

TELFORD & WREKIN COUNCIL

2026/27 EFFICIENCY STRATEGY

January 2026

Foreword

Local government continues to operate in an exceptionally challenging financial environment. Across the country, councils are facing sustained cost pressures and rising demand for services — particularly in Adult Social Care, Children’s Services and support for our most vulnerable residents. These pressures will remain a reality in 2026/27 and beyond.

The Government’s recent Spending Review provided some welcome additional investment for local government, and the provisional local government finance settlement implements the Government’s Fair Funding Review which reforms the way funding is allocated to local authorities in England, making the system fairer, simpler and more transparent. Provisional settlement figures were received in December 2025 for 2026/27, 2027/28 and 2028/29 which provides more certainty over central government funding for future years. However, demand for services continues to outpace available resources, in particular for Social Care.

Against this backdrop, doing nothing is not an option. This Efficiency Strategy sets out how we will respond — responsibly, proactively and with confidence. It is about making best use of every pound we spend, improving how we work, and ensuring that limited resources are focused where they make the greatest difference to residents.

Efficiency for this Council is not about short-term cuts or lowering ambition. It is about strengthening our financial resilience, modernising services, reducing waste and duplication, and protecting what matters most: frontline services, support for those in greatest need, and the long-term sustainability of the borough.

I am confident that, through disciplined financial management, innovation and a clear focus on outcomes, Telford & Wrekin Council will continue to deliver for our communities.

This strategy provides a clear and practical framework to help us do just that.

Cllr Lee Carter

Leader

1. Introduction and Overview

This Strategy has been developed to ensure that the Council can continue to qualify for the Flexible Use of Capital Receipts from Government.

The Council has an excellent track-record in financial management and innovation with spend being within budget for the past 17 years, despite unprecedented cuts to the grant that we receive from Government, and delivering efficiencies is a key component to this. The Council has consistently received an unqualified audit opinion from its external auditors.

This Strategy was initially built on the relevant sections of the Council's Service & Financial Plan for 2016-2019 which identifies how efficiencies and savings will be delivered. The Council's Medium Term Financial Strategy is updated annually and the plan for 2026/27 to 2029/30 can be found at www.telford.gov.uk/budget

Since, the adoption of the Service & Financial Planning Strategy by the Council in March 2016, the Council has continued to develop its projections of the organisation's financial position to 2029/30.

By the end of 2025/26 the Council will have delivered ongoing budget savings of £195.3m; additional ongoing savings identified for 2026/27 total £15.7m with a further £0.7m in 2027/28 and £0.8m in 2028/29. This has been, and remains, a huge task and one that has required fundamental redesign of the organisation and the ways that we do business.

Future savings will be significantly more challenging as the "low hanging fruit" has already been harvested making medium term planning and increased certainty over grant levels essential. The proposed flexibility over the use of new capital receipts will greatly assist in funding the necessary one-off costs associated with the huge transformation programme that the Council is undertaking.

2. Telford & Wrekin: The Place

The population in mid-2023 was estimated to be 195,952. Between 2014 and 2024 the borough's population grew by 14.9%. This was the greatest upper tier local authority increase in the West Midlands Region and almost double that of England (7.8%).

At the current rate of population increase, the population of Telford and Wrekin is likely to exceed 200,000 in the next 2-3 years.

As our population grows, it is ageing and becoming more diverse. People aged 65 and over are the fastest growing age group in the borough, increasing by 27.6% (7,568 people) between 2014 and 2024. Over the same period the population for England increased by 15.5% for 65 and over.

The greatest driver of population change in the borough is internal migration from other parts of the UK. This accounted for 49% of population change between 2023 and 2024.

Internal and international migration means that the population is constantly changing. 6% of the borough's population (12,265 people) arrived in Telford and Wrekin from elsewhere in the UK or abroad in the 12 months to June 2024 whilst 8,959 people left the borough.

The borough is a key growth hub in the West Midlands in terms of both housing and the local economy and jobs. We have a strong track record at attracting inward investment from both the private and public sector including £70m from the Ministry of defence and in excess of £80m from Magna (automotive supply chain manufacturing). Manufacturing provides 15.4% (7.3% England) of jobs in the Borough.

Telford is the focus for much of our housing and economic activity, with the historic market town of Newport to the north and the UNESCO world heritage site of Ironbridge to the south on the banks of the River Severn.

Although at face value it is a successful and attractive place to live, Telford & Wrekin is an area of contrast with 15 neighbourhoods ranked in the 10% most deprived nationally bringing very real challenges as to how we ensure that all of our population shares in the prosperity which our growing economy generates.

More information about the Borough's population can be found on our website:
https://www.telford.gov.uk/info/20121/telford_and_wrekin_insight

3. Our Strategy

Our Efficiency Strategy includes three themes:

1. Our approach to delivering efficiencies to delivering savings
2. How new flexibilities in the use of capital receipts will be used
3. Prudential Indicators to ensure borrowing by the Council is affordable in the medium to long term.

This strategy will be reviewed at least annually and updated with the progress made delivering each of these themes.

3.1 Delivering Efficiencies

Telford & Wrekin Council has a proven track record of delivering savings and efficiencies. Between 2009/10 and 2025/26 the Council has delivered £195.3m savings including:

- Significant reductions in head count were necessary during the period of the Government's austerity programme.
- Reduced the office accommodation by half, saving the Council £2.4m pa;
- Cut back-office costs by over 57% since 2009, saving £17.1m a year; delivered £17.5m procurement savings over the past 17 years by renegotiating and retendering contracts for the provision of services;
- with a relentless focus on business winning we have generated additional income through growth in business rates and council tax. Rateable property numbers have increased by 890, an increase of 19.5% and in relation to council tax there has been total growth of over 14,000 band D equivalent properties, averaging 1,200 per annum. In total this has led to around £20m additional income being generated in council tax and business rates income since 2013;
- increased income from more commercial approaches across our services over the past two years, including increasing income from schools outside of Telford & Wrekin and being one of the first local authorities to invest in a solar farm which has generated

£5.2m net income up to 31 March 2025 since its completion in 2014 with a further £0.7m estimated for 2025/26; received nearly £58million in New Homes Bonus funding since the scheme started in 2011/12 with 2025/26 being the last year of this scheme;

- investing over £41m between 2025/26 to 2027/28 into extending and improving local schools, increasing school places in 21st century ready learning centres with brand new educational facilities across our secondary sector and ever-increasing modernisation of our primary and early years provision. Delivery of a brand new Digital Skills Hub to progress our ambitions for a future fit workforce ready for the revolutionary technology economy;
- delivery of Warmer homes funding energy efficient measures in residents homes via the governments, Local Authority Delivery Scheme (LAD), Home Upgrade Grant (HUG) and direct investment by the council of £500k from the Climate Change Fund so that a larger number of residents and private landlords benefit
- Net additional income from the Telford Growth Fund is projected to exceed £10.3m in 2025/26

Moving forward, the Council will continue to focus on four themes to continue to deliver savings.

Theme 1: Focussing on Solving Problems and promoting Social Responsibility and action to manage and reduce demand for services:

- **“Demand Management”** - ensure that resources are targeted at those residents most in need of help. This is about understanding why people use our services and keeping them out of high cost systems.
- **“Prevention”** – avoid problems which place demand on public services by encouraging people to help themselves to prevent needs developing in the first place. Adult social care has a Making Prevention Real Program which cuts across other directorates and also aligns with the prevention agenda with partners as part of TWIPP.
- **“Early Help & the Right Help”** – when individuals and families do need help and support, we want to identify them quickly and identify the right, effective support first time to avoid issues escalating and requiring more intensive and expensive intervention but also to avoid long-term dependency on our services.
- **“Think Family – Strengthening Families”** – to target our resources at those families most in need of support by taking holistic approach through a key worker model to “turning around” these families. This is a partner-wide agenda and is linked with “Enterprise Telford” through which we aim to deliver more jobs to promote economic independence.
- **“Working in Communities”** – to reduce demand by targeting our resources at areas in the greatest need of support and working more effectively with the resources which are already in place in our communities. Strong communities place the least demand on public services.
- **“Building Community Capacity”** – the need to harness the resources of the community, community groups and Town and Parish Councils, in helping to improve outcomes for our residents – this is core to our “Co-operative approach”. This includes:
 - **Community self-help** – building people’s social support networks by making best use of the resources and assets which are available in a local area – this helps people remain in and be an active part of their local community
 - **Effective co-production** – supporting the development of service provision by communities and moving away from a narrow focus of meeting needs through practitioner provided services.

Theme 2: Challenging & Changing, Reviewing and Reimagining the way we do things

We continue to evaluate the organisation to understand what is working effectively and efficiently and what needs to be changed. Through this we are able to create and seize opportunities. Examples of what we have done, and will continue to deliver, include:

- **Redesigning services and business process reengineering** to ensure that they are delivered in the most efficient and effective manner.
- **Redesigning and managing our front-door** to enable users to get the right service at the right time. Examples include “First Point for Business” and “Family Connect”.
- **Challenging Policies** – e.g. for calculation of Minimum Revenue Provision (changing debt repayment from equal instalments of principal to an annuity basis with cumulative revenue benefits of over £40m)
- **Working with the private sector** – to drive economic growth in order to generate jobs, increase prosperity for the residents and generate additional income for the Council from business rates and Council Tax on new homes built in the Borough. Examples include work with the Telford Business Board and major local employers, the management of the Telford Town Centre shopping centre, house-builders and our Universities.

Building on this progress, moving forward there are some major ways that we will change as an organisation:

- **“Channel Shift”** by providing services and information in the most efficient way. For example, providing clear and robust information on the Council’s website will mean residents can self-serve and not need to contact the Council in other less efficient, more expensive ways such as by telephone or face to face. It includes harnessing the benefits of other technologies such as the omni channel provision for contacting the organisation.
- **“Improving Business Intelligence”** – we are a data rich organisation, but all services need to be better at turning this data into intelligence to understand who is using our services and the outcomes they receive. As we continue to change the organisation we need to understand the impact of these changes both in terms of efficiency but also in terms of impact on budget and the community.
- **“Developing new ways of delivering services”** – we will need to be working in an ever more integrated way with our partners including Telford & Wrekin NHS Clinical Commissioning Group, Town and Parish Councils and the Voluntary and Community Sector. For example, the partnership agreements with town and parish councils have seen the transfer of library services.

Theme 3: Reducing our Dependency on Government Grants

We have already taken significant steps to reduce our dependency on Government Grants, and we will continue to drive them forward:

- **“Increasing income through trading our existing services”** – there are many Council services that already “trade” outside the organisation and secure income. For example, IDT, HR and Catering.
- **“New commercial development/projects”** – we have developed a track record on taking on new ventures to deliver income to the Council and protect front-line services:
 - A solar farm providing £0.8m net income per year.
 - ‘Nuplace’, a housing company that will provide over 900 new homes for private and affordable rent, with 600 now built making the Council the largest private landlord in the Borough.
 - Established a Growth Fund to invest in development of premises for businesses to encourage job creation and retention.

We will continue to research and develop new opportunities that can bring in an income stream to the Council. Our approach will always be business case-based.

- **“Maximising existing funding streams”** – there are 3 main areas which we are already progressing and will continue to drive:
 - business supporting, business winning – continuing to work to attract new investment and work to support the retention and growth of existing businesses. As well as being the right thing to develop jobs and growth in the borough, the Council currently receives 49% of all new business rates;
 - growth through good planning – a whole Council approach by which all services work to support and enable business investment in the Borough. We have been ranked first by the 2021 Centre for Cities report for local authority for housing growth. Through this the Council will see new Council Tax and Business Rate receipts, as well as receiving the Government’s ‘New Homes Bonus’ for new homes until 2025/26;
 - property investment portfolio – a property investment portfolio delivering over £10m income per annum from rental income.
- **“Securing external funding”** – again we have successfully driven this agenda, including £18.79m capital funding through the Marches Local Enterprise Partnership Local Growth Fund, £20m Levelling Up Funding to deliver our Broadening Aspirations through Education and Culture Programme, £22.3m Town’s Fund, £9.8m capital regeneration fund and £1.37m decarbonisation fund.

To continue to reduce our dependency on Government Grants, building on our achievements to-date, we must continue to be creative, fast-acting and smart to identify and realise opportunities.

Theme 4: Being a modern Organisation with Modern Practices and Where we Always Get the Basics Right

Core to being a modern organisation is continuing to reshape the Council’s relationship with its staff. We must continue to move towards a more flexible, more pragmatic and less bureaucratic approach to decision making. This means:

- Increased autonomy for managers and staff to take decisions
- Greater focus on workforce development
- Greater flexibility including wider more flexible working and job descriptions for staff
- Encourage creative thinking and challenge

- Focus on efficiency and reducing bureaucracy
- Increased staff engagement so that employee representatives will have a greater influence in the organisation

Whilst driving change and reshaping the relationship between the Council and its staff, we will continue to focus on getting the basics right, including:

- **Safeguarding our most vulnerable children and adults**
- **Procurement and purchasing** – ensuring that we maximise value from the services which we procure
- **Contract management** – ensuring that we always receive the service or products which we have procured through effective monitoring of delivery and renegotiation of contracts.

Table 1: Savings by Theme

Theme	Savings	Savings	Total
	2016/17 to 2025/26	New Proposals	2016/17 to 2026/27 MTFS
	£m	£m	£m
1. Focusing on solving problems and promoting social responsibility and action to manage and reduce demand for services	12.1	6.1	18.2
2. Challenging & changing, reviewing and reimagining the way we do things.	60.9	4.7	65.6
3. Reducing our dependency on Government grants.	38.1	6.9	45.0
4. Being a modern organisation with modern practices and where we always get the basics right	6.2	1.4	7.6
Total	117.3	19.1	136.4

The ability to capitalise costs, detailed below, has supported the delivery of the savings delivered. Further detail of the proposed savings can be found in the Council's Medium Term Financial Strategy.

Risks to Delivery

As an organisation which provides a vast range of different services to the community and spends over £600m revenue per annum, the management of risks is an important consideration. The Council has a strategic risk register which is used to identify the substantive issues which may have a financial impact. This is reviewed regularly by Senior Management Team to manage and mitigate risks. As part of the budget setting process, risks, impacts and possible mitigation are considered for each saving proposed.

The Council undertakes a review of the level and adequacy of reserves and balances each year taking into account available funding. The Council has a budget strategy reserve totalling £21.7m.

Contingency arrangements are also key to a sustainable Service & Financial Planning Strategy. In 2026/27 a total contingency of £3.95m has been built into the revenue budget to cover any unforeseen expenditure during the year.

A robust monitoring regime is in place to identify any adverse variances early, including non-delivery of efficiencies, so that corrective action can be taken.

The Council has an Invest to Save/Capacity Fund created to support and accelerate the delivery of ongoing efficiencies.

3.2. Capital Receipt Flexibility

Telford & Wrekin Council welcomes the additional flexibility on the use of capital receipts generated up to March 2030. This will enable some of the revenue costs associated with significant organisational transformation. This includes:

- the necessary costs associated with remodelling and reducing the workforce;
- invest to save projects
- funding temporary additional capacity to project manage change programmes in key areas.

These would otherwise be a drain on scarce one-off revenue funds or alternatively delay the revenue benefits to the General Fund revenue account which would necessitate further cuts to front line services. We will be able to manage in a more strategic and planned way if this flexibility which has been requested by councils for many years is allowed.

We propose to use this flexibility as follows:

	2016/17 to 2024/25 £m actual	2025/26 £m estimate	2026/27 £m estimate	2027/28 £m estimate	2028/29 £m estimate
Service transformation costs	6.4	1.3	0.2	0.6	1.0
Severance fund – to fund one off costs associated with service restructure which deliver ongoing revenue savings	8.9	0.2	0.0	0.0	0.9
Invest to save fund to develop community capacity to deliver services which the Council will no longer provide.	0.0	0.0	0.0	0.0	0.1
Total	15.3	1.5	0.2	0.6	2.0

Spend capitalised using the capital receipt flexibility is assessed at each year end, using the Government Guidance (as updated in 2022) to ensure eligibility. At a high level, Service Transformation costs include invest to save initiatives, where funding

has been used to initiate a service improvement, leading to efficiencies. This has included a number of projects, notably in Adult Social Care and Safeguarding, with the aim of establishing new processes and alternative care options in order to reduce future costs. Other service transformation spend has included the purchase of electric vehicles for the Council's transport services, case management systems and the implementation of cashless systems. Severance costs are associated with the Council's continual programme of service restructures which deliver ongoing savings. The Council also promotes partnership working and a small amount of one-off costs associated with transferring services to other organisations, again on an Invest to Save, may also be capitalised. Budgeted capital receipts 2025/26 to 2028/29 totals £17.788m.

3.3. Prudential Indicators

The Council's Medium Term Financial Strategy for 2026/27 to 2029/30 sets out the Council's prudential indicators for 2026/27. These indicators are designed to ensure that the Council's capital borrowing is affordable and does not place undue burden on the Council's revenue budget or Council tax payers (i.e. the cost of servicing the interest paid on capital borrowing). Planned use of the capital receipt flexibility is considered when Prudential Indicators are set.

The Council's Prudential Indicators for the Medium-Term Financial Strategy will be approved by Full Council on 26 February 2026.