre"**

Cllr Carolyn Healy





Improve local people's prospects through education and skills training



# Improve local people's prospects through education and skills training



We want to ensure that all residents can access the benefits of our thriving and growing economy. To do this will need to make sure that they have the right skills to meet the ever changing needs of local employers.

## Supporting new skills

It is essential that business have ready access to the right people with the right skills. To do this we will bring together our partners in business and education to identify the critical skills gaps in the local economy and tackle this by training local people.

An essential way to do this is to support local businesses to take on apprenticeships to learn important trades and skills. The Council will ensure that it promotes meaningful apprenticeship programmes.

We will support our network of colleges to provide lifelong education and training, enabling everyone to upskill or retrain at any point in life. We will work with universities to bring specialised training and workplace programmes for those out of work. Linked to this we will develop one of the country's first employment delivery centres, preparing local people to take up work with local business.

## Our role as an employer

As one of the borough's largest employers, the Council has a key role to play in supporting people into employment. We will continue to deliver this through our work experience programme, and through our Supported Employment programme providing placements and apprenticeships for adults with learning disabilities.



**"We will develop one of the country's first employment delivery centres"**

Cllr Shirley Reynolds





Keep  
neighbourhoods  
safe, clean and  
well connected



# Keep neighbourhoods safe, clean and well connected



We know that ensuring neighbourhoods are safe, clean and connected makes a big difference to everyday life. It is essential that this continues as the borough grows.

## Improving transport and infrastructure

We will complete our record £50m investment into our roads and footpaths and infrastructure right across the borough.

Public transport is essential to connect our communities to education, work and leisure opportunities. We will explore ways to make public transport more accessible for all, for example smart ticketing initiatives. A new fund will be introduced to support new pilot travel schemes to our industrial estates and for young people to get to college, and explore a new “on demand” bus service.

## A clean borough

Our new environmental maintenance contract will provide improved and more responsive street cleansing and environmental maintenance in every neighbourhood, including our rural areas.

We want to protect and increase our current household recycling rates. We will do this by:

- Ensuring that green bin collections remain free.
- Maintaining the current bin collection frequency.
- Keeping Halesfield and Hortonwood Recycling centres open.
- Introducing a free weekly food collection for all residents.
- Encouraging the reduction of single use plastics.

## Making Telford and Wrekin safer

We will work with our partners to tackle crime and anti-social behaviour. A specific area of focus will be to reduce domestic abuse. This has a devastating impact on victims and their families. We and our partners are committed to eliminating all forms of domestic violence and supporting victims. A core priority will be to ensure that those at risk of abuse have access to a place of safety and that there is effective support for victims. We will create a new grant fund scheme for voluntary sector organisations wanting to provide services to support victims.



“We will explore ways to make public transport more accessible for all”

Cllr David Wright



“We and our partners are committed to eliminating all forms of domestic violence and supporting victims”

Cllr Richard Overton





Support communities and those most in need and work to give residents access to suitable housing



# Support communities and those most in need and work to give residents access to suitable housing



We want the borough to be a place where all communities are supported to take ownership of the challenges that they face. This will make them stronger and more resilient.

## Stronger communities

We have created a £1m “Stronger Community” fund which will support the continued regeneration of our New Town and existing estates. This programme will be developed through resident and partner engagement to identify the specific needs of each community focussing on infrastructure, health and well-being, community facilities and activities.

Volunteers are an essential part of a strong community. We will continue to grow our network of community volunteers to over 1,200 residents, including snow wardens and street champions. This will be supported by a “Volunteer for Telford” initiative, rewarding and incentivising those who give their time to make our community a better place. We will create an incentive scheme to reward volunteers’ hard work.

We will continue to support key community organisations, strengthen our partnership with Citizen Advice building on the £2m of funding given to support their work since 2011. We will strengthen our long standing partnership with local food banks, building on the £150,000 funding given to support their work by guaranteeing this for a further four years.

## Supporting home-owners and renters

We want to ensure that all residents of the borough have access to suitable, affordable housing so that families can remain in and thrive in Telford. For some, this is increasingly difficult. To do this we will continue the growth of NuPlace owned and run by the Council to develop and rent out homes at market and affordable rates. We will look to increase the range and availability of Council owned accommodation for older residents, including adapted living and retirement bungalows.

We will continue to:

- Take robust action to reduce the number of empty and unused properties including an extra Council Tax charge for homes which have been empty for two years with proceeds invested to prevent and reduce homelessness.
- Tackle rogue landlords, working with good landlords and supporting private tenants by continuing to invest in our ‘Better Homes For All’ scheme.
- Tackle homelessness – striving to halve the number of people living in temporary accommodation and to eradicate rough sleeping.



“We will create an incentive scheme to reward volunteers’ hard work”

Cllr Rae Evans



“We will continue our efforts to tackle homelessness and to eradicate rough sleeping”

Cllr David Wright





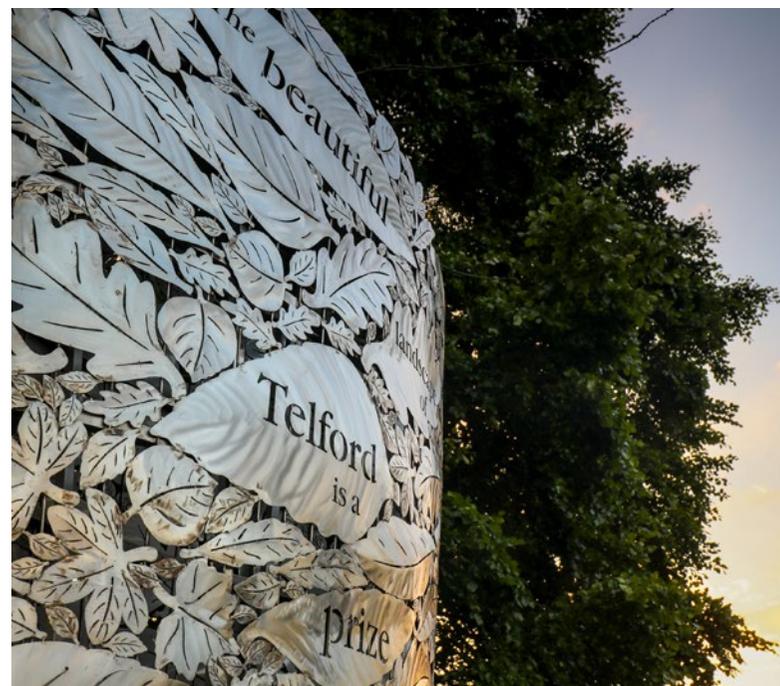
“We will ensure our veterans and Armed Forces personnel get the services and support that they need”

Cllr Raj Mehta

## A home for heroes

We continue to recognise those who have served in our Armed Forces and commit to improving the Military Covenant and services which improve the lives of veterans and their families. We will appoint a Veteran’s Advocate for the borough to ensure our veterans and Armed Forces personnel get the services and support that they need. We will continue to mark the sacrifice of those who have served with the planting of poppies around war memorials in our borough and will seek to get all War Memorials in our borough listed to protect these for future generations.

We will introduce a discount for Armed Forces personnel who use our Council owned leisure facilities and expand provision to support our veterans, care leavers and over 65s at home and in the community.







Improving health  
and wellbeing  
across Telford  
and Wrekin



# Improving health and wellbeing across Telford and Wrekin



Although significant progress has been made over the last 25 years, inequalities in life expectancies remain within the borough. We will work to enable people in the borough to enjoy healthier, happier and longer lives.

## Prevention and community led provision

Prevention is at the heart of our approach to improve lives and to reduce pressures on our health services.

We want more people to become active. To minimise some of the barriers to this we will promote and support community sport, ensuring our sports facilities offer access for all. We will pilot targeted free swimming lessons for local children and extend free swimming to all young people under 18 and maintain £1 swim for over 50s.

We want to ensure that our parks, nature trails and green spaces are attractive and welcoming to all visitors. We have invested £100,000 in rights of way and park walks including working with groups to identify and register paths that are not on the definitive map.

Whilst the NHS plays a critical role in the provision of health services, there is an important role for the community in this. We want to work in partnership with our communities to boost participation in a range of community run activities.

We will continue to invest in community and voluntary groups to ensure we have rich community events and activities for our residents.

We will continue to support the local community and voluntary sector who provide support for mental health and addiction. Our support in school and colleges for children, young adults and children in care suffering from mental ill health will be expanded.

Mental health training for Council staff is in place; by leading by example we want to encourage local businesses and community groups to support mental health awareness. Equally, we will train Council staff in dementia awareness and work towards being a dementia friendly Council and borough.



**“We will invest £100,000 in rights of way and park walks”**

Cllr Rae Evans



**“We will continue to support the local community and voluntary sector who provide support for mental health and addiction”**

Cllr Andy Burford





Protect and  
champion our  
environment,  
culture and  
heritage



# Protect and champion our environment, culture and heritage



## Ensuring a Sustainable Environment in Telford and Wrekin

Whilst supporting housing and business growth, we will protect the network of green spaces which run through the borough and are so important to our communities. We will work to secure funding to unlock appropriate brown field sites for the development of affordable homes, supporting hundreds of jobs in the construction and manufacturing sector. When we are making investment decisions as a Council, we will work to bring forward brownfield sites.

Our network of green spaces and parks are a real borough asset. To protect them, we will:

- ▶ Provide funding for the creation of more ‘Green Guarantee’ site and Local Nature Reserves.
- ▶ Establish a grant fund for community groups to improve their local green spaces and public parks.
- ▶ Champion and support our ‘Friends of’ groups to protect our local green and open spaces.

We will support the switch to cleaner energy by investing in LED lighting for Council owned buildings and increase the number of electric car charging points. We will also work to ensure that the Council minimises the use of plastic, particularly single use.

We want to make it easier and safer for cyclists to travel across the borough and will start to modernise and improve cycle routes.

## Culture, leisure and arts at the heart of Telford and Wrekin

We will build on the success of the ‘Telford 50’ celebrations and continue to host free events across our borough. Including the very popular St Georges Day Celebration, Telford Carnival of Giants and the Balloon Fiesta, and continue to support community led events.

We will continue to support and invest in our Council-owned theatre at Oakengates providing a wide range of accessible arts and entertainment.

## Our past, present and future

We will continue to protect and champion the Ironbridge Gorge World Heritage Site, ensuring it remains for future generations and work closely in partnership with many of our museums and local heritage groups to protect historical sites and our links with the Industrial Revolution across the borough.

It is not just about the old – we will continue to restore the heritage of Telford New Town, including the restoration of the Thomas Telford Square.



**“We will protect our network of green spaces and parks which are a real borough asset”**

Cllr Hilda Rhodes



**“We will continue to protect and champion the Ironbridge Gorge World Heritage Site”**

Cllr Carolyn Healy



# Be the change

## Being the best we can be every day – our strategy for the organisation

What sets Telford & Wrekin Council apart from many other public sector organisations is our positive strategy, can-do attitude and strong vision of what we can be. We don't just talk about change and transformation, we do it and we deliver.

Despite the savings the Council has made, we still have significant resources to make a real, positive difference to the community and local businesses as articulated through our priorities.

Over the past eight years, our 'Being the Change' strategy has successfully steered a large and complex organisation through a period of challenging change and transformation. In reviewing this strategy, we have refocussed it to 'Be the change'. This change is about reinforcing that we all have a role in delivering new ways of working. The organisation needs to continue to develop and change services to new more efficient models if we are to deliver the priorities that the community want us to deliver with the resources that we have. To do this we all need to take ownership of these changes and deliver the best service we can every day. Equally, the Council will continue to get closer to and work with communities to understand their challenges and support them to develop their solutions to them.

## Solving problems and promoting social responsibility

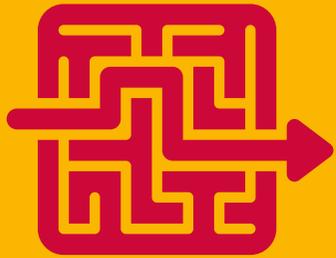
The Council can no longer afford to, nor is it right, that the Council fixes every family or community challenge. It is

the role of the Council and its partners to work with and support families and communities and so reduce demand on public services.

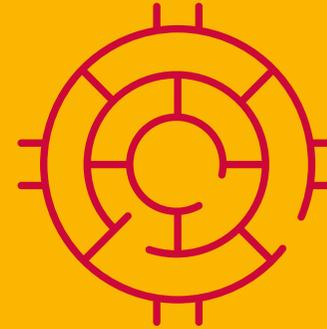
## Challenging and changing, reviewing and reimagining how we do things

Despite the savings we have had to make, we have worked hard to avoid simply cutting services to balance the books – this would be the easy thing to do. We have had to be creative to find new ways to deliver services and ensure that our services are as efficient as possible. For example, working with Town & Parish Councils, community groups and organisations to deliver libraries, community centres, markets, Children's Centres and youth services, examples include 'Feed the Birds' scheme to tackle social isolation and "Bench to Bench" to encourage people into activity. This has delivered a saving of over £1m over three years.

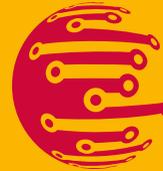
## Our refocussed organisational strategy has five themes:



1. Solving problems and promoting social responsibility to reduce demand for services



2. Challenging and changing the way we do things



5. 'Joining the dots' to ensure that our services work effectively



3. Reducing our dependency on Government grants



4. Being a modern organisation where we always get the basic right

## Reducing our dependency on Government grants

This is an essential part of our financial strategy to increase and maximise income into the Council from sources other than Government grants.

## Being a modern organisation with modern practices and where we always get the basics right:

**Employees** - The Council has hard working and dedicated employees committed to the values of service and making a difference to the community. Our Workforce Strategy sets out how we will work to continually support the employees to ensure that they have the right skills and knowledge to deliver services.

**Technology** - Investing in ICT to keep our systems up to date is an essential part of 'Be the change'. We have doubled ICT's capital programme from £1m to £2m pa 2017/18 to 2019/20 to drive efficiencies and savings as well as ensuring that the ICT network is robust.

**Customer focus** - Improving the customer journey and outcomes by driving a digital transformation including the enablement of 'self-serve' at customers' convenience through 'My Telford'.

**Performance** - Our Performance Framework tracks the progress we are making delivering our priorities. This is an essential part of our approach to evidence based decision making and will be underpinned by improving data quality.

**Financial Management** - Our Service & Financial Strategy sets out how we will use our money to deliver our priorities and value for money including where we will invest more to deliver our priorities, but also where we are still required to make savings and deliver efficiencies.

## Joining the dots

This new theme is about working to ensure that all our services work effectively together where this will drive improvement in outcomes for the community. It is about challenging ourselves to ask whether there are opportunities to work collaboratively with other Council services, public services and community partners.



**SOLAR FARM**  
**£4.4m PROFIT**  
 over the next 20 years



**NEW HOMES FOR RENT**

**ENERGY**  
 PRICE COMPARISON SITE

**£7k pa**

Energy support service  
 Targeted Advice and Support  
 for those in fuel poverty

**SECURING  
 EXTERNAL  
 FUNDING**



**£18.79m**

through the Marches Local  
 Enterprise Partnership Local  
 Growth Fund

# Telford and Wrekin key facts

## The Council

The Council has a **net revenue budget of circa £121m** for 2019/20.

Over the four year span of this Plan, the Council is forecasting to be **required to make £25m in savings** as a result of reduced government grant, meet increasing costs and demands in key services. **This is in addition to £123m savings that will have been delivered by the end of 2019/20 since 2010.**

The Council employs some 2,636 people – **a reduction of 1,577** since April 2010.

## The Borough

### Population

The borough has an estimated population of 175,800 people and is younger than the national picture. The population is growing, changing and ageing. The borough's population is projected **to grow at a faster rate than the national population**, rising to 196,600 people by 2031, with **over half of this population increase expected in the over-65 age group**. As the population grows it continues to become more diverse. Some 10% of the population are from a BAME background, rising to over 13% in the 0-24 age group.

### Health

The population generally has **higher rates of poor health than England averages**, and for some people social and economic circumstances make it more difficult to make healthy lifestyle choices. **Male and female life expectancy at birth both remain below the national rates** (male 78.5 and female 81.9, England 79.6 and 83.1 respectively).

## Housing

There are some 73,000 homes in the borough and this is forecast **to grow at around 1,000 net new homes annually** for the next 15 years as set out in our Local Plan.

The number of homes rented from private landlords grew significantly between 2001 and 2011 and is forecast to continue to rise. The mean (average) selling price of a house in the borough in November 2018 was £165,968, below the regional (£197,387) and national (£247,430) averages.

## Economy

In 2018, there were an estimated 85,950 jobs in the borough in over 6,100 business units (VAT and/or PAYE based enterprises). **Manufacturing remains the largest single sector employing 14,000 people** (16.3% of jobs, compared to the England average of 7.9%), with the second largest sector being **Business administration and support services employing 11,000 people** (12.8% of jobs, compared to the England average of 9.1%). Median gross weekly earnings for full time employees grew 6.9% to £522.30 from 2017 to 2018.

## Deprivation

15 of 108 neighbourhood areas are ranked among the 10% nationally most deprived. Primarily focussed in South Telford: Woodside x4, Malinslee and Dawley Bank x3, Madeley and Sutton Hill x2, Brookside x2, Dawley and Aqueduct x2, Hadley and Leegomery and College. **27% of the population live in areas which are amongst the 20% most deprived areas nationally.**

## Organisational Delivery & Development

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