









vision2026



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Foreword

In Telford & Wrekin, we make improvement, success and achievement happen together. Partnership working here is very strong and the Telford & Wrekin (Local) Strategic Partnership - 'Team Telford' - makes a real and positive difference to community life.

Already, over the past few years, significant improvements have been made in many areas that are priorities to our community such as in crime reduction, education attainment levels, cleanliness of the environment, increasing local wage levels, and supporting more older and vulnerable people to live at home.

However, big issues remain to be addressed as we seek to balance and manage the demands for new housing and economic growth, and the need for physical and social regeneration alongside the need to protect and enhance the environment and meet the expectations of a diverse community for further improvements to public services.

In October 2006 we first set out our Vision 2026 - an exciting view of the Borough we are all working together to create in the future. This also set out a very big challenge to all the organisations in the Partnership to make this a reality.

We are now, two years later, refreshing that Vision in light of changes that have occurred locally, regionally, nationally and globally which will impact on the area's longer term needs and opportunities. Of course, this has become even more challenging in the face of the current volatility in the global financial markets and the downturn in both the national economy and housing market, as the longer term impact on future growth and prosperity locally is as yet unclear.

However, despite these shorter term uncertainties, it is important that we maintain our focus and resolve to achieve our longer term objectives for the Borough.

We believe that this is a Vision which will unite local people, community groups, organisations and businesses because we know that success can only come from all parts of the community working together.

Over the next decade, we have set out what we think success will look like as we seek to take major strides forward on our journey towards 2026 to progress our ambitions and create a truly successful, prosperous and healthy community with a high quality of life for all the people of Telford & Wrekin.

Councillor Andrew Eade
Chair, Telford & Wrekin Strategic Partnership
December 2008

1. Overview of vision 2026: our ambitions & approach

Our mission is to make a positive difference to local people's lives.

The Local Strategic Partnership has a clear vision for the Borough, which has been developed with our community. Our vision is of:

“A successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin”

Our long-term **ambitions** set out here look forward from where Telford & Wrekin is today to where we want it to be in 2026. By then, the Borough will be a place where all people are happy and proud to live and known locally, regionally, nationally - and even internationally - as one of the best places to be and belong:

■ **A Modern City** - an urban area of some 200,000 people that blends the best of the old with the new and has a balance of high quality built and green environments. It will have a vibrant and successful Town Centre of regional significance that is the focus for cultural activities, jobs and shopping as well as living, supported by regenerated Borough Towns and thriving, but distinctive, local communities.

■ **An Enterprising and Innovative Community** - in the area's heritage are the names of 'Thomas Telford' and 'Ironbridge' which are synonymous with enterprise. The area will have a strong reputation for high quality and innovative enterprises and businesses. At the leading edge of production, we will be known for the strength of our business networks and collaborative partnership working between the public, private and voluntary sector.

■ **A Strong and Inclusive Community** - a place where people want to live, where they feel they really belong and where they have pride in the heritage, culture, environment, diversity, and achievements of the area. It will be a place for everyone; a place that brings together communities from urban and rural areas and from different ethnic and cultural backgrounds. Above all, it will be a place where the 'gap' has been narrowed between the prosperous and more deprived parts of our community, and between the Borough and the Region. Telford & Wrekin will be a place where everyone can share in and make a contribution to community life and the area's success and prosperity.

■ **A Learning Community** - a place that is at the forefront of new technology in our schools, homes, local businesses and organisations. It will be a place where secondary schools, further and higher education are closely integrated, equipping young people and adults with the skills and qualifications they need to secure productive, rewarding and high value employment in a modern and successful economy.

■ **A Green Community** - a place that responds to the challenges of climate change by helping create a place with the highest quality sustainable environment, where new homes and commercial buildings are designed to the highest standards. This will include measures to cut CO2 emissions through energy efficiency and renewable energy technologies. Public transport is readily accessible, dependency on the motor car is reduced, and our approach to community and business recycling and reuse of materials will have made us a national leader. The natural environment, including open green space and wildlife, will be both protected and enhanced.

■ **A Safe, Healthy and Caring Community** - a place where local people will feel safe and secure. We will lead the way on promoting healthy lifestyles. This will be a place where health inequalities are reduced and the more vulnerable members of our community are properly supported in a way which not only addresses their needs, but which also promotes personal independence and an active role in the wider community.

Vision 2026 defines 'the destination'; what we want Telford & Wrekin to be like in around 20 years time. We need this sense of direction in order to help develop and guide our plans and services.

Our Strategy for Delivery

In order to help achieve Vision 2026, we have developed, and are in the process of refreshing, a **Sustainable Community Strategy** which sets out six clear over-arching medium-term Community Priorities. These are:

- Giving Children & Young People the Best Possible Start in their Lives
- Maintaining a High Quality, Attractive and Sustainable Environment
- Creating a Safe, Strong and Cohesive Community

- Promoting Healthy Lifestyles and Improving the Quality of Life of Vulnerable and Older People
- Strengthening the Local Economy & Skills of Local People
- Securing Affordable, Accessible and Sustainable Housing

These are underpinned by our cross-cutting priority to Transform Telford & Wrekin.

These Community Priorities provide a framework that all agencies and organisations in Telford & Wrekin work within. In order to take these forward in the short term, we have developed a series of **Community Priority Plans** and other strategies and plans. The development, implementation and monitoring of these is supported by our comprehensive partnership structure (Figure 1). A Community Priorities and Ambitions Matrix showing how our shorter term Community Priorities contribute to the delivery of our longer term Community Ambitions is at Figure 2.

Figure 1
Telford & Wrekin Strategic Partnership
Organisational Structure

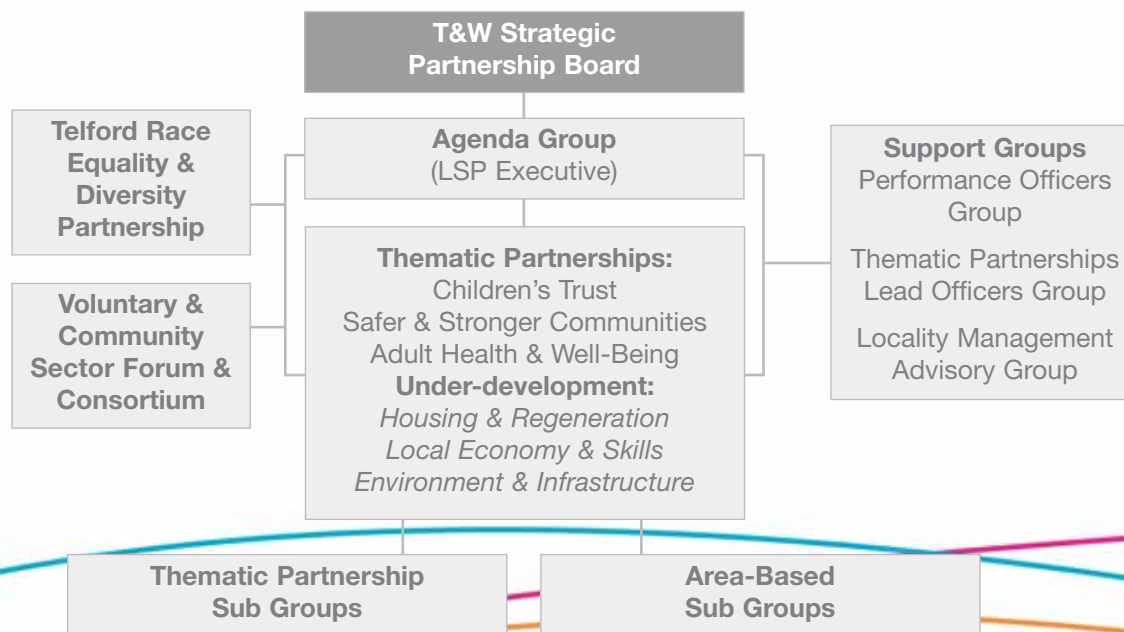
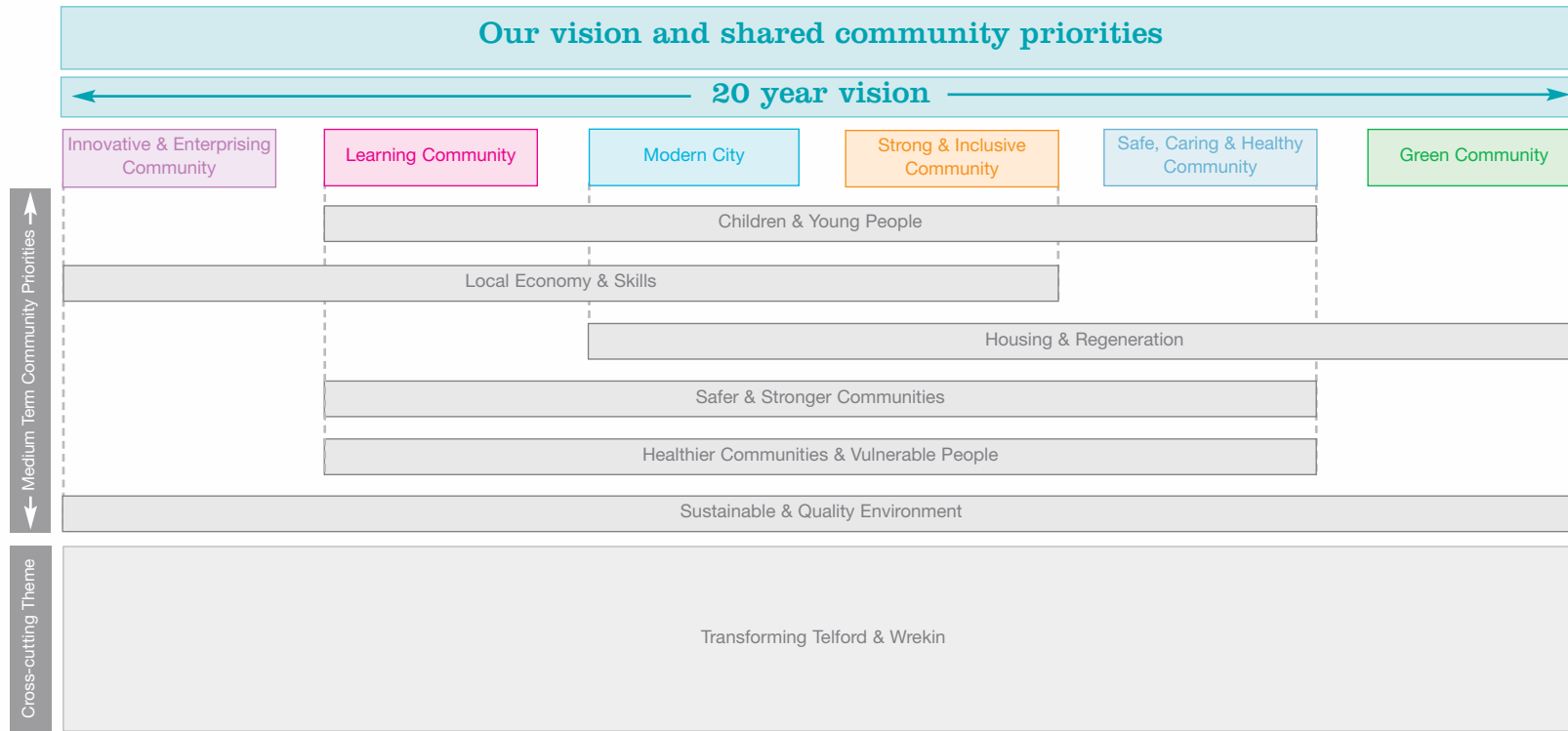


Figure 2



Through 2007/08, partners have also developed and agreed a new short term (3 year) **Local Area Agreement** (LAA) with Government. This agreement sets out the key priorities for action, together with specific performance measures, where we are looking to drive improvement identified through our assessment of need and community consultations.

Our strategic approach is focused around addressing the two over-arching needs of:

- **continuing to seek investment to create and sustain long-term economic prosperity - transforming Telford & Wrekin; and**
- **ensuring that current levels of service provision and facilities are fit for purpose to meet the needs and expectations of our community both now and in the future, and so 'narrow the gap' between the area's deprived and more prosperous communities by raising people's aspirations and widening opportunities for self-advancement.**

Transforming the Borough

To make our Vision 2026 a reality, we need to address some major challenges. We want to ensure that Telford & Wrekin is an area with first class facilities and services for all its residents,

local businesses, those who work in the area, and those who visit here. We see the Telford & Wrekin of the future as an area that will have a strong and well-defined positive image, confidence and sense of place. We want to transform the Borough into a place where:

- Telford Town Centre has been transformed into a modern 21st century place of style and substance that meets the developing needs of its citizens now and in the future;
- there are diverse, thriving and sustainable communities in our urban and rural areas where people are proud to live and feel that they belong;
- our Borough Towns and our most deprived areas are revitalised;
- we have a dynamic and modern economy supporting population growth;
- our schools are second to none in giving our children the best start in life;
- growth in housing and business is encouraged and managed sensitively;
- excellent connectivity and transport services and infrastructure supports the social, health and employment needs of a growing population and provides new employment opportunities.

We have established Transforming Telford Ltd, a joint venture economic development company, to drive a major long-term 'town-building' programme and to bring about a step-change in the growth and development of Telford.

Narrowing the Gap

We will also make some big improvements that make a real and lasting difference to local people's lives, so that no one is disadvantaged by where they live and who they are.

The improvements we will make include:

- increasing life expectancy and promoting healthy lifestyles;
- giving good access to high quality healthcare services;
- raising the aspirations of all children and young people;
- reducing child poverty;
- raising the level of skills and qualifications;
- reducing the levels of deprivation in the Borough;
- creating new high value jobs;
- encouraging new enterprises;

- creating clear routes for local unemployed people to access opportunities for employment and in-work training;
- reducing real and perceived crime levels further and ensuring that people feel safer in their communities and confident in policing services;
- providing better educational, leisure, cultural and recreational services and facilities;
- improving the condition of roads, pavements and streetlights - the street scene;
- increasing recycling and playing our part in addressing the cause and effects of climate change;
- providing accessible green open spaces and wildlife areas;
- improving access to services and life chances through supporting and developing sustainable modes of travel including public transport, walking and cycling;
- engaging and empowering local communities to be more involved in decision-making and developing solutions to local issues and problems.

This is an exciting and challenging agenda. It will not be easy to deliver but we are confident that with the energy, commitment, creativity and skills of the people in partner organisations and in our community, we can turn this vision into reality.

The journey to 2026 is a long and challenging one, particularly at the present time, and, while issues and situations will change which will require a response and a refocusing of our strategy, it is important that we remain committed to our broad ambitions and aspirations.

To support this, we have sought to identify:

- **how our short term (2008-11) Local Area Agreement is contributing to each of our longer-term ambitions;**
- **the key milestones that we are planning to achieve over the next decade (to 2018);**
- **the high level measures and targets through which we can assess and ensure that we are positioning Telford & Wrekin as amongst the best locations in the country, 'narrowing the gap', and, above all, creating a more successful, prosperous and healthy community.**



View of the Wrekin (local landmark)

2. Statement of Intent

Our commitment as partners to deliver this Vision together

We, the Telford & Wrekin Strategic Partnership, fully endorses the aspirations and ambitions of Vision 2026 and this will provide the basis for refreshing our Community Strategy which will set out the priorities and key actions for achieving this longer term vision over the next 3 years (2008-11), as developed through our Priority Plans.

Partner organisations, working together with local people and local communities, are committed to making this Vision a reality, and to realising the potential that the area has to create a sustainable and high quality of life for everyone living and working in the Borough. Achieving sustainable growth over the next 20 years, as an integral part of a growing and prosperous City Region, will see Telford come of age, emerging as one of the top locations in the country to live, learn, work and visit.

High Aspiration

We will be bold and positive in our aspirations for the area and demonstrate clear community leadership. We should be strong advocates for Telford & Wrekin and champion the important role and contribution it is making and can make to regional and national success. We have high expectations for the quality of life that we want

local people to experience. There will be considerable challenges for all organisations and services in maintaining and improving performance in the light of increased demands through a rapid rise in population and demographic changes. However, we will not be afraid of setting ourselves challenging targets to achieve this.

A Sustainable Community

To make sure that our Vision, priorities and strategies deliver real and lasting benefits which are not at the expense of future generations, our Community Strategy has been subject to a Sustainability Appraisal and is compatible with our sustainability objectives. Achieving a sustainable community overall will require us most of all to:

- build diverse and culturally rich communities that offer something for everyone;
- achieve balanced residential, population, economic growth and regeneration to provide the highest quality environment;
- ensure that all parts of the community have good access to work, leisure, health and other facilities and services;
- increase the use of sustainable modes of transport including walking, cycling and public transport;

- protect and enhance the natural environment;
- reduce the impact we have on the environment.

A Strong Community Focus

Our Vision, priorities and strategies are, and will continue to be, shaped by:

- understanding the evidence of need and priorities in our area;
- consulting and engaging with our community and ensuring that we address those issues which local people have told us are important to them, their families and the area;
- empowering our communities so they can deliver and support improvements.

Equality of Opportunity

In working to achieve all of our priorities, we will provide and commission services that do not discriminate on the grounds of race, disability, gender, sexual orientation, age or religion/beliefs. We will strive to ensure that communities have equitable access to services and that services do not discriminate and that we achieve better outcomes for all.

3. The Journey So Far

Telford & Wrekin is a major urban area set in a substantial rural hinterland, a unique place that is being rapidly transformed into a major focus for world-wide industry and commerce, new technology, modern housing, quality recreational facilities and first rate educational facilities.

Telford New Town was established in the 1960s from a number of distinct urban and rural settlements that had thrived and prospered in the 19th century based on the east Shropshire coalfield, but which by the 20th century were generally in a state of decline. As a major Government regeneration project, it is seen to have been successful in achieving many of its objectives over the past 40 years, but has not yet reached its potential.

The early years of Telford's development were difficult. Large scale in-migration from the West Midlands was followed by a major economic recession in the late 1970s and early 1980s with unemployment at over 20%. But much has been achieved locally and the Borough has thrived and moved forward strongly, particularly over the last 15 years.

At the heart of the Borough lies the former New Town of Telford, designated in 1968. The wider

Borough comprises the market town of Wellington and historic Ironbridge, the birth place of the industrial revolution and UNESCO World Heritage Site, and a number of smaller borough towns including Madeley, Dawley and Oakengates. The market town of Newport serves a wide rural catchment area which accounts for some 70% of the total land area within the Borough.

A unique feature of Telford is its low density, green appearance and the substantial amount of public open space. The quality of both the physical and cultural environment contributes significantly to the attractiveness of life in the Borough. Part of the Borough is within the Shropshire Hills Area of Outstanding Natural Beauty (AONB). The Wrekin hill is not only an iconic landmark in Shropshire it is also the north eastern gateway to the whole AONB.

As a regional growth point, the Borough continues to be successful in attracting people to live and work in the area. The population of the Borough grew by over 24,000 people in the 16 years between 1991 and 2007 when its population was estimated to be 166,000. Around 50% of this population growth was as a result of in-migration. Population growth is forecast to continue over the foreseeable future and is expected to have reached 195,800 by 2021.

As well as attracting people, the Borough has been successful in attracting new investment.

Businesses in the Borough provide employment for some 82,000 people, an increase of over 25,000 since 1991. Much of this growth has been from international high technology companies; Telford is home to some 129 foreign owned firms and has one of the largest concentrations of Japanese firms in the UK. Manufacturing remains a key sector of the local economy, employing some 28.4% of the local workforce compared with 14.5% nationally.

Unemployment still remains below national rates in the Borough but employment opportunities remain relatively narrow and concentrated in semi and unskilled occupations. Wage levels have for the first time risen to around the regional average but Telford does have a high level of people on out of work benefits.

At face value, the Borough may appear prosperous; however, there is a substantial minority of local people subject to poverty, disadvantage and hardship. The Borough is ranked as the 113th most deprived local authority from 354 in England. It is still, however, a place in development and there are many challenges ahead and many issues to be addressed if we are to successfully transform

the area. Telford's inclusion in the West Midlands City Region is a major opportunity to help us realise our vision for the Borough.

Our ambitions for the Borough's future are exemplified by national award-winning major housing developments such as Lawley, East Ketley and Lightmoor, and by projects such as the Telford Sports, Learning and Enterprise Community (TSLEC) and Sports Dome at Telford College of Art & Technology, the E-Innovation Centre at the University, Hadley Learning Community and Shortwood School, The Place at Oakengates, and the Park Lane Community Centre at Woodside, our most deprived ward. Many of these developments are national award winners and demonstrate our approach to providing high quality, sustainable, integrated and accessible services for local people.

Indeed, the football, basketball and badminton facilities offered across the 2 TSLEC sites have recently received international recognition by being listed in the Pre-Games Training Camp Guide for the 2012 Olympic Games. Telford Athletics Stadium and facilities at Harper Adams University College have also been listed. This is a tangible sign that the Borough is developing facilities that are of world class standards. The marketing

brochure for the development of the Southwater area of Telford Town Centre, published in late 2007, and the Telford International Railfreight Park - currently being built in Donnington - are further examples of our commitment to delivering our exciting Vision.

We can demonstrate a strong track record of improvement in outcomes for local people across all of our Community Priorities through improvements in service delivery, the development of new facilities, and in progressing complex negotiations and plans towards implementing major projects.

Key improvements and achievements in areas that are priorities to local people include raising attainment levels in the Borough; making significant reductions in the level of crime in the Borough; major improvements in recycling rates; high cleanliness standards; reductions in road accident casualties; increasing public transport usage and supporting more older and vulnerable people to live independently in the community.



Annual Let's Get Physical Fun Run in Telford Town Park as part of the Telford & Wrekin CultureFest.

4. The Vision: Destination 2026

In 2026, Telford & Wrekin will be a place with a unique, distinct and diverse mix of thriving and successful communities, each with their own identity, each playing their part in the area's success - the urban area of Telford with a vibrant redesigned city centre, supporting and supported by the Borough Towns which include the Market Towns of Newport and Wellington, the rural areas, and the Ironbridge Gorge World Heritage Site.

Our Vision 2026 is about achieving 6 long-term ambitions - a Modern City, a Strong & Inclusive Community, a Learning Community, a Green Sustainable Community, a Safe, Caring & Healthy Community, and an Enterprising & Innovative Community. If we achieve these ambitions, then Telford & Wrekin will be a place where people are happy and proud to live and which is known locally, regionally, nationally - and even internationally - as one of the best places to be and belong.



e-innovation centre (Priorslee Campus)

■ “A Modern City”

By 2026, the urban area of Telford & Wrekin will be developing into a unique and sustainable community of some 200,000 people, serving and playing a dynamic role within the West Midlands Region. It will act as a regional magnet for growth and be an exemplar of sustainable regeneration, combining the best of both urban and rural life and meeting both current needs and future aspirations.

The area will be an excellent location for living, working and relaxing - a community whose legacy as the 'birthplace of the Industrial Revolution' sits comfortably alongside its place at the forefront of modern industry, commerce and new technology. It will be an emerging city with a strong overall identity which is drawn from and complements the strengths of its diverse localities and people. Telford will be an area that develops in a way that respects the environment and cultural history of Telford by maintaining the fine balance between growth, development, heritage and the quality of living space; and an environment that provides a balance of high quality built and well-maintained natural landscapes where wildlife is both protected and enhanced.

A civic heart will have been created for Telford through the Town Centre. It will have been

transformed from a sub-regional shopping centre into a modern 'place to be' city centre - offering an 18 hour, seven days a week focal point for living, arts, leisure and business where multiculturalism and education meet. It will provide a vibrant beating 'heart' for Telford and its communities that is accessible to all. In addition to shops and offices, there will be a range of leisure and cultural opportunities and also housing; all of which are served by an excellent fully integrated local, regional and international transport network set within a green network that provides environmental as well as social and health benefits

The Greyhound Link will provide a direct connection between the M54 Junction 5 and the A442 Queensway, and will remove through traffic from Telford Town Centre to enable the transformation of the Town Centre Box Roads into pedestrian and cycle-friendly streets and facilitate the overall regeneration of Telford Town Centre.

Telford's Centre will be a special place with a unique combination of features - a centre that is easily accessible by national road (just minutes from the national motorway system) and rail networks, high quality local public transport services and linked to some world-class facilities: the Ironbridge

World Heritage Site and a Town Park on a parallel with New York's Central Park - an exciting and lively centre set in a stunning green environment.

The Southwater Square area will be a mixed use development set within a high quality scenic Town Park environment - a major statement of Telford's confidence, identity and aspirations offering extensive shopping, leisure, bars, restaurants, leisure, community and cultural facilities. The Telford Town Park will be the envy of the region having a combination of play, recreational and heritage facilities unsurpassed throughout the West Midlands. It will be an integral component to Telford Centre providing the gateway for visitors to experience a more tranquil environment through informal quality parkland.

A major change to Telford Centre will be it's physical expansion and subsequent opportunities for people to live in and around the city centre, thereby helping create a mixed-use urban community and a demand for a wider range of facilities and services - adding vitality and creating a safer environment that people will want to visit both during the day and in the evening. Town and city centres are traditionally the economic 'engine' of their communities, attracting

people, entrepreneurs and innovative companies seeking out places that offer a good quality of life. Telford is no exception and our vision for the future will seek to realise the full economic potential of the centre, building on its developing reputation as an international conference and exhibition centre and home for a wide range of knowledge-based service sector companies.

The Telford International Centre will double its conference capacity with a 4th conference hall, auditorium, hotel and leisure facilities. The new convention quarter will greatly enhance Telford's reputation as a leading UK business conference destination. A key focus will be on making the centre a better place for business interaction - a wireless environment - as well as wealth and job creation.

One of the current key strengths of Telford Town Centre is its accessibility by car and bus but we also want the character of the centre to change for the better. That means creating lively 'pedestrian and cyclist -friendly' streets and squares, not busy roads; encouraging exciting high quality buildings set around attractive open spaces with public art and good lighting and better links to the railway station, The Telford International Centre, business areas and adjoining communities.

Complementing Telford Centre will be rejuvenated Borough Towns, each providing a vital and sustainable supporting role for local communities related to their unique history and location. Together they will create places that will meet everyone's needs and aspirations for high quality and sustainable living in the 21st century.

This collectively will be the focus for Telford, our 'city' of the future. It will provide and help attract new jobs, new opportunities and new wealth. It will be a place that people want to work and live in, visit and enjoy - and be proud of. We will have an emerging urban centre that's truly the heart of the whole community and one that will transform the image and perceptions of Telford - locally, regionally, nationally and internationally. Road transport will be hugely improved by a link from the M6 Toll to the M54, improving Telford's accessibility and location near to the heart of

Britain. This will enhance the Technology Corridor between Telford and Wolverhampton. A business airport between Telford and the west of the conurbation will open up international linkages and create employment - both for Telford & Wrekin and the Black Country.

Between now and 2026 housing development will continue to both accommodate and help drive growth with the major developments at Lawley, East Ketley and Lightmoor contributing to a total of around 26,000 new homes. All types of housing will be built to meet the needs and demands of the area and, whilst likely to be built to higher densities, new developments will remain sympathetic to the surrounding environment and be 'tenure blind' using the latest technology and designs to ensure the efficient use of natural resources that are needed to build homes and live in them. More quality affordable housing will be provided through

local Registered Social Landlords and the planning system to respond to local demand and development will be phased to ensure that previously developed (brownfield) land will bring about the physical regeneration of our urban areas.

Taking forward our ambition to create a 'Modern City' - Our Local Area Agreement 2008/09 - 2010/11

Our Local Area Agreement identifies 'New build and affordable housing' as one of its key priority improvement focuses. Key National Indicators (NI) around which we are setting 3-year (2010/11) improvement targets are:

- Net additional homes provided (NI 154) - 2120, of which 30% will be affordable
- Supply of ready to develop housing sites (NI 159) - proportion of total number of dwellings that can be built on deliverable housing sites - 120%

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Population	167,200 (2008)	n/a	c. 189,000	c. 206,600
Number of net additional homes provided	491 (net build completions 06/07)	n/a	11,000	26,500
Number of 'affordable' homes delivered	105 p.a. (2006 - 09)	n/a	3,300	8,800

■ “An Enterprising & Innovative Community”

Key Milestones Achieved by 2018

We will have:

- Completed Southwater Square, delivered a Media & Learning Centre and the initial phases of a quality public realm, retail, residential, offices, service and leisure provision.
- Completed all major infrastructure in the Central Telford Area.
- Built over 11,000 (net) homes, of which around 3,000 are affordable for rent or sale.
- Completed comprehensive land stability works, funded by external sources.
- Built the Greyhound Link and park and walk/ride services to the Town Centre.
- Developed the Telford Convention Quarter.

The creation of a sustainable, strong and diverse economy is fundamental to our vision for Telford & Wrekin. We want the Borough to be a 'city of innovation and service excellence' - in the area's heritage are the names of Thomas Telford and Ironbridge which are synonymous with enterprise and entrepreneurialism. Telford will be a driver for the regional economy - recognised regionally, nationally and internationally for its leading edge knowledge intensive industries, its highly skilled and flexible workforce, and its high quality services.

Our population in 2026 will be better educated and qualified, committed to a culture of life-time learning, and part of a flexible, entrepreneurial workforce of some 110,000 people. They will work in an economy increasingly driven by high productivity knowledge-intensive and competitive industries and services, which invest significantly in research and development and produce high levels of innovation. Underpinning this modern economy will be an information and communications infrastructure that is amongst the most advanced within the UK.

Investment in the physical and economic infrastructure of the Borough will help create the

conditions for diversifying the local economy - attracting significant inward investment in growth sectors, and supporting the diversification and growth of existing businesses into higher added value activity. Small and medium sized enterprises will continue to play a vital role in the economy, assisted by high quality business support tailored to local needs.

Telford & Wrekin will be nationally recognised for its leading position in key business sectors -polymers and advanced engineering, ICT and computing; specialist business and professional services; food and drink; building technology and environmental technologies. Office and service sector investment will have been strengthened by the development of high quality sites and a revitalised town centre, and a skilled and flexible workforce. Higher education will be at the forefront of innovation and technology. The Wolverhampton-Telford Technology Corridor will have created 'spin out' science park businesses with high quality grow-on accommodation available to meet their needs.

Higher and further education will be active partners in supporting technology-led growth, backed by a local infrastructure of business support for start up and growth.

The Telford 'offer' will be greatly enhanced by the world-class facilities provided by Harper Adams University College and the Telford Campus at the University of Wolverhampton. The Innovative product Development Centre and e-Innovation centre at the University, and the focus on food technology and developing local companies at Harper Adams, will complement the private sector commitment to research and development and service excellence and underpin innovation in land-based businesses.

Underpinning this modern dynamic economy, will be a strong ethos of entrepreneurialism reflected in high business start-up and survival rates. We will recognise and value our business community and have strengthened our commitment to encouraging and developing strong inclusive business networks and engagement. Through our entrepreneurial spirit and 'can do' attitude we will have identified new opportunities and overcome barriers to growth. Enterprise HQ at Ironbridge will become recognised regionally and nationally as a centre of excellence supporting home entrepreneurs and pioneering new ways of working.

Contributing to our 'Green Community' ambition, Telford & Wrekin will be known as a low carbon economy. Through business support networks such as the Business Environmental Support Scheme for

Telford (BESST), local companies will make a significant contribution to reducing the Borough's carbon emissions footprint and will lead the way in developing and exploiting new markets in environmental technologies. The development of local supply chain, procurement, and labour market initiatives, and home working will also help deliver carbon reduction.

A strong, sustainable and diversified rural economy will be an integral part of Telford and Wrekin's economy - supporting and complementing the development of Telford and the Borough Towns.

Investment in the Borough's tourism assets will position the area as a national and international visitor destination of quality and choice. The Ironbridge Gorge World Heritage Site will have become recognised as one of the UK's leading Green Tourism destinations and a thriving living, working community. Telford International Centre will be one of the top national exhibition and business conference facilities, supported by a wide range of historic, unique venues and facilities. The City Centre and world-leading Town Park, the revitalised Borough and market towns, our attractive and vibrant rural areas, restoration of Wappenshall canal, the Wrekin Hill, and the range of country and Borough Town parks will all provide a diverse,

innovative and exciting 'offer' for residents and visitors alike.

Our focus on developing a 'Learning Community' is fundamental to future prosperity and success. Telford & Wrekin will be a place where local people have the 'skills edge' required and the levels of training and skills to compete for jobs and meet the demands of employers for increasingly higher level skills. Training will be simple to access for employers, employees and those seeking employment, and be tailored to meet the needs of all. Young people will have a better appreciation of the world of work and the opportunities on offer, through a more effective work experience programme.

The Borough has already established a positive reputation for providing innovative high quality public services - including Telford & Wrekin Council, West Mercia Police, Telford College of Art & Technology, Primary Care Trust, University of Wolverhampton, Council for Voluntary Service, and the Shropshire Fire and Rescue Service. Our public services, individually and collectively, will continue to deliver efficient and effective joined-up services that meet local people's needs, expectations and aspirations and seek creative solutions to the issues and challenges they face.

Taking forward our ambition of an 'Innovative & Enterprising Community' - Our Local Area Agreement 2008/09 - 2010/11

Our Local Area Agreement identifies a number of key priority improvement focuses. Key National Indicators (NI) around which we are setting 3-year improvement targets are:

- Business growth - Percentage of small businesses showing employment growth (NI 172)
- Working age people on out of work benefits (NI 152)

Key Milestones Achieved by 2018

We will have:

- Secured significant improvement in the Gross Value Added (GVA) by Telford's work force through attracting technology led businesses; spinning out technology to create new technology-led businesses; and supporting the growth and diversification of existing businesses
- Strengthened employment in manufacturing (through a focus on key growth sectors), tourism, and business and professional services.

- Provided additional high quality employment land, infrastructure and facilities to facilitate growth and inward investment.
- Significantly improved the skills of the workforce, and increased the overall employment rate, to enable residents to access those higher skill, higher wage jobs
- Increased hotel and bed space capacity in the Borough and developed the business and leisure tourism offer to strengthen Telford's position as a national and international visitor destination

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Overall employment rate (NI 151)	73.0%	74.4%	Continued to exceed the national average	Improved to 5% above the national average
Average gross weekly earnings (NI 166)	£416.50	£459.00*	Improved to 95% of the national average	Improved to the national average
Gross Value Added	£16457 per head	£18267 per head	Improved to 95% of the national average	Improved to the national average
VAT registered businesses (NI 171)	9.5%	9.4%	Continued to exceed the national average	Improved to be well above the national average
Working age people on out of work benefits (NI 152)	13%	15%	Reduced this to 0.1% below the national average	Reduced this to 0.5% below the national average
Increase % of workforce employed in knowledge economy occupations	36.8% (2006/07)		Target comparison with national average	Target comparison with national average
Increase volume and value of Business Tourism	Baseline to be established 2008/09	n/a	Target comparison with national average	Target comparison with national average
Increase volume and value of leisure tourism	Baseline to be established 2008/09		Target comparison with national average	Target comparison with national average

* GB data

■ “A Strong & Inclusive Community”

We want Telford & Wrekin to be a place where people want to live, where they feel they really belong and where they have pride in the heritage, culture, environment, diversity, and achievements of the area. It will be a place for everyone; a place that brings together communities from urban and rural areas and from different ethnic and religious backgrounds. Above all, it will be a place where the 'gap' has been narrowed between the prosperous and more deprived parts of our community. Telford & Wrekin will be a place that everyone can share in and make a contribution to community life and the area's success and prosperity - a truly inclusive and cohesive community.

As an inclusive community, our Vision is not just about Telford Centre and the core urban area. The Centre will be supported and complemented by a network of vibrant and successful smaller Borough Towns - Wellington, Oakengates, Dawley, Madeley, Ironbridge and Newport. Each will have its own distinctive character and specialist range of shops and facilities including a wide range of leisure and cultural interests and opportunities, supported by new housing developments that will make the Borough a diverse and culturally rich community offering something for everyone. They will be

exemplars in being 'pedestrian and disability friendly' places that are accessible to all.

Housing, retail and employment development not located in Telford Town Centre will be focussed in or adjacent to the centres of these historic Borough Towns to help make them busier, safer, more attractive and prosperous places.

Newport, for example, will have become one of the most desirable small towns in Britain, as a result of sensitive development in regenerating its centre, and will be a major attractor of wealth to the area. The sympathetic restoration of Newport Canal will add to the town's leisure and recreational offer. It will be the focus for the shopping, social and commercial requirements of its residents and the population of a wide rural area

Wellington will have realised its heritage and tourism potential and re-emerging retail offer, and the development of a 'Sports and Learning Community' (TSLEC) centred on including Telford College and AFC Telford will have created a network of coordinated leisure activities across the Borough as a focus for spin-off specialist sports and leisure facilities. This service centre role encompasses a wide range of community, commercial and logistical

functions. Links with the respective rural areas are as strong as those to the Town Centre.

Madeley will have been transformed through new retail investment into a thriving shopping centre that serves its surrounding neighbourhoods and the historic centre of Madeley will match its status as being part of the World Heritage Site.

Ironbridge will be much more integrated into Telford Centre as a whole, having a vibrant night-time economy based on its bars and restaurants and, as part of an enhanced World Heritage Site, be a major tourism destination attracting visitors from around the world.

Oakengates will offer specialist shops and an alternative cultural offer to Southwater Square, as part of a greater Telford Centre.

Dawley will have benefited from the wholesale regeneration of a major area of wasteland to the east of its centre bringing with it new housing, retail and commercial development.

The very ambitious programme of physical, social and economic regeneration which commenced in Woodside and then continued in the other South

Telford estates of Sutton Hill then Brookside will have been completed. Through our programme of regeneration and locality working, we will have transformed the area's less prosperous communities and poorer quality housing. By 2026 there will be no substantial areas of deprivation remaining and Telford & Wrekin will no longer have neighbourhoods classified within the most deprived 10% nationally.

We want the rural areas of Telford & Wrekin to be prosperous and vibrant within a sustainable environment where people can access the services and facilities they need. We want a place where people, particularly young people who want to stay in the rural areas, are able to afford housing and access quality jobs and thereby secure a good quality of life. The key villages in the rural area should offer a range of day-to-day services which serve a wide catchment area and offer a vibrant community for their residents.

No one will be disadvantaged because of who they are or by where they live.

Above all, Telford & Wrekin will be characterised by the energy, commitment and diversity of its people. This will be a place where:

- equal opportunities (gender, race, disability, sexuality, age, and religion and beliefs) are respected and promoted;
- active citizenship is promoted and supported;
- public services are accessible and meet the needs of local people;
- our communities are united and are at the heart of our decision-making;
- local people are proud and happy to live.

Telford & Wrekin will be seen as an exemplar in terms of engaging local people in shaping their communities and the services which support them. A truly inclusive community needs a strong voluntary & community sector. The capacity of voluntary organisations and the community both at the Borough-wide and neighbourhood level will have been invested in and strengthened, whilst still recognising and valuing their independence. By building on the abilities, knowledge and confidence of local people and community groups, we will empower them to take more effective action and play a more central role in the development and civil renewal of their communities. By working with local people we can utilise their knowledge and work with them to develop local solutions to local

problems. Strong and effective locality management will be in place across the Borough to ensure that services are matched to local needs and priorities.

We will continue to be an area that welcomes immigration from all parts of the UK and from across the world. New people, bringing with them new skills, new insights and new ideas, will find a welcome and supporting environment here. The diversity of our community will be a key feature in its continued progress and success and it will be known for its achievement in creating a truly cohesive and multi-cultural community.

Taking forward our ambition for an 'Inclusive Community' - Our Local Area Agreement 2008/09 - 2010/11

Our Local Area Agreement identifies a number of key priority improvement focuses. Key National Indicators (NI) around which we are setting 3-year (2010/11) improvement targets are:

- Satisfaction with the neighbourhood - Overall/general satisfaction with local area (NI 5) - target to be agreed in 2008/09
- Community Cohesion - Percentage of people who believe that people from different

backgrounds get on well together (NI 1) - target to be agreed in 2008/09

- Educational attainment - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (NI 92) - 31.3% (2009/10)
- Young People Not in Education, Employment or Training (NEETs) - 16 to 18 year olds who are not in education, training or employment (NI 117) - 5%
- 'Worklessness' - Working age people on out of work benefits (NI 152) - 12.2%

- Homelessness - Number of households living in Temporary Accommodation (NI 156) - 50 households

Key Milestones Achieved by 2018

We will have:

- Significantly revitalised and improved the environment and facilities within the centres of our Borough Towns - Wellington, Madeley, Dawley, Oakengates and Newport. The restoration of Newport Canal will have begun.
- Improved the physical environment and facilities in the centres of our most deprived

communities of Woodside, Brookside and Sutton Hill.

- Completion of Telford Sports, Learning and Enterprise Community (TSLEC) to include commercial developments, enterprise opportunities, improved access and infrastructure, sports facilities and social inclusion programmes.
- 'Narrowed the 'gap' in terms of children and young people's educational, safety and health outcomes between the Borough's most deprived communities and the Borough average overall.

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Perceptions of people who believe that people from different backgrounds get on well together (NI 1)	73%	79%	Improved perception levels to the national average	Improved perception levels to above the national average
Overall satisfaction with the local area (NI 5)	71%	69%	Improved to well above the average	Improved to be amongst the best
Satisfaction with the way the Council is running things	50%	50%	Improved to well above the average	Improved to be amongst the best
Reducing levels of deprivation (Index of Multiple Deprivation ranking, 1 = most deprived, 354 = least deprived)	113	117	Improved IMD ranking (2nd worst to median quintile)	IMD ranking overall at national average
Improving the quality of life for our most deprived communities (% of 'Super Output Areas in Borough in 10% most deprived nationally)*	5.56%	6.46%	2% of areas in 10% most deprived nationally	No areas in 10% most deprived nationally

(* Comparison with 'family' group of authorities. # Super Output Areas are defined by Office of National Statistics and divide the Borough up into 'blocks' covering approx 1,500 population)

■ “A Learning Community”

- Ensured that no young people leave school without an opportunity to take up employment, education or training.
- Increased the numbers of socially and economically active adults in 'priority wards'.
- Led by example to get major employers to recognise the aspirations and employability of older people and those with disabilities and mental health problems.
- Improved accessibility to services and opportunities by recognising the diverse needs of local residents and providing innovative solutions to meet them.
- Empowered communities to play a positive and pro-active role in solving local problems.
- An established a strong and confident voluntary and community sector infrastructure which plays an effective role across the Borough.
- Created a strong and cohesive community where all sections of our community get on well together, respect and value cultural diversity and the positive contribution that everyone makes to Borough life.

We want Telford & Wrekin to be a 'learning community' that is at the forefront of new technology in our schools, homes, local businesses and organisations. It will be a place where secondary schools, further and higher education are closely integrated, equipping people with the vocational and academic skills and qualifications they need to secure productive, rewarding and high value employment in a modern economy.

Telford & Wrekin will be a place that is known for the quality and skills of its workforce. Already it has some of the best schools within the country and we are continuing to build upon our nationally acclaimed Networked Learning Community. We will be better placed to retain and attract back our brightest and most able young people when they finish their education as Telford will have more variety to offer as a quality place to work and live. To make the Vision for our children and young people a reality we will ensure that services are located in the right place, at the right time and provided by the right people with the right skills and knowledge. Services will be available where they are needed, in the learning community, in a health clinic or in a community venue for the whole family. Local, accessible, friendly community-based services will provide personalised learning,

information, advice and support through learning communities in school and community clusters by a competent and confident workforce with a holistic approach, to meet the needs of the whole family.

Inequalities will be reduced by improving outcomes for our most vulnerable children and young people, especially those in care and living in poverty, and every child in Telford & Wrekin will have the best possible start in life. Universal, targeted and specialist services will be brought together into a single approach which is child-centred. Future education provision will be characterised by the development of learning communities based upon the model of the highly innovative Hadley Learning Community. 'Campus Telford & Wrekin', which includes our Building Schools for the Future programme, will act as a major catalyst and continue to play a major role in regeneration across Telford and Wrekin, providing significant capacity for raising achievement in every locality, transforming learning and supporting businesses. With multi-agency services supporting our Learning Communities in a holistic way with timely and targeted services we will tackle the issues that distract from successful teaching and learning, and ensure more young people access further and higher education.

With £60m of investment Telford College of Arts and Technology (TCAT) will provide world class teaching in world class buildings. With an inspirational building TCAT will provide an exciting and stimulating environment that will be an outstanding resource for further education and training and complement the 'Campus Telford & Wrekin' programme.

Learning Communities and 'Extended Schools' will play a key role in social and economic regeneration through the promotion of linked learning, care and cultural opportunities, underpinned by a seamless partnership of schools, communities colleges, the Universities, libraries and learning centres. Achievement levels at ages 16 and 18 will consistently be above the national average, a direct result of the significant investment in early years education, integrated children's services and 14-19 provision. The development of Children's Centres in the most disadvantaged areas and the 'Campus Telford & Wrekin' programme will have transformed the physical fabric of both secondary and primary schools and there will be good sixth-form provision across the Borough. As a result there will be more young people choosing to stay on in education.

Higher Education provision locally will encompass a range of vocational programmes offered within a lifelong learning context. Work-based learning will be widely available in both public and private sectors and the majority of the population will access Higher Education. In addition Higher Education will underpin high value-added economic activity through knowledge transfer, technological innovation and the development of an enterprise culture. Telford & Wrekin will also be a place where young people have excellent access to and participate widely in employment, training and volunteering activities. There will be a wide range of 14-19 diplomas and post-16 opportunities to meet the needs of the local community including Skills Centres and extension of 6th form provision in schools/colleges. We will capitalise on the major infrastructure investments and projects to provide construction and retail training opportunities for local people.

A central theme of our vision is that Telford & Wrekin will be a place where all our children and young people, in particular, have high aspirations in terms of what they can achieve in their lives. We will help maximise their achievement and enjoyment through school and college life and through play, sport, leisure and cultural activities whilst encouraging children and young people to

make a positive contribution in supporting the community. The Telford Sports, Enterprise and Learning Community will play a major role in providing new facilities to help regenerate the Borough and in 'reaching out', through sport, engage and transform some young people's lives and raise their aspirations. We will enhance our cultural offer to young people giving them the opportunity to lead on their own cultural development projects, increasing aspirations and developing a cultural workforce for the future. We will also focus on raising attainment and developing the social skills of vulnerable at risk young people through creative practice.

Taking forward our ambition for a 'Learning Community' - Our Local Area Agreement 2008/09- 2010/11

Our Local Area Agreement identifies 'educational attainment' as one of its key priority improvement focuses. Key National Indicators (NI) around which we are setting 3-year (2010/11) improvement targets are:

- Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy (NI 72) - 71% (2009/10)

- Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) (NI 73)
- Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) (NI 74)
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI 75)
- Achievement at level 5 or above in Science at Key Stage 3 (NI 83)
- Secondary school persistent absence rate (NI 87)
- Progression by 2 levels in English between Key Stage 1 and Key Stage 2 (NI 93)
- Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 (NI 94)
- Progression by 2 levels in English between Key Stage 2 and Key Stage 3 (NI 95)
- Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 (NI 96)
- Progression by 2 levels in English between Key Stage 3 and Key Stage 4 (NI 97)
- Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 (NI 98)
- Children in care reaching level 4 in English at Key Stage 2 (NI 99)

- Children in care reaching level 4 in Maths at Key Stage 2 (NI 100)
- Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) (NI 101)
- Achievement of a Level 2 qualification by age 19 (NI 79) - 77.9% (2010/11)
- Achievement of a Level 3 qualification by age 19 (NI 80) - 50.2% (2010/11)

Key Milestones Achieved by 2018

We will have:

- Ensured that Telford & Wrekin is a place where children and young people are able to access and enjoy a fantastic 'offer' in terms of services and facilities that are available 365 days a year to them from childcare provision, extended schools, holiday activities, and improved play cultural, leisure and recreational activities.
- Completed 'Campus Telford & Wrekin' and our model of new secondary schools, primary schools with integrated community facilities, based around the concept of learning communities, as a national exemplar and a great source of community pride.

- Raised educational attainment at all Key Stage levels to above the average for England and heightened children and young people's aspirations and provided high quality education facilities and services to enable them to achieve their full potential.
- No schools in the Borough where attainment levels in English and Mathematics are below the national 'floor target' of 65% of pupils achieving Level 4.
- A free place at a high quality nursery available for every 3-year old.
- The majority of children and young people going into further or higher education or into employment or other training.
- More adults engaged in training, learning and development with a resultant overall higher level of skills and qualifications.

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Overall attainment levels at Key Stage 1 (Average of Maths, Reading and Writing)	• 87.60%		Improved to be above average for England	Improved to be well above average in England
Overall attainment levels at Key Stage 2: • Level 4 English & Maths (BV40 and 41) • Level 5 English & Maths (BV194a and b)	• 75.00% • 31.50%	• 77.25% • 31.50%	Improved to be average for England Improved to be above average	Improved to be above average for England Improved to be well above average
Overall attainment levels at Key Stage 4 (GCSE) • BV38 - 5 or more at A* - C • BV39 - 5 at A* - G (Eng & Maths)	• 55.40% • 87.90%	• 57.00% • 88.70%	Improved to be above average for England	Improved to be well above average in England
NEETs (16-18 year olds)	• 9.2%	• 9.8% (NEET quarterly LFS series Q4 2007)	Reduced to the national average	Reduced to below the national average
Absence rate - primary/secondary (BV45 and BV46 - % of half days missed)	• 7.12%	• 6.91%	Reduced to the national average	Reduced to below the national average
Care leavers in employment, education and training (NI BV161 - ratio of care leavers to all young people)	• 0.69%	Awaiting publication		
Young people from low income backgrounds progressing to higher education (NI 106)	Baseline to be established in 2008/09		Improved to at least the national average	Improved to exceed the national average
Working age population qualified to at least Level 2 (NI 163)	• 61.7%	• 63.8%	Improved to at least the national average	Improved to the national average
Working age population qualified to at least Level 3 (NI 164)	• 38.9%	• 45.3%	Improved to at least the national average	Improved to the national average
Working age population qualified to at least Level 4 (NI 165)	• 20.9%	• 27.4%	Improved to at least the national average	Improved to the national average

■ “A Sustainable Green Community”

We want the Borough to lead the way as a 'green community' following the principle of 'reduce, reuse, recycle'. It will be a place with the highest quality sustainable environment where homes and other buildings are designed to the highest standards promoting energy and water efficiency, and local communities are living a more sustainable way of life. Our approach to recycling and the reuse of materials will make us a national leader - a zero-waste community. Our young people will be our ambassadors for a cleaner, greener way of life.

We recognise that the approach to the use of the world's natural resources will need to change in light of escalating environmental and energy challenges and that the issues and impacts of climate change require both a local and global response. The challenge is to reduce emissions of greenhouse gases and to prepare for the consequences of climate change. Telford & Wrekin will become an exemplar in its leadership to reduce carbon emissions and, by 2026; we will have made major progress towards achieving our ambitious target of a reduction of 36% of emissions from 1990 levels. We will have managed the damaging effects of flooding and will use water more efficiently for domestic and commercial purposes.

We will, therefore, locally promote new housing developments - for both rent and ownership - which are highly energy efficient, incorporate renewable energy technologies and set the highest standards of design and maintenance. Housing developments will be easily accessible by high quality local public transport and excellent walking and cycling routes. We will promote the inclusion of leading edge communications technology in all new buildings to ensure that we are creating a place that is 'future-proof'

The creation of new Millennium communities in East Ketley, Lightmoor and Telford's urban extension at Lawley will all be built on Secured by Design and sustainable principles and will be exemplars for future development. As a result, by 2026, Telford & Wrekin will have become a leader in the field of innovative and alternative solutions for modern living which will be a major creator of wealth and employment for the Borough in the 21st century.

All these sustainability principles will be supported by local planning policies so that by 2026 there will be more variety and diversification in key settlements, greater accessibility to services and higher densities, but without losing the green and wildlife rich environment that makes Telford &

Wrekin special. All new building within Telford & Wrekin will have followed the guidance laid down in the Local Development Framework, thus ensuring that the uniqueness that defines the local environment will endure.

We will encourage sustainable forms of energy supply. A combined heat and power facility will be developed in the Town Centre to meet existing and future energy needs, utilising the potential of the Ice Rink, and we will have developed one of Britain's first affordable energy communities. We will actively encourage renewable sources of energy; solar, wind and geothermal to contribute to future energy supplies in the Borough. As a result of improvements in their technology and effectiveness, wind turbines will have become an acceptable feature of the local landscape, incorporated within public works of art and the transport infrastructure.

Telford & Wrekin will be known for its green businesses, maximising the potential of products from trees and exploiting local research facilities, such as the Polymer Research Centre, to develop new products from waste materials. Through business support networks such as the Business Environmental Support Scheme for Telford

(BESST), local companies will make a significant contribution to reducing the Borough's carbon footprint and, in key sectors, will lead the way on new, environmentally-friendly technology in particular the generation of renewable energy. We will have explored the potential for creating a Carbon College for Entrepreneurs and more sustainable ways of working such as home-working as part of our 'green' ethos and as a way to strengthen rural areas.

Locally, Telford's growth and housing and commercial developments, facilitated by the Local Development Framework and Local Transport Plan, will have resulted in a sustainable transport infrastructure based on a viable and efficient public transport network complemented by excellent cycleways and pedestrian facilities, which will be widely used by a more health and exercise conscious population. Key features will include fully integrated transport hubs in the town and local centres providing an excellent network of bus routes linking people to employment, leisure, retail and health facilities and services. An iconic new footbridge will link an enhanced and fully accessible Central Telford railway station with improved rail park and ride facilities for regional and national journeys. There will be a direct link between the

M54 and A442 improving access to the City Centre. The direct link will also remove through traffic from the City Centre, enabling a downgrading of the core roads around the Telford Centre. This will give rise to improved bus priority and pedestrian/cyclist friendly streets supporting the new vibrant town centre economy and enhancing access to the range of specialist shopping and services provided in the Borough Towns.

The rural area will continue to have improved accessibility by maximising opportunities through partnership working and creating real travel choices for residents. Visitors to the World Heritage Site will be able to travel around the Gorge and the museums by a green and efficient transport system.

Major rail improvements to Birmingham will be in place as part of a 'rail revival' that will include a radically improved Birmingham New Street Station with fast and frequent direct services to Birmingham International and London. Enhanced local rail interchanges at Telford, Wellington and Oakengates which help encourage modal shift for commuting into the conurbation, thus relieving congestion on the already over crowded West Midlands motorway network. The Telford

International Railfreight Terminal at Hortonwood will be in operation, reducing congestion and pollution on the region's roads, and stimulating additional investment in the economy. In addition, we will have reduced the number of food miles taken to supply our local supermarkets by sourcing a greater proportion of food items from local suppliers.

Taking forward our ambition for a 'Green Community' - Our Local Area Agreement 2008/09 - 2010/11

Our Local Area Agreement identifies a number of key priority improvement focuses. Key National Indicators (NI) around which we are setting 3-year improvement targets are:

- Waste Recycling - Residual household waste per head (NI 191)
- Climate Change - Per capita CO2 emissions in the Local Authority area (NI 186)
- Quality of public spaces - Overall/general satisfaction with local area (NI 5)

Key Milestones Achieved by 2018

We will have:

- Ensured environmental quality in the design of new homes, residential areas and commercial

property with all future developments being built on 'Secure by Design' and sustainability principles.

- Protected the environment and put in place the necessary infrastructure to manage the impact of climate change, particularly flooding.
- Developed combined heat and power facilities and renewable energy sources.
- Reduced CO2 emissions from Council operations by approx 25% from 1990 levels (target overall

reduction of 36% (tbc) by 2026 and 60% by 2050) and across the Borough generally.

- Put in place a sustainable public transport network and improved accessibility to local facilities.
- Increased bus patronage through the provision of high quality services, information, infrastructure as well as new and innovative services which improve accessibility for hard to reach areas.

- Comprehensive cycle/walk networks will be maintained providing access to strategic sites such as industrial estates as well as shorter utility/leisure trips to town and district centres.
- A green transport network will be in place and the condition of roads and footways will have improved.
- Maintained cleanliness standards in the Borough which continue to be amongst the best in the country.

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Climate Change (reduction of annual CO2 emissions from 1990 levels) NI 186	n/a	n/a	c.28% reduction	c.36% reduction
Cleanliness of the environment BV199a	• 4.26%	• 13.00%	Maintained our position as amongst the best in the country	Maintained our position as amongst the best in the country
Condition of roads - % of (a) principal roads (b) non-principal roads (c) unclassified roads where maintenance should be considered.	(a) 2% (b) 13% (c) 16%	(a) 10% (b) 14% (c) 15%	Achieved performance that is better than the national average overall	Achieved performance that is still better than the national average overall
Condition of footways - % requiring maintenance	• 46%	• 24%	Improved the condition of footways to closer to the national average	Improved to the average for England
% of household waste recycled	• 19.82%	• 19.59%	Improved levels of recycling so that performance continues to equate to or exceed the national average	Improved levels of recycling so that performance exceeds the national average

Subject to review following the revised Government target of 80% reduction by 2050 set out in the Climate Change Act 2008

■ “A Safe, Caring & Healthy Community”

- Developed a new waste treatment facility and reduced significantly the amount of household waste not reused, recycled or composted.
- Encourage the use of sustainable modes such as walking and cycling as a means of reducing the Borough's carbon footprint and improving residents' health.

Put in place a sustainable public transport network and optimised accessibility to local facilities such as healthcare, education and employment and to locations such as Telford Town Centre, the Borough Towns and rural areas.

Telford & Wrekin will be a place where local people feel safe and secure. We will lead the way on promoting healthy lifestyles. This will be a place where health inequalities are reduced and the more vulnerable members of our community are properly supported in a way which addresses their needs, but which promotes personal independence and a positive role in the wider community.

The major growth in population over the next 18 years will present major challenges to us in terms of maintaining and improving crime and disorder levels and delivering effective health and care services. However, we know that these are fundamental to ensuring community well-being and a high quality of life for all.

Telford & Wrekin will be a safer place for everyone in our community, with lower levels of crime and less anti-social behaviour. Hate crime of any kind - be it on the basis of race, religion, sexuality, age, gender, disability or other - will not be acceptable in our society. Older people, in particular, should feel safer in their homes and in their local neighbourhoods.

We will build on our Vision to protect the public whilst increasing their satisfaction and confidence

in services. A set of values will define how we respond to the public and work together.

Safety will be at the heart of all design and new build, with both natural surveillance and the use of Information Technology being key building blocks. CCTV will be considered to enhance the security of residents and the general public and 'secure by design' principles used with new developments in the Borough. All agencies will work with the community, both Borough-wide and at the local level, to promote and implement a safe community.

There will be much more emphasis by the health service and its partner agencies on preventing ill health and people will be much more aware of the need to take responsibility for maintaining their own health and well being. All parts of the community will have good access to opportunities for achieving and sustaining a state of health and well-being, and to interventions which tackle the major illnesses and better manage long term poor health conditions. People of all ages will be supported in making choices, as regards diet and exercise for example, which support their health and well-being. Services will be tailored to individual needs and provided in a co-ordinated way.

Most health services will be delivered through GP surgeries and in community settings close to people's homes and better use will be made of extended schools and other community facilities. Practices will provide a broader range of services, and larger practices may provide diagnostic tests and less complex day surgery, potentially employing consultants and specialist GPs. Many more hospital operations will be undertaken as day surgery. Hospitals will continue to provide more complex care for those whose conditions mean that they cannot be treated at home or in the community.

Health services will be using the latest technologies and patients will carry their own electronic records and will be able to book appointments on-line. Much more health advice, and indeed some treatments for example for people experiencing anxiety and depression, will be available via the internet. The public will be able to undertake their own health checks on-line. They will have better information to support them in making informed choices about their own health and healthcare.

Social services will help disabled and vulnerable people to make choices about income, employment, keeping, upgrading or finding a

home, and providing intensive support for people with long term problems. As with health, self assessment on-line or via walk-in centres will be the main way for the public to get the advice and services they need and everyone using social services will have access to a personal budget to help them fund the services they need.

Key areas where we will have made a difference will be in reducing mortality rates from major diseases, promoting healthy lifestyles and narrowing health inequalities, supporting older, disabled and vulnerable people to live independently, providing preventative health and social care, and providing strong primary health care services which are supported by good quality community and hospital services. We will have also reduced the personal and community harm caused by drugs, alcohol and smoking through more effective enforcement and our Healthy Schools programme.

Carers will be recognised as making a valued contribution. They will have ready access to planned emergency breaks and advice and information to help them continue caring. Support will be given by employers to help carers fulfil their caring responsibilities and continue to work.

We will, particularly, have improved the health and well-being of children and young people in Telford & Wrekin. The area will have a national reputation for the quality of its services for supporting children and young people and promoting positive and healthy lifestyles and behaviours. This will be seen in terms of the personal success of young people and their contribution to community life and in significantly lower levels of obesity, teenage pregnancy and alcohol consumption.

Telford & Wrekin will be seen by its residents as a 'place for youth', a 'place for older people' and a 'place for families'. We will work to be national leaders in creating the right conditions for different sectors of our community to flourish. Above all we will focus on ensuring that the more vulnerable members of the community are properly cared for in a way which addresses their needs, but which promotes personal independence and dignity and a real and positive role in the wider community.

The development of a sustainable transport infrastructure, based on an effective public transport network and enhanced cycleways and footpaths, will both provide improved accessibility for older people and access for many people to a healthy lifestyle. Access to green space is known

to improve physical and mental wellbeing as well as aiding satisfaction with neighbourhoods and improving air quality.

As part of creating a healthier community, residents will be able to walk and cycle more, a network of well maintained cycle paths and facilities will enable people to, as part of their healthy living, access a range of services including employment leisure and health. Partnership working will also engrain the health benefits of cycling in a range of joint programmes and initiatives aimed at reducing obesity (especially amongst children), heart disease and deprivation, and organised low level exercise programmes will have become the cultural norm. Sport and leisure and art and culture will play a key role in improving the community's health. The area will be a place that provides the inspiration for both young and old to participate in a more active and healthier lifestyle. Residents' increased desire to engage in sport, leisure and cultural pursuits will be matched by a comprehensive network of sports and leisure and cultural facilities in Telford Town Centre, Borough Towns and other main centres, meeting the needs of its community and made available through the local authority, community and private providers.

At present, whilst our area does not have the prestige sports clubs and facilities found in larger and more established cities, the development of the Telford Sports, Enterprise & Learning Community (TSLEC) around AFC Telford United and Telford College of Arts & Technology will position the area at the forefront of new sports and leisure developments in the future. Together with the positive legacy of the 2012 Olympic Games and the Cultural Olympiad, this will have generated the prestige sporting clubs that both enhance the area's image and in turn increase the local level of participation in sport, cultural and physical activity. The Borough will also be 'home' to a number of national sporting organisations.

Matching the Borough's overall status as one of the top locations in the country, AFC Telford will have established itself as a Football League Club; its profile helping to continue to 'put Telford on the map'; its success being a source of community pride and excitement.

Taking forward our ambition for a 'Safe, Caring and Healthy Community' - Our Local Area Agreement 2008/09 - 2010/11

Our Local Area Agreement identifies a number of key priority improvement focuses. Key National

Indicators (NI) around which we are setting 3-year improvement targets are:

- Teenage Conceptions - Under-18 conception rate (NI 112)
- Child Obesity - Obesity among primary school age children in Year 6 (NI 56)
- Youth (Re) Offending - First time entrants to the Youth Justice System aged 10 - 17 (NI 111)
- Violent Crime (alcohol related) - Assault with injury crime rate (NI 20)
- Domestic Violence - Repeat incidents of domestic violence (NI 32)
- Adult re-offending - Re-offending rate of Prolific and Priority Offenders (PPOs) (NI 30)
- Anti-social behaviour and criminal damage - Perceptions of anti-social behaviour (NI 17)
- Mortality rates - Mortality rate from all circulatory diseases at ages under 75 (NI 121)
- Adult obesity - Adult participation in sport (NI 8)
- Alcohol misuse - Alcohol-harm related hospital admission rates (NI 39)
- Proportion of carers receiving needs assessment or review (NI 135)

- Social Care Clients receiving Self Directed Support (NI 130)

Key Milestones Achieved by 2018

We will have:

- Reduced real and perceived levels of crime and anti-social behaviour. Local residents' fear of crime will be significantly lower and the level of crime and anti-social behaviour no longer the community's top priority for improvement.
- Achieved a considerable reduction in re-offending and instances of domestic violence.

- Seen a positive impact of healthier lifestyles on the reduction in premature mortality rates and increasing life expectancy.
- Have in place a well maintained and used cycle network with a high proportion of people cycling for leisure, work and utility trips as well as a range of programmes and initiatives designed to promote the health benefits of cycling.
- Reduced the consumption of alcohol and instances of binge-drinking, in particular, by young people.
- All schools participating in healthy eating programmes and child obesity reduced to

below the national average.

- Reduced teenage conceptions to below the national average.
- More older, disabled and vulnerable people supported to live independently in the community.
- Raised the quality of services for older people, access is improved, and older people have increased choice and control in the services they use.
- Provided some 300 additional Extra Care homes (target of 500 by 2021).

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Serious violent crime (NI 15)	• 17.3%	• 19.3%	Maintained our performance as better than the national average	Maintained our performance as better than the national average
Serious acquisitive crime (NI 16)			Maintained performance as better than the national average	Maintained performance as better than the national average
• Robbery offences per 1,000 population 06/07	1	2		
• Burglary dwelling offences per 1,000 population 06/07	3	5		
• Burglary dwelling offences per 1,000 households 06/07	7	13		
• Theft of a motor vehicle offences per 1,000 population 06/07	3	4		
• Theft from a vehicle offences per 1,000 population 06/07	7	9		

Measuring Longer-Term Ambition, Progress and Success

Key Success Measures	Where are we now?		By 2018 we'll have:	By 2026 we'll have:
	T&W Average	England Average		
Mortality rate (per 100,000)	618	594	Improve our performance to attain and exceed the national average	Improve our performance to attain and exceed the national average
Premature mortality rate per 100,000 Infant mortality rate (per 1,000 live births)	325	304	Improve our performance to attain and exceed the national average	Improve our performance to attain and exceed the national average
Infant mortality rate (per 1,000 live births)	5.1	5.0	Maintain performance	Maintain performance
Older people supported to live at home (per 1,000 population aged 65+)	99.76	80.00	Continued to perform at above the national average	Perform at top quartile level
All vulnerable adults supported to live at home (to include learning, physical and mental health disabilities) per 1,000 population	4.11	3.3	Continued to perform at above the national average	Continued to perform at above the national average
Levels of participation in sport, leisure and cultural activities: • C16 (5-16 yr olds - 2 hours a week minimum) • C17 (Adults - 30 mins, 3 times a week)	• 90% • 20.6%	• 80% • 27%	Continued to perform above the national average Improved to the national average	Continued to perform above the national average Improved to above the national average
Teenage conception rate BV197 - change in number of conceptions for under 18's	-16.90%	-11.21%	Reduced to the average level for England	Reduced to well below the average for England

Moving Forward

We have set out above our Vision for 2026 and some of the key targets and milestones that we will use to measure our progress along the way.

We recognise that whilst our ambitions for Telford & Wrekin are challenging, we believe they are achievable given the level of commitment of all partner organisations and the broad consensus around what we are trying to achieve within the wider community.

Inevitably, circumstances and opportunities will change as we move forward towards 2026, and so our Vision and key milestones will need to reflect

this. We will therefore be 'refreshing' our Vision bi-annually, taking on board and responding to local, national and global changes which impact on our view of the future and our ambitions for the area.

We will also be regularly reviewing and rolling forward our medium term Community Strategy, which will set out our overarching Community Priorities and delivery plan over the short term. This will need to reflect our Local Area Agreement with Government and the broader Priority Plans which will set out our key targets and milestones for each of our Community Priorities over the next 3 years.

As we refresh and review our Vision, priorities and delivery plans, we are committed to engaging local people and communities in this process, as without their support and active involvement we will not succeed in creating a Borough in which we all want and are proud to live.



Notes





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Transforming Telford & Wrekin - From New Town to Modern City

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