

# **‘Being the Change’: One Year On**

***- Seeing the Change and  
Being the Best we can be***

**TOGETHER  
EVERYONE  
ACHIEVES  
MORE**



## 1. INTRODUCTION

In December 2015, I set out in a document called 'Being the Change' the way that we will look to change and transform the organisation, our services and the way we work day in day out to try to meet the issues and challenges that lay ahead.

I now want to give a brief overview of the progress that we made over the past 12 months and also to renew and refresh our focus on the 4 key elements of our strategy:

- Being a modern organisation where we always get the basics right;
- Solving problems and promoting social responsibility to reduce demand for services;
- Challenging and changing the way we do things;
- Reducing our dependency on Government grants.

As I have said before, we should not lose sight of the fact that what sets us apart from many other local authorities has been our positive strategy, can-do attitude and strong vision of what we can be. We don't just talk about change and transformation, we do it and we deliver. We will not be just victims of the cuts. We are still a big organisation that spends a lot of money and has a workforce that is some 2,600 strong – we still have significant resources to make a big positive difference.

Despite the financial challenges we face, our mission is clear. We are attracting new jobs and investment and promoting growth in the borough, whilst seeking to protect, as far as we are able to, priority front-line services and are working co-operatively in the community to deliver these.

It's important to remember that we're not alone on this mission. Across the public, private, voluntary sectors and in our communities, there are many people who are equally committed to a positive future for Telford & Wrekin and to working with us.

While it is certainly not easy and we will continue to have some difficult decisions to make, we will continue to be a resourceful, creative, determined and dynamic organisation. Our ethos will continue to be working together as a team to get the best results from what we have – being the best we can be.

Best wishes

Richard Partington  
Managing Director

## 2. OUR VALUES & PRIORITIES

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

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

We are a Council working for, and together with, our Community to help make Telford & Wrekin the best it can be. From our on-going engagement with local people over many years, we are clear that they and their families have some fundamental priorities which we as a Council are working alongside them and in partnership, within the resources we have, to achieve. These are:

- **Put our children and young people first;**
- **Protect and create jobs as a 'Business Supporting, Business Winning Council;**
- **Improve local people's prospects through education and skills training**
- **Protect and support our most vulnerable children and adults;**
- **Ensure that neighbourhoods are safe, clean and well maintained;**
- **Support neighbourhoods most in need and work to ensure that local people have access to suitable housing;**
- **Improve the health and wellbeing of our communities and address health inequalities.**

Put simply, we know that the people of Telford & Wrekin want to live:

- **in a safe community** – we work in partnership with West Mercia Police to ensure that Telford & Wrekin remains a low crime area. Our work to support and safeguard children from sexual exploitation has been recognised by Ofsted as amongst the best in the country. We have worked to get Telford designated as a White Ribbon Town where domestic violence is not tolerated. Our Public Protection team carry out a lot of unseen work to ensure that local services and facilities are safe, that nuisances are tackled and houses in multiple occupation are better managed. We have made a commitment as a Council to always look after the most vulnerable in our community;
- **in a clean environment** – we work in partnership with TWS and Veolia and also with many Town and Parish Councils and the Parish Environmental Teams

to ensure that our streets, parks and public spaces are clean and tidy and that we have first class waste collection and recycling services;

- **in a place with good roads and pavements** – each year we invest in a major programme to repair and maintain our roads and pavements. We have also secured significant amounts of Government funding to improve many roads, roundabouts and junctions so that congestion caused by more cars using our roads in the future will be reduced or avoided. Through our ‘Pride in Your Community’ initiative we have also made lots of little improvements in communities and on estates that can make a big difference to everyday life;
- **where there are first class schools and education facilities** – we work in partnership to support our primary, secondary and special schools and performance is amongst the best in the West Midlands. We have strong partnership arrangements with Harper Adams University and the University of Wolverhampton who are real assets in our Borough. And we are working with our local colleges as they merge together to ensure that we have Further education provision that meets our community’s and employers’ needs and enables young people to progress through quality vocational and/or academic routes to meet their full potential;
- **where there are excellent and accessible hospital, care and GP services** – we are working with many GP practices and Health Services in our neighbourhoods to provide more joined-up health and care services that better meet people’s needs and there is support in the community to help people to stay healthy. We are also doing all we can to seek to retain full Accident & Emergency services at the Princess Royal Hospital as well as the Women’s and Children’s Centre;
- **where they have a job and there is a thriving economy** – through our Enterprise Telford approach, we are attracting more new businesses to come to our Borough every year bringing new jobs. We have also supported many existing businesses to succeed and expand. Through our ‘Pride in your High Street’ initiative, we have sought to give local businesses the key skills to both survive and thrive in our town centres. We work to protect local jobs, we have lobbied Government to retain key activity in our town such as HMRC, Cap Gemini and the Land Registry. We also work, through our Job Box and Apprenticeship schemes, to ensure local people, and particularly young people, have the skills they need to get a job.

### 3. BEING THE CHANGE: 'SEEING THE CHANGE'

'Being the Change' is about changing and transforming our organisation, our services and the way we work day in day out to try to meet the issues and challenges that we face and to enable us to deliver the communities' priorities. It is also about ensuring that we don't "take our eye off the ball" and make sure that we get the simple, basic things right every time.

The Council has faced truly unprecedented cuts to its grants from central Government which have now forced us to make ongoing annual savings totalling over £96m. Over the next 3 years, we anticipate that we still have some £15 – 20m more savings to deliver.

Our Efficiency Strategy, which has now been endorsed by the Government, identifies savings and/or income targets against the four "Being the Change" themes. These are set out below, together with a brief overview of each theme and the progress ('Seeing the Change') we have made.

#### **(i) Being a modern organisation where we always get the basics right – Target for additional savings over 2018/19 and 2019/20 of £2m.**

##### **What this means:**

Getting the basics right first time, every time has to be our foundation for everything else we do and want to do as an organisation.

Core to being a modern organisation is continuing to reshape the Council's relationship with its staff. We continue to move towards a more flexible, more pragmatic and less bureaucratic way of managing and running the organisation. We have made big strides but there is still more to do.

Whilst driving change and reshaping the relationship between the Council and its staff and the community, we will continue to focus on getting the basics right – do things right the first time and work hard to maximise the impact that our resources – people and money – have. There are many savings we can still make simply by being both efficient and effective. We can also, at times, find ways to avoid unnecessary spend. Three key focuses are therefore:

- **Procurement and purchasing** – ensuring that we maximise value from the services which we procure – this may be direct benefit or a wider benefit to the community for example, social benefit from capital projects including the employment of local people and provision of apprenticeships in new build schemes. It is not enough to be led by what the market will provide. We work to influence and shape the market to ensure that tax payers receive maximum value for money.
- **Contract management** – ensuring that we always receive the service or products which we have procured through effective monitoring of delivery and renegotiation

of contracts. We will improve further our robust contract management to ensure providers and suppliers meet their contractual obligations, review existing contracts to ensure they are fit for purpose and achieving value for money, widely advertise all contract requirements over £5k to achieve optimum market prices, make greater use of framework agreements and make sure we get the added social value;

- Leaving no stone unturned on **reducing non-staffing costs** – we will continue to have a culture of avoiding unnecessary spend and proactively looking for ways to reduce the costs of our buildings, ICT, supplies and services.

#### **Progress we have made includes:**

- To support and drive the development of the organisation, the team ‘Organisational Delivery & Development’ has been created and has now been restructured to put in place the right roles with the right responsibilities. The focus of this team is to:
  - integrate service and workforce planning and development – making sure that the development of the workforce is at the core of how we change and develop our services;
  - refocus our corporate learning and development offer to better meet the needs of the organisation;
  - integrate how our key partnerships are managed;
  - develop an evidence base to drive decision-making in the organisation.
- We have delivered a major part of our restructure programme. There is no doubt that restructures can be stressful, disruptive and distracting processes. However, by continuing to have a requirement for clear service rationales for new or revised service designs and structures, staff and trade union consultation and engagement, we are putting in place the services and teams that can take us forward.
- The OFSTED inspection of Children’s Safeguarding last year recognised that the service is keeping young people safe in the Borough – a key corporate priority. Key findings from OFSTED are that “children and young people are kept safe by the work of the local authority” and “work with children and young people at risk of sexual exploitation is very strong. The local authority has been a champion for tackling this issue”.
- Brought responsibility for Children’s and Adults ICT systems under the SDM Service Improvement & Efficiency within the Early Help & Support service area. Having responsibility for this in one place is to ensure that system developments and training are delivered and effectively managed.
- Through a series of accommodation moves, we have been able to co-locate some teams enabling more joined-up service delivery and also allowing us to further rationalise operational buildings which will save £125k during 2017/18. Linked to this, we are also rationalising our storage units to make further savings.

- We have run a very successful ‘think before you print’ campaign that is delivering £10-15k savings per month. We have also rolled out new MFD devices saving a further £30k. We have retendered our mobile phone contract which will save £175k by 2018/19 and through the on-going deployment of Office 365, we can work more flexibly and make further savings by enabling people to use their own mobile devices, if they so choose. The Council is also doubling ICT capital programme from £1m to £2m pa 2017/18 to 2019/20. This investment will be used to drive efficiencies and cost savings as well as ensuring that the ICT network is robust.

**(ii) Focussing on solving problems and promoting social responsibility to reduce demand for services – Target for additional savings and/or income over 2018/19 and 2019/20 is £8m.**

**What this means:**

Whilst we will always support those most in need, the Council is no longer able to support every individual, family or community who asks the Council for help the way we used to. There are two simple but important reasons why:

1. This approach isn’t always effective. It creates dependency on public services and we too often deliver a service which is designed around how the local authority functions and not on meeting all the critical needs of the whole family;
2. We cannot afford to do this as a result of the savings we have had to deliver.

Our new approach is to support and encourage residents and communities to take responsibility for their own lives and to support people to help themselves so that the help they do get is focussed on addressing their needs. This will mean services working much more directly in local communities with groups and networks which can support local residents and families. Through this approach we will reduce demand on our more intensive acute services, for example, Childrens Safeguarding.

The Council will increasingly signpost people to services. More services will be provided by community and voluntary groups. The Council will need to support the development of community and voluntary groups to ensure that the right services are available and sustainable.

When a person or family does ask for help, we need to ensure that the right help, is provided at the right time. When we don’t do this, needs increase and so does demand on our services.

**Progress we have made:**

- SMT roles and responsibilities have been restructured (see Appendix 1 for a breakdown of SMT and SDM responsibilities) to create the Early Help and Support Service. This will follow a way of working called Strengthening Families which is designed to meet the needs of the whole family rather than just, for example, a

child's. It will increasingly focus on directing people to support in the community rather than directly delivering services.

- The Community Participation team has now been restructured and given additional capacity to work with Early Help and Support and other services to create, support and develop community and voluntary groups and volunteers to deliver the support needed.
- Community safety, enforcement and public protection have been brought together in Customer & Neighbourhood Services to support the building of resilience and social responsibility into communities.
- We are also working with partners to reduce demand on our acute services. We are working with the Telford & Wrekin Clinical Commissioning Group on pilots with GP practices in Newport and Stirchley.
- To underpin this community level work, we are starting to improve business intelligence to inform decision making. We now better understand where the areas of high demand on Council services are – really getting into the detail of what this demand looks like and managing the real sea change of more and more customers doing business with us through our digital access channels. Specific work has also been completed to understand particular pressures, for example, the impact of Homes in Multiple Occupation on different neighbourhoods, providing an evidence base to inform a new Selective Licensing policy.

**(iii) Challenging and changing the way we do things – Target for additional savings and/or income over 2018/19 and 2019/20 of £5m.**

**What this means:**

We continue to look at the organisation to understand what is working well and what needs to be changed. We have to find new ways of delivering services, more efficiently which make a real difference and improve the lives of service users. Through seeking out innovation and best practice, changing how we do things, developing new partnerships streamlining policies and procedures.

The savings which the Council is being forced to deliver have real impact on our services. It means that we have to make some very difficult decisions about what we can and can't afford to continue to deliver. But, our approach is not to simply stop doing things as this can cause real difficulties in some communities. Our approach is to focus on doing things differently and working with partners to find solutions rather doing the 'easy' thing of cutting services.

**Progress we have made:**

- Working with our Parish and Town Councils and community groups and organisations, we have developed new ways of delivering libraries, markets, community centres and a childrens centre. This has enabled the Council to make

a saving whilst important services continue to be delivered which would otherwise have been closed. This has been a significant piece of work that has demonstrated the benefits of partnership working and building strong relationships.

- We continue to look hard at some of the ways we do things to see if we can do them differently, more efficiently. And we have made major progress on “process review” and “channel shift” - reducing demand and creating better outcomes. Customer Service examples include:
  - 14,831 fewer visits to First Point@Southwater;
  - New online channels – 8,700 customers are now registered to use My Telford, our new citizens portal, for reporting issues, requesting services and making payments;
  - Thousands of customers now just use our website and the forms on there to access services and obtain information;
  - Introduced triage services – promoting self-serve;
  - 135 of calls to our Contact Centre are now dealt with by Voice Recognition and automated responses;
  - Environmental Health streamlined their process for reporting and monitoring noise nuisance.
- We have been looking at reinforcing links between services. Family Connect now has responsibility for both children and adult safeguarding and responsibility for both the Children and Adult Safeguarding Boards sit under one Board Manager with the same support team. We are also focused on improving the quality and consistency of practice across both Adults and Childrens services.

**(iv) Reducing our Dependency on Government Grants – Target for additional income and/or savings over 2018/19 and 2019/20 of £2m.**

**What this means:**

We have already taken significant steps to reduce our dependency on Government grant and we will continue to do so as the grant continues to be rapidly withdrawn. To do this, the Council has been seeking new sources of income including commercial projects, marketing existing services which we sell, and maximising income from external sources.

**Progress we have made:**

- We created a new service area, Commercial Services, which brings together a wide range of traded or income-generating services. The turnover from these services is projected to increase by more than £630k compared to last year as a result of successful marketing and competing for new business. For example, since October 2016, we have successfully attracted an additional 500 members to our Aspirations gyms. A major expansion of Wellington Leisure Centre will be delivered this year.

- By being a Business Supporting, Business Winning Council, we are continuing to work to attract new investment and work to support the retention and growth of existing businesses. As well as it being the right thing to develop jobs and growth in the Borough, the Council receives 49% of all new business rates rising to potentially 98% at some point in the future (subject to clarification of Government proposals). The Council has also worked effectively to enable housing growth – a key national priority. The Borough has been ranked second nationally in the Centre for Cities Report for the second year running. Through all of this work, the Council will see new Council Tax, Business Rate receipts, as well as receiving the Governments’ New Homes Bonus for new homes. All of this growth has secured income of over £13m pa – without this new income, we would have had to find significantly more savings.
- Our Property Investment Portfolio (PIP) delivers over £5m income per annum from rental income. We have now established a £50m Growth Fund to invest in development of premises for businesses to encourage job creation and retention as well as generating additional rental income and business rates income. We have a strong pipeline of potential investment opportunities and interested private businesses and this will deliver another major revenue income stream for the Council in the near future.
- We have continued to grow the income generated by services for schools, with services such as ICT, Catering, Cleaning and HR securing additional new contracts with Shropshire schools. We have also won contracts to deliver services to some Town and Parish Councils and some community organisations. A number of services such as BiT and ICT have also gained new business clients this year.
- Our solar farm will deliver £4.4m profit over the next 25 years, some £180k per annum. The Cabinet has recently approved a new Energy Support Service. This will see us develop a new Council-branded energy price comparison website that will deliver an income stream for the Council while also helping to reduce energy costs for our residents - when we are developing new commercial ventures, we are always looking for wider community benefits.
- We have established “NuPlace”, a housing company which will provide around 400 new homes for private and affordable rent, with the first homes now occupied. The first two sites at Pool View, Randlay and Woodland Walk, Madeley are fully let. Work has already commenced at the next site at Dawley. As well as bringing in rent, the homes themselves, built on brownfield land, are an important asset for the Council. The Council provides all services to NuPlace and in its first year, the Council secured an income stream of some £0.5m from NuPlace.
- “Securing external funding” – again we have successfully driven this agenda, including £18.79m through the Marches Local Enterprise Partnership Local Growth Fund. In addition, we have also joined the West Midlands Combined Authority and are actively working through this to identify and maximise future opportunities for the Borough.

- The Council is actively marketing the Borough to attract new investment. In the autumn our marketing strategy “Enterprise Telford” was launched. Our approach is successful with, for example, private sector investment from PolyTec and Magna Cosma Castings – set to deliver c.800 jobs between them - taking new sites at “T54”.
- We successfully negotiated a unique Land Deal with the Government over land previously managed by the Homes & Communities Agency. This will see £44.5m invested into local infrastructure and site preparation over the next 10 years to support and accelerate growth. The success of land sales in 2016/17 is set to deliver an initial profit share of over £2m – the first time that the Borough will have benefited directly financially from the sale of government land here.

## 4. TAKING THE ORGANISATION FORWARD – BEING THE BEST WE CAN BE

### ‘Joining the Dots’

As an organisation, we are at our best when we work together: ‘Team Telford & Wrekin’.

The considerable financial cuts that we have faced and continue to face are a major challenge in themselves. However, as services look to focus on identifying and then delivering their savings and income targets, one of the unintended consequences can be that they become insular in their outlook. Sometimes losing sight of the bigger picture, not understanding or realising the potential – or real – impact or implications in other parts of the Council.

We need to take a whole Council approach to the delivery of our priorities and strategy and to finding solutions to many of the difficulties we face and the issues we are seeking to address in the community and within households. As an organisation we are still creating demand on our services when we work in silos – this is often unintentional when different services are unaware that other services are already working with a family or household.

When individuals and families need help and support, we want to identify them quickly and identify the right, effective support first time to avoid issues escalating and requiring more intensive and expensive intervention but also to avoid long-term dependency on our services.

Equally, a whole Council approach needs to support officers when they identify a problem which goes beyond their expertise or remit, and it is apparent that treating the symptom does not address the cause of the problem.

This then is about improving the customer journey or experience – we want to provide a better, seamless journey for clients and to reduce confusion and hand-offs between services. This is a fundamental aspect of being ‘one council’ that works together so that officers are able to take responsibility and unblock barriers to improve outcomes for residents and reduce demand on our services.

And, of course, this is not about the Council acting alone. It is about joining together with other partners to provide joined-up solutions.

### Developing our People

‘Being the Change’ set out a clear direction for the organisation in response to the financial pressures the organisation faces and the need to do the best we can in these challenging times. This fundamentally means that we have to work and think differently about our roles.

Working with manager and employee groups from across the organisation a set of “**Core Behaviours**” has been developed. These are designed to challenge us to think

about how we deliver our roles whether as a manager or front-line worker (Appendix 2).

The Core Behaviours focus on:

- **Leadership** - building high performing teams through “enabling and trusting”, for example, by creating a real “no-blame” culture. Core to this is increased autonomy for managers and staff to take decisions;
- **Communicate Effectively** – one of our Co-operative values is to be open and transparent - more information means more people can take responsibility! We want to see increased staff engagement so that employees will have a greater influence in the organisation;
- **Develop Yourself** –introduce Individual Learning Accounts linked to a new 1-2-1 framework so that people can be supported and take responsibility for their own development. We want to encourage creative thinking and challenge;
- **Respond & Adapt to Change** – change brings challenges and uncertainties. We want to support employees to take responsibility for their own well-being – we want work to be meaningful and enjoyable as far as is possible;
- **Manage the Customer Experience** – job satisfaction is very much tied to having a positive impact on those we deliver services to.

These core behaviour themes will be a focus for how we support the development of the workforce through:

- Tailored leadership and management development for Service Delivery Managers, Group Managers, Team Leaders etc;
- Developing and supporting talented and promising people across the organisation - we have kick started this with a pilot programme called “Future Leaders”. Participants are nominated by their relevant Assistant Director;
- Embedding the behaviours in person specifications to drive a “Recruit for Attitude, Train for Skill” approach – though we clearly recognise that we still require specialist qualifications for many posts. We are also reviewing our approach to recruiting and supporting Apprenticeships in the organisation;
- The 1-2-1 Framework is being reviewed by a Future Leaders Project and a new approach will be brought in hopefully later this year. When people have had a 1-2-1 with their line-manager they should very clearly know how well they are performing and should be able to provide feedback on their own line management and the wider organisation;
- Structuring our corporate learning & development offer to ensure that it supports our strategy and meets service needs. A key focus of this framework moving forward will be to ‘get the basics right’, for example:
  - Digital/ICT Skills – eg Office 365
  - Financial Management
  - Project Management

- Commercial skills
  - Meeting professional development requirements for people with specialist qualifications to maintain
- Supporting individuals to find their own approaches to “wellbeing”. A Future Leaders project will focus on musculo-skeletal issues and Organisational Delivery & Development will lead another piece of work focussing on stress and mental wellbeing.

Recognising the importance of workforce development, the Council has recently allocated a ‘pot’ of £250k to fund organisational development initiatives. This will help to ensure that our employees are properly equipped to undertake their, often, new and broader roles.

Our Future Leaders programme has been developed to give talented individuals from across the organisation at all levels the opportunity to be recognised and get involved in a programme that will support them to develop the skills and core behaviours required of our future leaders.

The objectives of the programme look to support the Council’s approach to workforce development and succession planning as well as providing a structured learning and development programme focussing on developing leadership potential in line with Council’s core behaviours.

The programme has a focus on development through ‘doing’ – supporting the development of solutions to key challenges facing the organisation and providing an opportunity for those involved to develop their skills and organisational knowledge by working on projects outside their usual day to day roles.

The programme lasts for 12 months at a time and is currently running with c.50 ‘future leaders’ focussed on the following projects:

- **NEETs (Not Employed, in Education or Training)** – AD Lead, Katherine Kynaston  
Exploring options and developing solutions to reducing the number of NEETs in the borough, contributing to the ‘work ready, life ready’ programme and reducing youth unemployment.
- **Commercial Ventures**, AD Lead, Fliss Mercer  
Generating additional net income to help protect Council services by delivering a new commercial venture.
- **Neighbourhood Capacity**, AD Lead Jonathan Eatough  
Exploring options to increase community capacity and community ‘spirit’ in the borough to support people to help one-another and reduce demand on Council services.
- **Council Intranet**, AD Lead, Angie Astley  
To review and re-launch the Council intranet to increase usage and ensure that it meets internal communications objectives for the organisation.
- **1-2-1 Review**, AD Lead, Ken Clarke

Reviewing the current 1-2-1 framework in line with current good practice to ensure that it is an effective tool for supporting individual development and also looking at ways to recognise good performance.

- **Transport Assistance Scheme**, AD Lead Jim Collins  
Reviewing the current Transport Assistance Scheme, supporting vulnerable children and adults in the borough.
- **Fostering**, AD Lead, Jo Britton  
Developing ways to successfully increase the number of foster carers in the borough to help improve outcomes for our vulnerable children and reduce costs in Childrens social care.
- **Workforce Well-being**, AD Lead, Liz Noakes  
Exploring options to support the well-being of employees, focussing on musculo-skeletal issues affecting the workforce to reduce sickness absence in the organisation.

## **Working with the Community**

Our work with Town and Parish Councils and some voluntary organisations over the past year shows us a clear way forward. By working with Town and Parish Councils and local community groups we have been able to develop alternative ways of delivering services. The process of implementing the library savings, for example, has involved the following steps:

- raising awareness of the need to reduce the cost of library provision to the Council;
- working with Town and Parish Councils to develop a model of retaining library provision within the Borough;
- negotiating a transitional funding support package to enable the movement of libraries to Town and Parish Councils;
- carrying out statutory consultation relating to the revised model of library provision within the Borough.

Continuing this dialogue with local people and organisations will be supported by the programme of community capacity building that will be delivered across the Council and coordinated by the Community Participation Team. This will enable the community and potential partners to have a greater level of input in developing solutions to some of our most difficult financial challenges. This approach supports our ethos as a Cooperative Council.

This will include following a similar process to that outlined for libraries above; identifying areas in which there is a need to make savings, working with partners to develop a range of alternatives to make the savings, carrying out consultation on revised ways of delivering services where required, and providing some transitional support, where possible, to implement the agreed solution.

An important aspect of this strategy is ensuring that organisations within the Borough have the capacity to work with us to develop and deliver alternative service solutions. We are therefore looking to create a Partnership Capacity Fund of £695,000 which can be used to:

- pump-prime, build capacity and sustain organisations;
- create, assist or enable organisations that facilitate the delivery of council savings or reduce demand on council services;
- provide funding to act as pump priming to secure additional external funding.

Support will also be provided to organisations to secure external funding via the new Funding Officer post within the Community Participation Team.

This means that we are working together, with the community and partners, to collectively deliver the best we can for Telford & Wrekin with the combined resources we have.

### **Final Thoughts**

Our values are the first thing this document talks about following the Introduction. This is deliberate. Our values define who we are, how we work, how we communicate, how we behave.

There is no doubt that we face and will continue to face very difficult times as an organisation, as teams, as individuals. Sometimes in these circumstances, it can be very easy to lose sight of our values. However, it is exactly in these circumstances that they should mean the most.

Things like blame and division are not the way that we will succeed. Only through working together can we achieve our strategy and effectively meet the challenges we have and continue to create the culture and the organisation that we want to be. We achieve best when we are a team.

**“T.E.A.M. – Together Everyone Achieves More”**

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## Appendix One – Leadership and Management

<b>Managing Director: Richard Partington</b>		
<b>Service Delivery Unit: Business, Development &amp; Employment</b>		
<b>Assistant Director: Katherine Kynaston</b>		
	<b>Name</b>	<b>Number</b>
Development Management	David Fletcher	(3)84133
Regeneration & Investment	James Dunn	(3)84331
Inward Investment & Business Support	Kathy Mulholland	(5)67572
Housing Investment Programme	Kate Callis	(3)82073
Skills	Sue Marston	(3)82888
<b>Service Delivery Unit: Finance &amp; Human Resources (Statutory Chief Financial Officer)</b>		
<b>Assistant Director: Ken Clarke</b>		
	<b>Name</b>	<b>Number</b>
Employment Services & Purchase Ledger	Julie Pugh	(3)83636
Financial Management:		
• Finance Manager (Corporate & Capital)	Pauline Harris	(3)83701
• Finance Manager (Business, Education & Care)	Tracey Smart	(3)83758
Human Resources	Sue Wilson	(3)83510
Revenues	Sophie Lane	(3)83832
<b>Service Delivery Unit: Co-operative Council Delivery Team (reporting directly to MD)</b>		
	<b>Name</b>	<b>Number</b>
Community Participation	Rachael Jones	(3)82135
Organisational Delivery & Development	Jon Power	(3)80141
<b>Director: Jonathan Rowe</b>		
<b>Service Delivery Unit: Health &amp; Well-Being (Statutory Director of Public Health)</b>		
<b>Assistant Director: Liz Noakes</b>		
	<b>Name</b>	<b>Number</b>
Consultant in Public Health	Helen Onions	(3)83003
Culture & Well-Being	Psyche Hudson	(3)82362
Health Improvement	Louise Mills	(3)80505
My Options	Deborah Williams	(3)81841
Civil Resilience (T/L reporting directly to AD)	Heather Gumsley	(3)81957
<b>Service Delivery Unit: Customer &amp; Neighbourhood Services</b>		
<b>Assistant Director: Angie Astley</b>		
	<b>Name</b>	<b>Number</b>
Benefits, Customer & Library Services	Lee Higgins	(3)83835
Community Safety & Cohesion	Jas Bedesha	(3)82101
Communications & Marketing	Nigel Newman	(3)82403
Neighbourhood & Environmental Services	Dave Hanley	(3)84855
Public Protection	Nicky Minshall	(3)82320
Highways & Engineering Services	Dominic Proud	(3)84697
Waste & Neighbourhood Performance	Debbie Germany	(3)84712
<b>Service Delivery Unit: Commercial Services</b>		
<b>Assistant Director: Fliiss Mercer</b>		
	<b>Name</b>	<b>Number</b>
Business Innovation Telford (BiT)	Chris Goulson	(3)84302
Housing, NuPlace & Commercial Projects	Toni Guest	(3)81860
ICT	Kirsty King	(3)83480
Operations	Stuart Davidson	(3)82330

<b>Director: Clive Jones</b>		
<b>Service Delivery Unit: Children's Safeguarding</b>		
<b>Assistant Director: Jo Britton</b>		
	<b>Name</b>	<b>Number</b>
Child Protection, Family Support & Disability Team	Nick Bennison	(3)85725
Family Connect	Debbie Lloyd	(3)88571
Family Placements, Children in Care, Leaving Care & Emergency Duty Team & Inclusion Support	Angela Yapp	(3)85885
<b>Service Delivery Unit: Early Help &amp; Support</b>		
<b>Assistant Director Sarah Dillon from 27/02/17</b>		
	<b>Name</b>	<b>Number</b>
Adult Social Work Safeguarding Assessment and Case Management Community Casework	Jo Taylor-Palmer	(3)84764
Early Help	Julie Smith	(3)80652
Service Improvement & Efficiency	Clare Hall-Salter	(3)82016
<b>Service Delivery Unit: Education &amp; Corporate Parenting</b>		
<b>Assistant Director: Jim Collins</b>		
	<b>Name</b>	<b>Number</b>
SEND & Inclusion	Andy Cooke	(3)80885
School Organisation & Traded Services	Liz Smith	(3)80895
<b>Service Delivery Unit: Governance, Procurement &amp; Commissioning (Statutory Monitoring Officer &amp; Senior Information Risk Officer)</b>		
<b>Assistant Director: Jonathan Eatough</b>		
	<b>Name</b>	<b>Number</b>
Commissioning	Laura Thorogood	(3)80793
Democratic & Legal Services (Deputy Monitoring Officer)	Suzanne Dodd	(3)83233
Internal Audit, Information Governance & Insurance Services	Jenny Marriott	(3)83101
Procurement & Brokerage	Sarah Bass	(3)82470
Service Improvement (reporting directly to Director)	Tilly Heigh	(3)80923

## Our Core Behaviours

### Leadership

**We will support and expect our managers to:**

Build, develop and lead high performing teams with the right skills, attitudes and behaviours

Provide clear direction and accountability boundaries for team members

Motivate and empower team members by trusting them to get on and do a great job

Manage the business, optimising the use of people, finance, data, assets and outcomes

**We will support and expect our employees to:**

Take responsibility for understanding their role and how it fits into the council's vision

Live our Co-operative values in all that they do

Be an ambassador for the council inside and outside work

Think creatively and challenge where appropriate

### Communicate Effectively

**We will support and expect our managers to:**

Communicate the council's vision, priorities and values to team members in a way that is meaningful

Engage with and listen to team members and value their ideas and contributions

Recognise good performance, provide constructive feedback and where necessary, address performance issues

Communicate decisions with openness and transparency

**We will support and expect our employees to:**

Build positive relationships with others, based on open and honest communication

Be a positive, active member of the team, engaging in one-to-one discussions, team meetings and employee engagement forums

Share their ideas and listen to other people's contributions

### Develop Yourself

**We will support and expect our managers to:**

Recruit employees who demonstrate our co-operative values and behaviours

Plan for future workforce requirements and identify future managers and leaders

Allow employees the freedom and confidence to make decisions and to take informed risks

Support employees to continually find opportunities to learn and develop and encourage self awareness

**We will support and expect our employees to:**

Take responsibility for their own learning and personal / professional development

Reflect on their own practice, invite feedback from others and learn from it

Be aware of their own impact on others

### Respond and Adapt to Change

**We will support and expect our managers to:**

Lead organisational change, at pace

Help individuals to understand their role in reshaping the organisation and being the change

Recognise the impact of change on employees and support their wellbeing

**We will support and expect our employees to:**

Embrace, shape and positively take forward change

Think creatively and innovatively and challenge how we do things

Be willing to go that extra mile

Embrace flexible and creative ways of working

Take responsibility for their own wellbeing

### Manage the Customer Experience

**We will support and expect our managers to:**

Role model ethical behaviour and integrity

Develop positive working relationships with partner organisations to provide meaningful and cost effective services for our customers

Identify opportunities to 'manage demand' and 'channel shift'

**We will support and expect our employees to:**

Act in the public interest at all times

Provide effective and efficient services to customers, involving them in decisions that affect them and making sure that "every contact counts"

Embrace the use of new digital technologies in support of our channel shift plans

Listen to and learn from customer comments, compliments and complaints