



Telford & Wrekin  
Co-operative Council

Protect, care and invest  
to create a better borough

# Council Plan

## 2024/25 to 2026/27

Telford & Wrekin Council 2024

Version 1.0

# Introduction

## Welcome to Telford & Wrekin Council

In July 2019, the council adopted a new vision for the organisation to “protect, care and invest to create a better borough”.

Five years on, the council has re-committed to that vision under the new leadership of Councillor Lee Carter.

This next stage in our journey builds on a strong track record that has recently seen:

- our children’s services being rated as outstanding by OFSTED, not once but twice
- our residents paying the lowest council tax in the Midlands
- the local authority being named Council of the Year
- seven borough parks awarded a Green Flag and the town named a United Nations ‘Tree city of the world’
- our work to tackle CSE independently praised as a model of best practice
- delivery of second-to-none community support through the pandemic and beyond
- and some of the best local economic growth and inward investment since our new town was formed.

In this plan, we have identified five priorities to deliver on our vision. These reflect our ambition and aspirations for the borough and the outcomes we want to achieve.

This supports the delivery of our 10 year plan, Vision 2032, with the fundamental goal to ‘build a more inclusive borough’.

As an award-winning co-operative council, our approach will always be informed by the views and voices of our residents, communities and partners.

We will remain evidence led and community focused because this will shape and influence what we do and how we do it.

We will continue to champion local voices and address local concerns.

We will maintain our successful commercial approach, with smart investments that help to support vital front-line services.

We will continue to work hard to give our young people access to the best education and to attract and support business so that residents have good jobs on their doorstep and the skills needed to do them.

At Telford & Wrekin Council, we are fortunate to have exemplary staff and elected members who, through this new era in the council’s journey, will

work in effective partnership and with a spirit of collaboration to deliver continual improvement, enhancing opportunities for each and every one of our residents.

If there’s a partnership to be struck to help improve our town and the lives of our residents, then we’ll strike it.



**Cllr Lee Carter**  
Leader,  
Telford & Wrekin Council



**David Sidaway**  
Chief Executive,  
Telford & Wrekin Council











# Telford and Wrekin - The borough



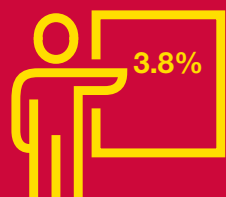
**Economy** GVA per capita **higher than West Midlands average**



**Population** **191,195**



**Skills & Education** People with **NVQ level 4 increased to 35.6%**



**Unemployment** **3.8% claimant rate compared to west midlands average of 5.2%**



**Housing** **1,400+ net new builds** for each of the past 3 years



**Challenges** **18 neighbourhoods ranked among the 10% most deprived** nationally for health, skills, employment and housing



**Transport** **3rd best unitary authority** for 'overall satisfaction with highways and transportation'



**Tourism** **4.5 million visitors** £800m economic benefit



**Health** **Physically active adults increased to 62.9%** from 55.4% in 2022/23







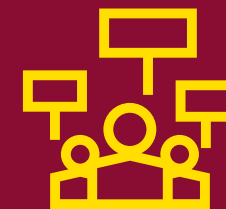
# Telford & Wrekin - The Council



Unitary Council  
created 1998



We have 54 councillors  
32 wards



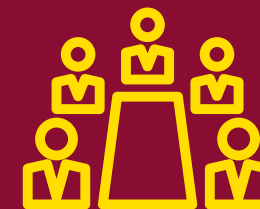
38 Labour  
7 Conservative  
6 Liberal Democrat  
3 Independent



**Election** The last full council election  
was in May 2023 **with the next election**  
**due in May 2027**



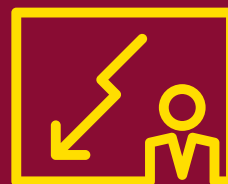
**Strong leader model**  
We function with a strong leader model  
**supported by 9 cabinet members**



**Workforce** the Council has a  
workforce of **2,000 FTE employees**



**Net revenue budget**  
**in 2024/25 of £157m**  
and gross budget of £526m



**Council Tax** **Lowest in the Midlands**  
(for equivalent services) at £1,536.98  
for a band D in 2024/25



**Capital programme**  
**of £420m\* over the medium term**  
*\*per the approved Medium Term Financial Strategy*





# Making the borough a better place to live



## Judged 'outstanding'

First council in the West Midlands to be judged 'outstanding' for **children's services**



## Over 800 homes

built or under development through our wholly-owned company **NuPlace**



## Reduced carbon emissions

from our operations **by 60%**



## Telford Land Deal

Delivered **1,530 new homes** and **2,250 new jobs**



MJ Local  
Authority  
of the Year 2022



## Judged 'outstanding'

for our **adult social care** Shared Lives service



Delivered £157m savings



Invested over £1m

into our **parks and play areas**



92% of residents

are **satisfied** with the **recycling and waste collection**

# Our plan

We have made many great strides to improve our services and outcomes for local people, whilst managing continued financial pressures.

Since 2010, we have delivered budget savings of over £157 million each year which were necessary as a result of funding reductions imposed by Government, at a time when we have experienced significant increase in demand on our services.

Despite these challenges, we have continued to deliver for our community. We have:

- Protected the most vulnerable through “outstanding” children safeguarding services and adult Shared Lives services
- Attracted and secured investment to create jobs

## ■ Delivered 1000+ new homes each year

We recognise that not all of our communities have benefitted equally from the progress that has been made. There are communities that face significant challenges, with some neighbourhoods experiencing nationally significant levels of social disadvantage. The impact of this is that there are inequalities between neighbourhoods in life expectancy, health, employment and skills, quality of housing and experience of crime and anti-social behaviour.

We will tackle those issues which impact on the potential of some of our communities and enhance their resilience and prosperity. We want to ensure that everyone in the borough has the same life chances, irrespective of their background.

As a Co-operative Council we recognise that residents are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues. We also recognise that, at times, they may require support from the Council and other partners – it is at these times we show our commitment to residents to be “on your side”.

Our Council Plan sets out how the Council will operate and what we will focus on delivering. At

the heart of this is our vision to “protect, care & invest to create a better borough” which we will deliver through four 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
- Our natural environment is protected, and the Council has a leading role in addressing the climate emergency





It is the core focus of the Council to drive delivery of these priorities. This will only be achieved by the Council using its resources efficiently and effectively, and by working in partnership with communities, partners, businesses and other stakeholders. We have adopted a priority for the organisation to enable us to drive and steer our approach:

- A community-focussed, innovative council providing efficient, effective and quality services

Our Council Plan sets out what we will focus on delivering against each priority. Our performance framework will enable us to understand the impact and difference we are having and identify where we need to do things differently. This framework will shape the focus of all of our services and we will review our Council Plan each year to ensure that our effort is improving outcomes and creating a better borough.

As important as what we are going to do is how we are going to do it. Our co-operative values provide the framework for how we will work. They set out the basis for the Council's relationship, or our "deal", with residents, a commitment of what the Council will do whilst also asking our residents to accept, and act on, their own responsibilities.

## Openness and honesty

- We will - be open and honest in the way we work and make decisions and communicate in a clear, simple and timely way

- We would like everyone - to be open and honest about what they want to improve in their community

## Ownership

- We will - be accountable for our own actions and empower others with the skills to help themselves
- We would like everyone - to the best of their abilities, to take action and responsibility for themselves and their community

## Fairness and respect

- We will - respond to people's needs in a fair and consistent way

- We would like everyone - to respect and care for themselves and others, valuing the different ideas and skills that people bring and treating each other as equals

## Involvement

- We will - work together with our communities, involving people in decisions that affect their lives and be prepared to listen and take on new ideas
- We would like everyone - to work with and support others, get involved and share their views to help us develop the way we do things



# Delivering our vision to protect, care and invest to create a better borough

## Every child, young person and adult lives well in their community

### Capital investment into this priority: £41.8m\*

We want everyone in the borough to fulfil their potential and achieve their aspirations. To do this it is essential that children and young people get the best possible start to life, that they receive a “good” or outstanding” education, that they learn how to stay healthy and well, and that as adults they can access lifelong learning to develop their skills. We know that everyone, whether child or adult, thrives best when they live in a community with family, friends and networks of support.

The Council and our partners will work to this goal where it best meets the interest of the person. Our other four priorities will support the delivery of this priority. Key outcomes we will work towards:

- children and young people are as prepared as possible for independent, successful adulthood
- children live in safe and supportive families wherever it is safe to do so

- pregnancy and birth outcomes for women, their babies and families are good for everyone
- everyone, whatever their background, receives the quality education and training they need to secure and maintain employment in an ever changing job market
- provide opportunities for all and help young people to stay living and working within the borough
- every learner feels safe in a setting appropriate to their needs
- people help themselves through the provision of early information and advice
- families can access good quality, affordable housing to grow within their communities
- where it is safe to do so, support people to live independently
- people are safe and live a life free from abuse
- everyone is as healthy as possible and health inequalities are reduced
- incidents, outbreaks and emergencies are dealt with effectively

*\*per the approved Medium Term Financial Strategy*





# Everyone benefits from a thriving economy

## Capital investment into this priority: £145.9m\*

The borough has an outstanding track record of attracting and securing investment to create jobs. Our focus will be to attract investment, drive innovation and support businesses enabling the economy to continue to grow. This is essential if we want an economy that everyone can benefit from to address inequalities across our communities.

Key outcomes we will work towards:

- jobs are created and protected through growth and investment
- business resilience and productivity is increased through entrepreneurship and innovation
- all age unemployment is addressed by connecting residents to jobs, support and training
- the leisure and business visitor economy grow
- our borough town high streets are regenerated to create local growth and employment

*\*per the approved Medium Term Financial Strategy*





# All neighbourhoods are a great place to live

## Capital investment into this priority: £178.4m\*

We want all our neighbourhoods to be safe and inclusive for everyone. We want neighbourhoods to thrive and be places where people feel safe and want to live. We want people to have pride in, and ownership of, their communities and to feel as though they belong whatever their background. We want our communities to be well connected and for everyone to have access to good, affordable housing.

Key outcomes we will work towards:

- community groups and volunteers become more active in the community
- equality has been advanced building positive relationships by providing opportunities for people to connect and work together
- ownership and pride in neighbourhoods has been enhanced by protecting our communities
- residents will feel safe and protected in their neighbourhood
- the borough is kept moving and well connected through sound investment
- sustainable travel walking and cycle routes are developed and improved

- good quality, sustainable, affordable housing is accessible for all
- our most vulnerable people can access housing that supports and empowers independence
- children and young people can access good quality educational provision in their local community
- pride of place is enhanced through cultural and community events
- our local environment is enhanced by addressing problem sites and buildings
- financially vulnerable residents are protected and inequality has been reduced through our welfare policies

*\*per the approved Medium Term Financial Strategy*





The natural environment is protected, and the Council is taking a leading role in tackling the climate emergency

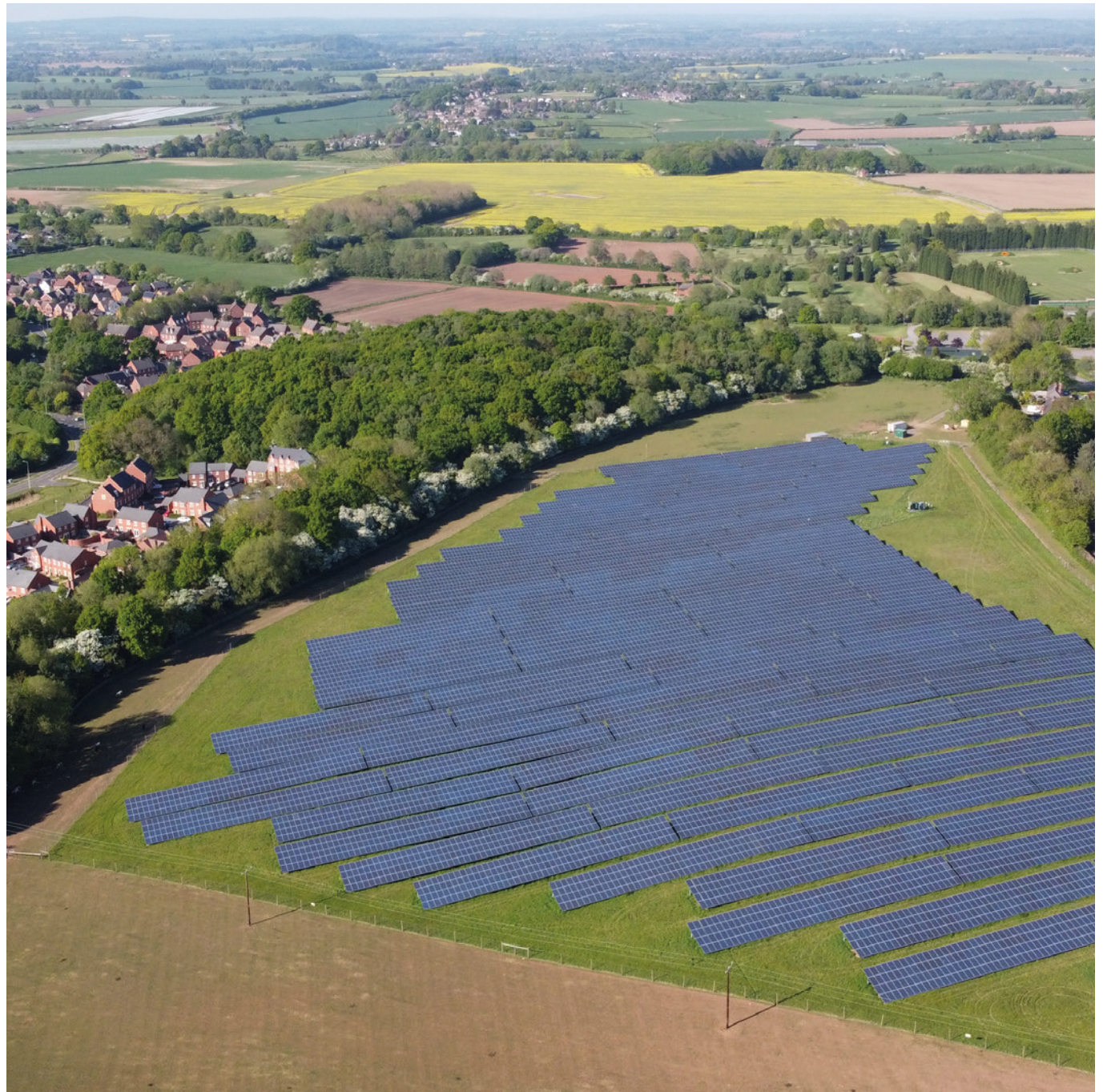
**Capital Investment into this priority: £3.2m\***

In October 2019, the Council recognised the climate emergency by committing to make the operation of the Council carbon neutral by 2030. We are committed to protecting our heritage and habitats too, protecting biodiversity both in the way in which the Council delivers its services but also through local planning policy to mitigate the impact of development.

Key outcomes we will work towards:

- our heritage is protected and championed
- habitats and wildlife are protected and enhanced
- the Council's operations are carbon neutral by 2030 with the same aspiration for the wider borough
- communities are resilient to the impact of climate change

*\*per the approved Medium Term Financial Strategy*





# A community- focussed, innovative council providing efficient, effective and quality services

## Capital investment into this priority: £51.1m\*

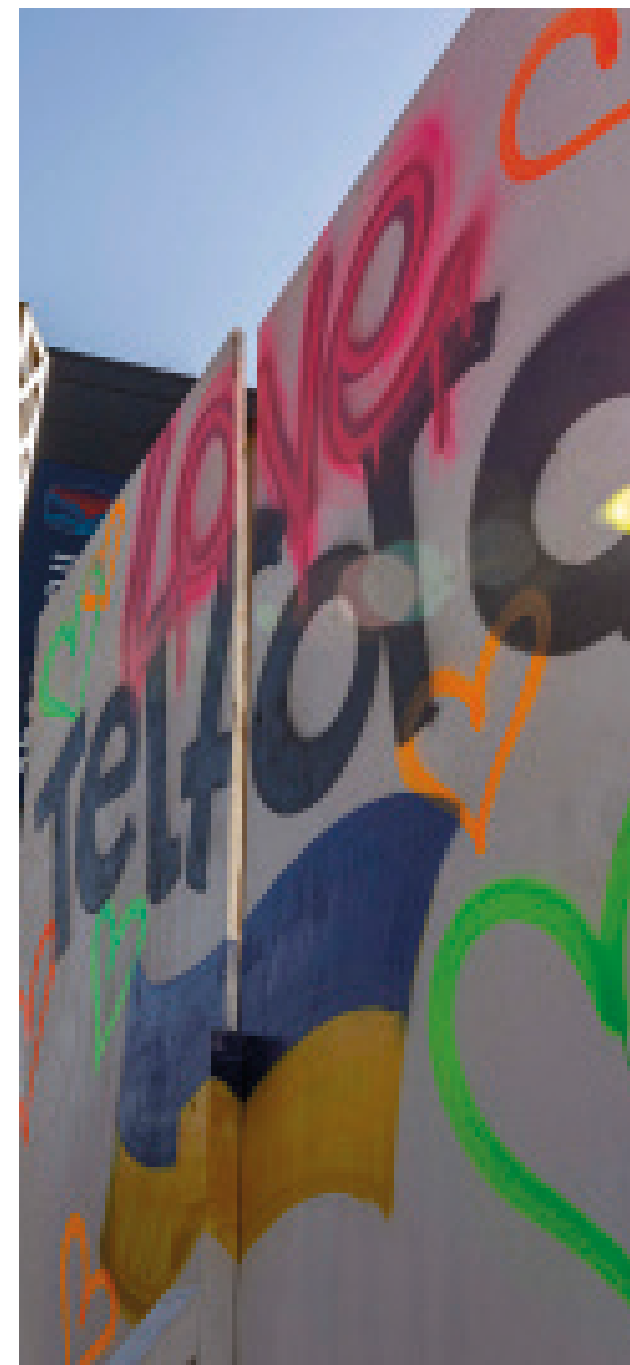
To deliver our community priorities, we will maximise the use of our resources, ensuring that we work efficiently and effectively together as one system, one organisation and in a co-ordinated way with key partners. We will continue to develop and support our workforce, our ICT systems and data, and maximise our financial resources as set out in our Medium Term Financial Strategy. Our decisions about how we do this will be informed by robust engagement and consultation with communities, businesses, partners and stakeholders.

Key outcomes we will work towards:

- local people, organisations and businesses are consulted and involved in the development of services and able to influence decisions that shape the place they live in
- all communities are engaged in local democracy

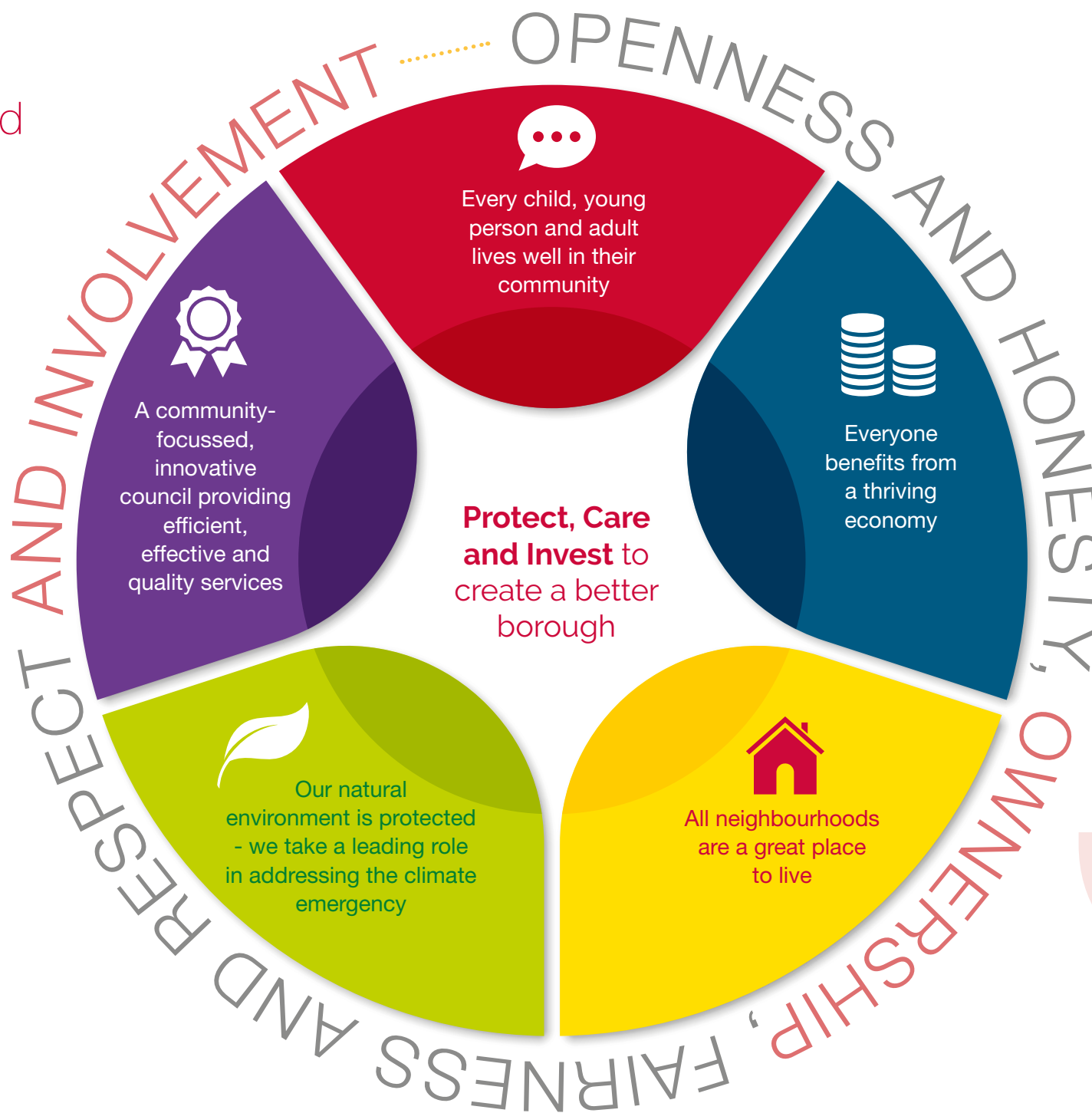
*\*per the approved Medium Term Financial Strategy*

- the Council is recognised as an employer of choice with a workforce that is empowered, skilled, diverse and responsive and is proud to work for the Council
- our customer experience is the best possible and facilities are accessible to all
- our ICT infrastructure is secure, reliable and resilient
- we continue to deliver a balanced budget and a clean bill of health from our external auditors
- governance and decision making is transparent and evidence-led





Our vision,  
priorities and  
values



### **Policy and Development**

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