

# **LIVING WITH THE CUTS – MANAGING THE TRANSITION IN AN ENGLISH COUNCIL**

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Telford & Wrekin Council**



# About Telford & Wrekin

- A Unitary Authority since 1998
- Population – c.173,000
- Gross Revenue Budget - £440m
- Net Revenue Budget – £136m
- Capital Budget - £115m
- Ironbridge – “Birthplace of the Industrial Revolution”
- New Town designated 1963
- Urban/Rural
- Economy – 19% manufacturing
- 22% of households in poverty (38,000)

# Our Financial Context

- CSR 2010 – Average 33% reduction in grant to local Councils
- National Budget June 2013:
  - “Local Government are one of the unprotected and unloved public services”
  - 2011/12 to 2017/18 will see over 50% reduction in Government grant in real terms
  - 2009/10 – 2013/14 = TWC £50m savings
  - 2014 – 2016 = TWC £22m savings
  - 2016/18 = TWC £20m+ savings

# Our Strategy

1. Reviewing, Reimagining and Reinventing our Organisation
2. An Ensuring & Co-operative Ethos
3. Challenging and changing the way we do things
4. Reducing our dependency on Government grants

# 1. Reviewing, Reimagining & Reinventing

- Seeing the storm on the Horizon – 2009
- An evaluation of the organisation – SWOT. Know yourself, maximise your opportunities.
- A re-design of our organisation – structure, ethos, way of working
- “One Council, One Team, (One Business) One Vision”
- A whole change transformation/restructure programme
- Economies of scale, concentrating expertise, more corporate, collective ownership, removed departmental infrastructure
- Attacking cost, reducing duplication/overlaps, stripping away bureaucracy and over- processing, rationalising some services
- More flexible, acting faster, improving performance

# Our Results

- A new, better organisation
- Delivery of savings – over £50m
- Protection of most frontline services to date
  - Re-designed/restructured every service area, every job in the organisation from top to bottom
  - New ways of working – mobile, hot desking, ‘cloud’
- Over 50% reduction of senior managers
- 35% reduction in middle management
- 40% reduction in back office costs
- C. 1,100 posts cut (minimising compulsory redundancy)
- Reduced accommodation costs 33% - 24 buildings sold
- Major focus on improving procurement - £4m savings
- Investment in key areas – Children’s Safeguarding, Business Support, Commercial, Environmental and Infrastructure

## 2. Our Ensuring & Co-operative Approach

- A Co-operative Council
- Values – Ownership, Openness & Honesty, Involvement, Fairness & Respect
- At the heart of all we say and do – accountability
- New ways of delivering services, new partnerships
- Residents as active participants in service delivery, not just recipients
- “Making Every Contact Count” – Our Employees
- “Shaping Places” – Guardians/champions/enabling/ensuring/delivering
- Stronger focus on social value/social responsibility

# Some Examples

- Parish Environmental Teams (2:1 funding/Apprentices)
- Small Business Loans Funds
- 150 Apprentices Target
- 3-year funding guarantee for key Voluntary Partners e.g. CAB, Credit Union
- Crisis Network – Food Bank Plus
- Snow Wardens
- Street Champions



# 3. Challenging & Changing the Way We Do Things

- Financial Policies:
  - Minimum Revenue Provision – changing debt repayment from equal to annuity = £9.6m benefit over 5 years
- Managing Demand:
  - Strengthening Families Partnership
- Channel Shift
  - Created 'Everyday Telford' App – for sale to all!
- Promoting use of ours & other local services
  - Telford Loyalty Card, to become a paid-for service



- iPhone, Android & Windows platforms
- 2286 Downloads
- 3061 Service requests logged



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# Telford Loyalty Card (TLC)

- Launched April 2013
- Free card for all
- Discounts for users of Council sport, leisure and culture facilities – public health, income – ‘swipe card’ (registered)
- Promotion of local businesses – discounts/offers – supporting business, high street, economy – ‘show card’ (any)
- Over 61,000 online public registrations
- Over 230+ local businesses signed up
- “Gold, Silver, Bronze” packages for businesses...



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tlc

telfordloyaltycard



Get active Spend local  
Give yourself some tlc

- ♥ Pick up your **FREE** card
- ♥ Save money on your favourite leisure activities
- ♥ Save money at lots of local businesses
- ♥ Easy to register at [www.telford.gov.uk/tlc](http://www.telford.gov.uk/tlc)



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# 4. Reducing our Dependency on Government Grants

- “Invest in Telford” – 400 acres of ready-to-go commercial land; HCA land
    - Business Growth – Business rates/jobs (Top 3)
    - Housing Growth (Top 3) – new homes bonus, new council tax, jobs
    - Rental income streams from new growth (Southwater)
  - Commercial Strategy:
    - Explicit 20% target of income across all services in our Strategy
    - Putting our services on a more business-like footing. Now 25+ services offered to schools, Town & Parish Councils and SMEs (Marketing/Charging)
    - New Commercial Initiatives...
- We back a business case but there's no guarantee of success every time!

# Examples of Our Commercial Approach

- New Housing company/approach
- Solar Farm
- Apps – ‘Everyday’, ‘TLC’ next
- Catering – nurseries, Forestry Commission
- Golf, fitness suites, Drive-in movies, Concerts
- Schools – new business won

# Shaping the Place

- Creating a Regional Destination – Telford Town Centre
  - Southwater - £250m public/private investment – phase 1
  - 400 jobs
  - IMAX Multi-Screen Cineworld
  - Premier Inn Hotel, Bars & Restaurants
  - Southwater One – iconic, library, Contact Centre
  - New public realm – a place for people
  - Refurbished ice Rink
  - Telford Town park – new Visitor Centre, new facilities
  - Telford International Centre – Business Tourism (Top 10)
  - Rental income from restaurants, office space
- Now levered in £200m private investment (3,000 jobs)

# Southwater



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**“THE BEST WAY  
TO PREDICT  
THE FUTURE  
IS TO INVENT IT”**

