

NURTURE : CONNECT : GROW

TELFORD TOWNS FUND

INVESTMENT PLAN



TOWN
CENTRE



BOROUGH
TOWNS



Telford.

DESTINATION
TELFORD





Foreword

Telford is a town that is bursting with ambition. A young town with an increasing population. A place with a strong sense of community and purpose. There is enormous potential for growth.

We believe that if we build it, those transformational investment opportunities that will change lives and bring communities together, will come.

We are part of the Government's regional and national growth agenda and, despite the challenges of Covid-19, we remain resilient and optimistic that we are well placed to drive the town forward; levelling up communities with our clear vision for investment.

Telford has an outstanding track record of securing investment to protect and create jobs, built on our reputation as a business supporting, business winning town. Our partners in the private sector confirm we have a can-do attitude to delivery, based on evidence and need.

The Towns Fund gives us the chance to strengthen our plans, transform key strategic locations and turbo charge opportunities for our residents and communities.

Because despite our many successes, we recognise that Telford does have challenges. There are still deprived parts of the town where change can't come quickly enough. We are committed to ensuring all

our residents and businesses benefit from a strong economy and that our workforce is skilled up for an increasingly digital world.

And just as digital connectivity is key to our plans, so is connectivity between the three locations that form our Towns Fund bid. We've listened to what local people have told us and connecting places is vital to bringing communities and opportunities together. The proposals for **Station Quarter, Oakengates** and **Wellington** form one bid benefiting the whole town.

Telford has a tremendous reputation as a destination for national and international visitors. The Ironbridge Gorge Museum attracts around four million visitors every year. Telford Town Centre, site of the Station Quarter has 15m visitors each year. Our historic borough towns of Oakengates and Wellington, have rich heritage and entertainment offers that we want to celebrate and amplify through our focus on **Destination Telford.**

Our Investment Plan sets out four transformational projects that will help connect and level up our communities, as well as offering long term, sustainable growth. They will create vibrant, attractive spaces for new homes and businesses, improving STEM and digital skills, and strengthening our destination offer.

Our bid is for £25m which will kick start our plans bringing vibrancy and vitality to our town.

Connecting places & communities

1



Transformational Change

Station Quarter

2



Culture & Opportunity

Oakengates Theatre Quarter

3



High Street Regeneration

Wellington Conservation Area

4



Area wide growth

Destination Telford Fund



1 Development Station Quarter



The transformational development of our Station Quarter north of Telford town centre will deliver:

- A new gateway and public space connecting the town centre to Telford railway
- An anchor ‘digital skills hub’ delivered by Telford College and the University of Wolverhampton, focusing on maths and digital skills founded on meeting business need accessible for all. It will attract new investment into the town and help drive aspiration and productivity across business sectors
- Town centre living accommodation
- Modern and efficient office and retail space to meet the changing demands of businesses and retailers
- Consolidate existing investment on a site cleared and ready to go which will transform the town into a 21st century destination

OUTPUTS

- 1.5 ha new public spaces
- Skills that meet the needs of local businesses

- 1,665m² new office, retail and leisure floor space
- New FE/HE skills infrastructure 3,000m²
- 120 new residential units
- 1km new/upgraded cycle/walking routes

OUTCOMES

- Enhance Telford’s reputation as a digitally connected place to invest and do business
- Improve connectivity between the railway station and town centre
- Increase footfall
- Encourage new enterprise and business start ups
- New learners inspired to gain new skills and qualifications – 280 FE and 100 HE in four years
- Green growth – energy efficient buildings and enhancement to EV charging network
- Unlocking further phases of development and leveraging £77m additional private sector investment with potential to deliver 350 homes and 250 jobs



2

Remodelling and regeneration Wellington Conservation Area



£4.8M

PROJECT
VALUE

£1.8M

PUBLIC
SECTOR

£3M

FUNDING
ASK



The remodelling and regeneration of Wellington local centre will secure its future, realise its potential and put investment into the heart of some of our most deprived communities. It will boost its profile as a historic town with bright prospects.

- Realise the potential of Wellington as an 'opportunity town' – building on its unique character and heritage, as well as its excellent connectivity
- Enhance sustainability of existing businesses and expand the night-time offer
- Improve the overall quality of the public realm and environment
- Address declining footfall and increasing vacancy rates
- Attracting new visitors, investment and spend benefiting surrounding communities

OUTPUTS

- Redevelopment of buildings, delivering 17 residential units and 530m² newly refurbished/created commercial space
- Preservation of 1,430m² heritage assets
- Investment to further enhance the historic market as a focus for investment within Wellington
- Delivering new 'working from home in the community' enterprise space

OUTCOMES

- Strengthening Destination Telford by changing perceptions to attract increased footfall and investment in Wellington centre
- Town centre housing to meet need
- Increased resident satisfaction with the town as a place to live
- New employment opportunities
- Increased investment in the area with lifestyle benefits for its communities
- Land value uplift



3 Remodelling and regeneration **Oakengates Theatre Quarter**



£6.5M

PROJECT VALUE

£3.5M

PUBLIC SECTOR

£3M

FUNDING ASK



A redevelopment at the heart of this cultural centre to create high quality living and enterprise space designed for the varied food and drink offer, essential to the growth of the Theatre.

- Realise the potential of Oakengates as an ‘opportunity town’ – building on its unique character, heritage and excellent connectivity
- Enhance the sustainability of The Place Theatre – a key asset within the town – as well as other businesses that boost the night time offer
- Improve the quality of the public realm and environment particularly around The Place Theatre
- Address declining footfall and increasing vacancy rates

OUTPUTS

- 18 new housing units
- 1,590m² new and refurbished commercial space
- Enhanced public realm space linking The Place Theatre and High Street, providing a focus for community and commercial activity
- Widening the provision of leisure and hospitality offer and boosting the night-time economy

OUTCOMES

- Strengthening Destination Telford by changing perceptions to attract increased footfall and investment in Oakengates centre
- Increased resident satisfaction with the town as a place to live
- New employment opportunities
- Improved profile and increased investment in the area with lifestyle benefits for its communities
- Land value uplift



4

Digital and cultural investment Destination Telford Growth Fund



£1.5M

PROJECT
VALUE

£0.5M

PRIVATE
SECTOR
FUNDING

£1M

FUNDING
ASK

A thriving arts, culture and leisure scene are essential parts of any successful destination. This investment will help viable organisations within the sector expand and develop the digital infrastructure essential to growth.

- Promote sustainability of arts, culture and leisure sectors
- Improve the health and wellbeing of local communities; participation and being connected are fundamental to this and the leisure and creative industry have a major part to play
- Attracting more visitors, expanding a key employment sector and local supply chain

OUTPUTS

- 100 FTE new jobs created and existing jobs safeguarded
- 10 arts, cultural or leisure organisations assisted to invest in infrastructure and equipment,

focused on supporting digital transformation of businesses to support growth diversification and resilience

- Supporting investment into energy saving and green technology
- Growing our lifestyle and recreation offer benefiting residents and visitors

OUTCOMES

- Strengthening Destination Telford offer
- Increase in local customer footfall with benefits in spend and supply chain
- 50,000 increase in regional and national visitor footfall, resulting in a positive impact on the local and borough wide economy
- Energy efficiency savings
- Increased access to opportunities for hard to reach communities and disabled access
- Uplift in land values



Our Plan

Our Plan has been developed with stakeholders and partners across the public, private, community and voluntary sectors who share our vision to:

‘Make Telford a great place to live, work, study and visit, where all residents can participate in and all communities can benefit from a strong, inclusive economy’.

Together we are committed to securing investment and creating jobs. We recognise our shared challenges that we must work to address:

- the significant pockets of deprivation that mean that some of our communities don't benefit from the opportunities that a thriving economy offers;
- the skills gap for young people with level 2 and 3 qualifications and the need for the current and future workforce to have the digital skills to compete effectively for jobs and progress;

- the need to drive the continued evolution of Telford town centre to a 21st century space that is a destination for residents, visitors and businesses wishing to relocate;
- the need to drive sustainable recovery from Covid-19.

Our Investment Plan is transformational. It focuses on seizing the opportunities that Telford presents to unlock the town's potential embedding that opportunity directly into communities in need with ready to develop investment sites, supported by a proven track record as a regional and national growth hub.

Our projects have been defined by our three key strategic themes that fit with national, regional and local policy drivers:

Connected Places
Nurturing People & Skills
Destination Telford

Running through our plan is the cross cutting theme of **Gigabit Telford**, recognising the step change that the digital revolution could deliver for Telford - driving inclusive growth, green growth and global competitiveness.

Our Plan has the full support of our Telford Town Deal Board including both of the Town's MPs and our local Regeneration Partnerships. The Board will drive the delivery of our Investment Plan projects informed by wider community and partner voices through our robust engagement strategy.

The £25m of Towns Fund will leverage directly £32m unlocking the potential for a further £77m from further phases of development and establishing the business case for further investment into the town, including into Telford railway station as a major destination hub and further electrification of the line, benefiting the whole region.

Telford is delivering - for individuals, communities and businesses. This targeted investment will help realise our bigger vision for the Town, unleashing the full potential of our people and benefiting the local, regional and national economy.



Graham Wynn OBE
 Chair Telford Town Deal Board



NURTURE
 PEOPLE & SKILLS



CONNECTED
 PLACES



DESTINATION
 TELFORD

Contents

1	Local Context: Our History	4
2	Local Context: Strengths & Opportunities	6
3	Local Context: Challenges	16
4	Our Vision, Objectives and Strategy	24
5	Telford Town Investment Plan	42
6	Our Approach to Delivery	46



NURTURE
PEOPLE & SKILLS



CONNECTED
PLACES



DESTINATION
TELFORD

1. Local Context: Our History

Telford is located 30 miles to the west of Birmingham in the Borough of Telford & Wrekin. The town has a unique heritage, with the new town estates of the 1960s and 1970s sitting alongside the Ironbridge Gorge UNESCO World Heritage Site the birthplace of the Industrial Revolution.

The completion of the Ironbridge in 1779 laid the foundations for the development of Telford. Through the latter part of the 18th century and through the 19th century heavy industry and coal mining grew rapidly. In the mid-20th century these were in sharp decline and in 1979 the last pit in the East Shropshire Coalfields had closed.

Telford was designated as a New Town in 1968 to provide housing and job opportunities to accommodate “overspill” from the rapidly growing West Midlands conurbation and to kick-start the regeneration of the East Shropshire Coalfields.

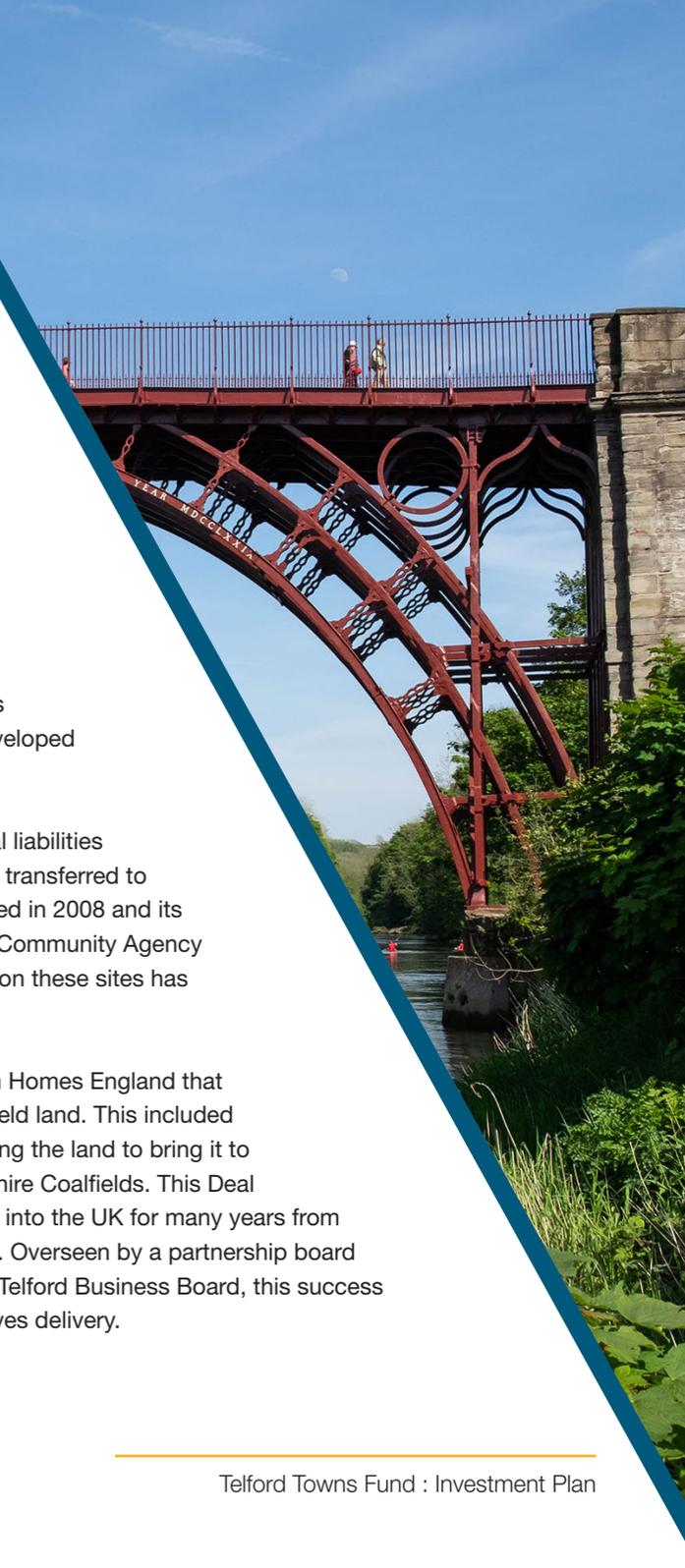
The development of Telford was driven by the Telford Development Corporation (TDC) which focussed on delivering the infrastructure for growth for a population of 220,000 and a series of new town estates in the south of the town, which include Woodside, Brookside and Sutton Hill, as well as a new town centre. All TDC development took place on land reclaimed from heavy industry and incorporated the existing communities, known as **borough towns** - Madeley, Dawley, Oakengates, Wellington - and historic Ironbridge which sits on the northern bank of the River Severn. The town itself sits in a rural

hinterland and is overlooked from the West by the Wrekin, part of the Shropshire Hills Area of Outstanding Natural Beauty.

Through the 1980s and 1990s Telford saw a first wave of Foreign Direct Investment (FDI) creating a cluster of high-tech Japanese and German manufacturers. The town also developed as a hub for manufacturers supplying the automotive industry. Much of this development took place on a series of large industrial estates developed by the TDC including Halesfield, Stafford Park and Hortonwood.

When the TDC was wound-up in 1991 its land assets and residual liabilities were transferred to the Council. Residual development sites were transferred to The Commission for New Towns (CNT). CNT, in turn, was abolished in 2008 and its remaining assets and functions were transferred to the Homes & Community Agency (HCA) the forerunner of Homes England (HE). Since then, growth on these sites has been private sector-led.

In 2016 the Council secured the innovative Telford Land Deal with Homes England that resulted in the Council acting as steward for 400 acres of brownfield land. This included marketing the land and through a profit share investing in de-risking the land to bring it to the market at pace by ameliorating the legacy of the East Shropshire Coalfields. This Deal accelerated investment into the town and secured the largest FDI into the UK for many years from Magna Castings, a supplier of engine parts to Jaguar Land Rover. Overseen by a partnership board including Homes England, the Marches LEP and the Chair of the Telford Business Board, this success exemplifies the approach taken in Telford where collaboration drives delivery.



2. Local Context: Strengths & Opportunities

Our Population

With a population close to 180,000, Telford & Wrekin has been growing rapidly in recent years, with more than two thirds of this population living in the Telford Towns Fund investment area. Over the past three years, the borough's population has grown by more than 2000 residents p.a. (1.1%) and the area is one of the fastest growing areas outside of the South East.

Population growth has been driven by 'family households' migrating to the area from the West Midlands attracted by:

- a strong economy delivering jobs
- a 'good value' housing offer
- the strength of the general education offer
- good rail and road connectivity into the West Midlands and further afield
- an attractive environment and a great place to live

As a result, Telford has a younger population than the regional and national position, although the 75+ population is expected to grow significantly as the population increases as shown in Figure 1.

The Office for National Statistics forecast that the population of the borough will continue to grow to 198,000 by 2030, outpacing growth at both the regional and national level as shown in Figure 2.

Figure 1: Age structure (Office for National Statistics Mid-Year Population Estimates 2019)

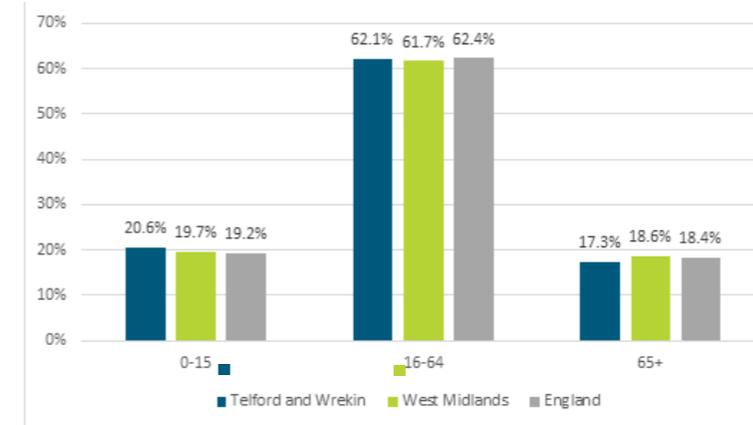
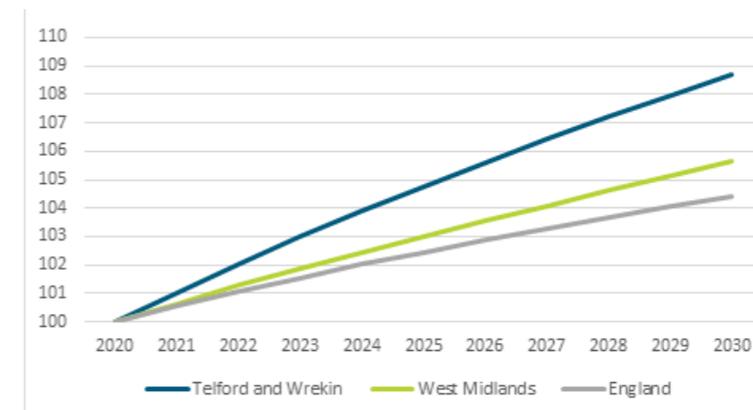


Figure 2: Office for National Statistics Population Projections (2018 base) Index



Population growth has been enabled by Telford’s strong track record of house building with 1000+ net new homes built p.a. for each of the past three years – leading to our national ranking as one of the ‘top three for housing growth’ by the ‘Centre for Cities’ report ¹.

Whilst the town and population continues to grow, the Council and its partners work hard to ensure that it retains its status as a great place to live. The Council’s 2020 Resident Survey found that 82% of residents were satisfied with Telford as a place to live.

“I’m delighted to support and endorse Telford’s Towns Fund bid. Telford is an economic powerhouse in the Midlands. Connecting places and people is vital to sustained economic growth.”

Andy Street Mayor of the West Midlands



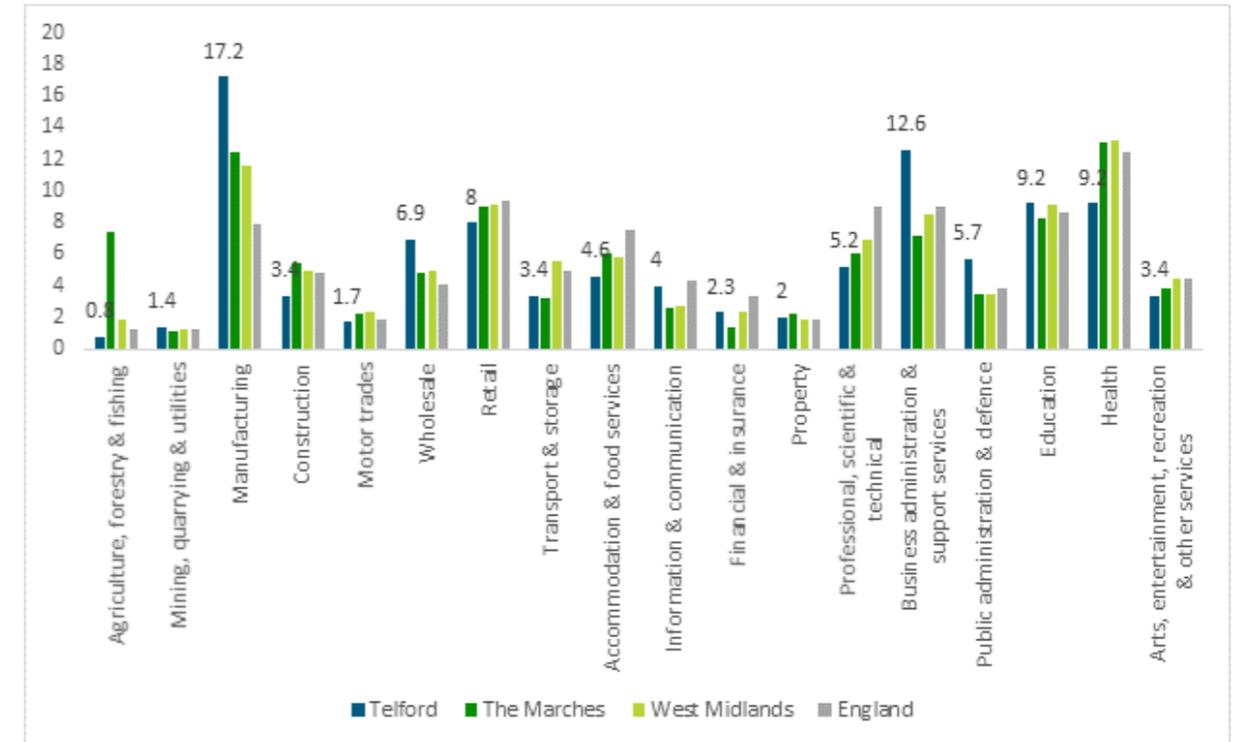
Economy & Enterprise

There are currently 87,000 jobs and 5,560 businesses in Telford operating across a wide range of sectors. The area boasts a vibrant and diverse array of SME businesses that account for 12% (9.9% England) of all businesses and a further 4,900 micro businesses. There are particular strengths in:

- **Manufacturing** – accounts for 28% of Telford’s GVA (£1.37 billion) – almost 3 times the England rate (9.6%), and twice the England rate for proportion of jobs (TW 17.5%. England 8%). Key sectors include the automotive supply chain, food manufacturing and advanced engineering.
- **Business & Professional Services** including global leaders like Capgemini, and HMRC who are stimulating a growing digital supply chain,
- **Tourism growth** – 4.5 million visitors each year including 1.5 million visitors to Telford Town Park and Southwater with the Ironbridge Gorge bringing £800m benefit. The International Centre in Telford generates £50m for the local economy p.a. and provides 15,000m² of floor space and in-house expertise for conferences, exhibitions and events.

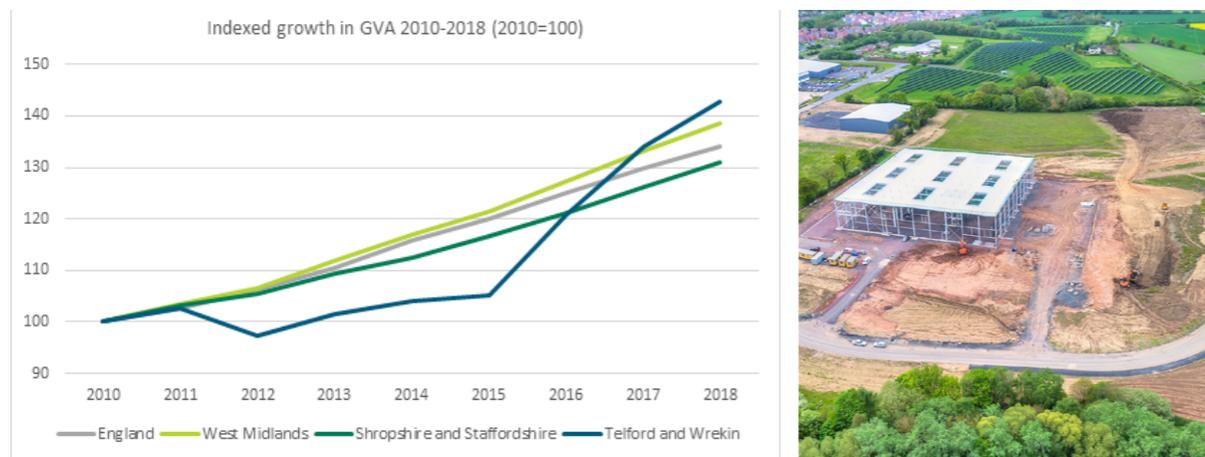


Figure 3: Office for National Statistics Employment by Standard Industrial classification (2018)



The Telford economy has grown significantly over the last ten years, producing £4.89 billion of economic output in 2018. The latest GVA data demonstrates faster growth since 2015 than the rates for England and the West Midland, and the area now has a higher productivity figure than the region (£51,915 GVA per job vs £50,022 for the WM) albeit slightly lower than the England average of £57,290.

Figure 4: Gross value Added Growth Index 2010 -2018 (Office for National Statistics)



Core to our success has been our strong track record of attracting pump-prime investment and leveraging-in further investment on the back of this. For a medium sized town we are a hotspot for major investment and fighting above our weight in attracting FDI. In the last 5 years driven by the Telford Land Deal, this has led to investment in excess of £189m - above and beyond all targets set by Government with significant benefit to the Treasury, including:

- **development of over 20 new major commercial sites (including Magna Castings) and 1,114 new jobs and enabling the expansion of existing major employers including Craemer**
- **10 sites for residential development delivering over 617 new homes**
- **attracting private sector investment of over £200m**
- **a pipeline of major commercial and residential sites in delivery set to create a further 375 jobs and over 140 new homes in 2020/21 alone**

Telford's track record of seizing opportunities to secure economic investment, create jobs, support business diversification and drive housing growth has secured the area an enviable reputation as a **'business supporting, business winning'** town. As well as the work of the Council, this has been built on partner collaboration and

investment, and includes:

- £32m in major transport schemes including:
 - Silver Swallow bridge – £10m **Department of Transport** funded footbridge linking Telford Railway Station and Telford town centre
 - Telford town centre Box Road - £450,000 investment to improve traffic flow, access for public transport and create safe pedestrian access.
- **Telford & Wrekin Council's** £11m Pride in our High Streets.
- Newport Innovation Park – £9+m investment by the **Council, Marches LEP and Homes England** to create a world leading agri-tech business park for companies at the cutting edge of developing ways to improve food production and help manage the environmental impact of farming, supporting the creation of 950 new jobs.
- Town centre shopping – £55m investment by **Sovereign Centros** creating a new 'fashion quarter', new supermarket in the northern quarter, additional anchor food outlets in the southern quarter alongside funding from the **Marches LEP**, the development of a new bus station.
- Investment into the **University of Wolverhampton** Telford Priorslee Campus – £7m e-innovation centre with the University and **Marches LEP** investment to drive the development of a Health & Social Care training centre providing flagship training for blue light services. It will address shortfalls in health professionals across the Marches area, with an

emphasis on local people and students who will become key workers within the area.

- **Telford & Wrekin Council** – £57m investment into "NuPlace" which provides 346 homes for private rent. A further £48m investment into NuPlace has been agreed by the Council to deliver a further 320 homes over the next 3 years.
- Telford Growth Hub – a partnership between the **Council, Marches LEP and University of Wolverhampton** providing £2.6m grant support to existing businesses to date.

To facilitate future growth and investment, Telford still has the benefit of extensive commercial and housing land which makes us stand out from our competitors regionally and nationally; we have a 5 year land supply and permission for 13,000 new homes and regionally significant packages of ready-to-go commercial land. In recognition of the importance of brownfield sites to our inward investment offer, partners are investing in bringing forward more constrained public sector sites to support growth. At the same time, we are recognising the contribution of green space to the environment and quality of life of our residents with the Council's 'green guarantee' programme.

We are an active partner within the Marches LEP who have been instrumental in supporting our Town to access £40+m of investment opening up some of the opportunities we are seeking to drive forward through the Towns Fund.

Education, Skills and Innovation

Telford has a strong strategic and collaborative approach linking schools, further education, higher education and local employers. The focus is on improving attainment, levelling up and developing skills that drives our economy and economic opportunities. This is very much an inclusive approach supporting all aspects of the community.

Telford College is the largest provider of post-16 education. With over 2,000 young people studying both academic and technical vocational qualifications, 3,500 adults on skills programmes, 1,180 apprentices and 300 adults in higher skills programmes. **The College is focused on improving the aspirations of all, developing their skills to ensure local businesses have a pipeline of skilled workers.**

The College actively works with over 690 businesses and has created Employer Hubs where employers shape the curriculum and influence the skills delivered by the College. These Hubs cover the following sectors: Health, Technical Engineering, Aviation and Digital Skills. The College has also created the most advanced centre for Augmented Reality and Virtual Reality in further education, supporting both local businesses and students in the delivery of training.

Telford's higher education provision is supported by both Harper Adams University, one of the leading

institutions of the agri-tech revolution, and the University of Wolverhampton which has made a multi-million pound investment in advanced manufacturing technologies at its Telford Innovation Centre. The University of Wolverhampton has also established University Centre Telford (Southwater) in the Telford town centre to promote lifelong learning.

Both Telford College and University of Wolverhampton have extensive experience in the delivery of blended learning which is key to future training and education delivery and underpins our proposals for a new Maths & Digital Skills & Enterprise Hub.

Culture and Heritage

The Ironbridge Gorge Museum Trust is a major attraction in the West Midlands region and a core part of Destination Telford's tourism and culture offer.

Our borough towns - Madeley, Dawley, Oakengates and Wellington - are well established communities with their own unique identity, historic buildings and destination offer.

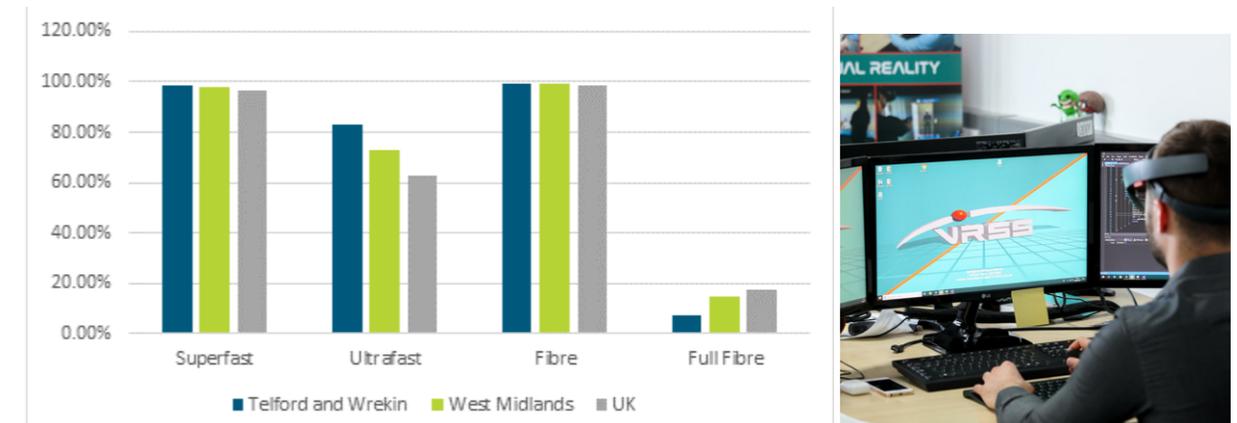
Oakengates is home to the Town's theatre built in the 1960s and host to a wide range of regionally popular events. In 2019/20 the theatre produced over 200 shows with 86,000 people attending. Wellington has a cluster of unique heritage buildings including an

historic indoor market established in 1244 which is an essential part of Wellington's retail offer. The market has the potential to capitalise on changes in recent shopping trends becoming a vibrant core attraction for the town.

Connectivity and Infrastructure

Telford has a history of innovation in digital technology and was one of the first towns in England to have a cable network. Building on this strength, and recent investment of £5.6m, the town has **99% superfast broadband** coverage and higher ultrafast coverage than both the region and national averages.

Figure 5: Broadband Profile (2020)



We have plans in place and investor interest in delivering full fibre infrastructure capable of supporting 5G to realise the potential of 'Gigabit Telford' to drive investment, productivity, strengthen and bring resilience to the skill base and raise aspiration and achievement across all our communities.

Telford is located on a major east / west growth corridor connected by both rail and the M54 motorway into the wider West Midlands conurbation. In recent years, key developments on this corridor have included the Jaguar

Landrover (JLR) engine plant at Junction 2 of the M54 (Wolverhampton) and Magna Castings (engine parts for JLR) at junction 4 of the M54 (Telford).

This existing, strategic transport corridor connects our investment sites - Station Quarter, Wellington and Oakengates - delivering market ready investment opportunities to these rail hubs in the heart of our communities. **This connectivity will unlock private sector investment and deliver for both Government and for the town.**

Green Infrastructure

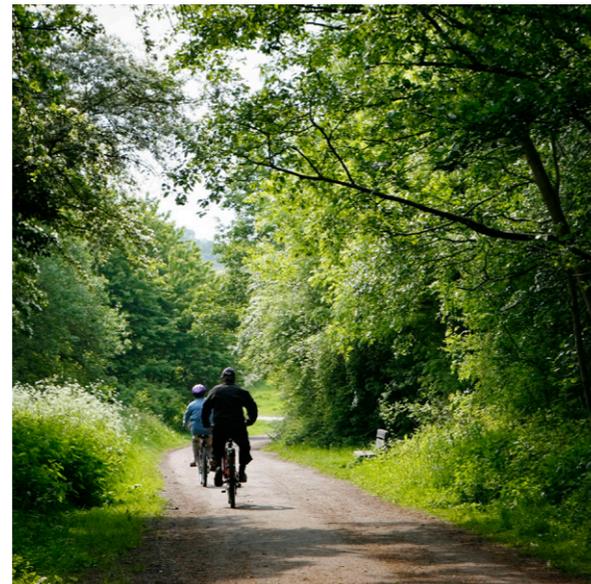
Telford's 'green network' is a core asset extending to 2,600 hectares of protected and accessible greenspaces and is instrumental in attracting both residents, visitors and investors.

Through our Local Plan and other initiatives, the Council has protected green space from development including over 200 'green guarantee' sites and 16 Local Nature Reserves. Located in the centre of the town, **Telford Town Park, one of the largest urban parks in the country, has been voted 'best park in the UK'** and recently received a Queens Award for Voluntary Services. The extent of our green network means that:

- 89% of households are within 300m of an Accessible Natural Greenspace of at least 2ha in size;

- 70% of the population have an accessible woodland within 500m of where they live.

Linking these spaces together is an extensive cycle and footpath network including the Silkin Way which provides safe routes around the town connecting our communities. **The Council is committed to developing and enhancing this network as part of its drive for the town to become carbon neutral by 2030**, alongside other interventions such as the creation of a solar farm (the second local authority in the country to do so) which currently saves 1,100 tonnes of CO2 per annum and the innovative district heating network described below.



Place Shaping

Until the creation of Southwater, Telford town centre comprised a 1960's shopping centre which lacked civic space and a leisure/night-time economy. Southwater was delivered through a £250m public/private partnership led by the Telford a& Wrekin Council which then leveraged a further £200m private sector investment on the back of the Council, Homes England, Marches LEP and Government Growth Fund packages.

Southwater delivered 400 jobs in an IMAX Multi-Screen Cineworld, a hotel, bars and restaurants, new public realm and a visitor centre connected to Telford Town Park.

Phase two delivered a second hotel increasing the town's capacity to support the Telford International Centre's position as a top 10 national conference and event destination.

To support the Council's clean growth agenda, a core objective of the Southwater development was the delivery of energy efficiency measures. This goal was delivered through an innovative district heating network scheme connecting properties in the development establishing an approach to green growth.



"...in the proposals that have been put forward we see an ambitious, long term and sustainable vision for Telford..."

Guy Beaumont, Director, Sovereign Centros

3. Local Context: Challenges

If we are to unleash the full potential of our town, we need to resolve the issues that are holding the town back from achieving growth which will benefit all communities.

Over the long-term, our Plan will ensure that all parts of our community benefit from a strong economy and the opportunities that this creates. The projects it will deliver are responsive to the impact of Covid-19 and will have an immediate impact kick-starting a series of development schemes. These are focussed on delivering long term, sustainable, economic growth by securing investment, enabling our existing businesses to grow and diversify and protecting and creating jobs.

Nurturing People & Skills

Young People

Whilst Telford has a ‘young’ population, too many young people choose to study outside of the borough. There are just over 500 people in year 12 and almost 400 in year 13 who have chosen to continue their education outside of Telford. The drivers for this go beyond the town’s academic and vocational offer and include the wider ‘offer’, i.e. the cultural and leisure offer that attract teenagers and young people in the first instance.

Retaining more of Telford’s graduates and young people is an established priority for the town. They are a vital part of Telford’s future workforce and potential innovators, and there is a recognition that more needs to be done to provide the range of employment opportunities, right housing and cultural and leisure offer that will persuade more of them to build careers within the town.



Skills

Whilst skill levels have increased and narrowed the gap to national and regional levels, a specific challenge exists relating to both Level 2 and 3 qualifications:

- **achievement of a Level 2 qualification by the age of 19 identifies that Telford and Wrekin sit in the lowest quartile at 78.5% and 3.3% percentage points below England; and**
- **achievement of a Level 3 qualification by the age of 19 identifies that Telford and Wrekin sit in the lowest quartile at 50.4% and 6.5% percentage points below England.**

Evidence also suggests that the area is still lagging behind in terms of working age residents with higher level qualifications (NVQ Level 4+), which will in turn have an impact on the competitiveness of the business base and the extent to which employers are able to create and offer high value added jobs and adjust to changing job requirements.

Furthermore, research undertaken in 2018 with local employers (Skills Needs Overview) suggested that there needs to be a greater emphasis on digital technology in Telford. The Marches LEP Digital Strategy identified that technology has and continues to have a transformational impact on society, with the pace of change ever increasing. This is further emphasised in the Midland Engine Skills Strategy and Regional Economic Plans.

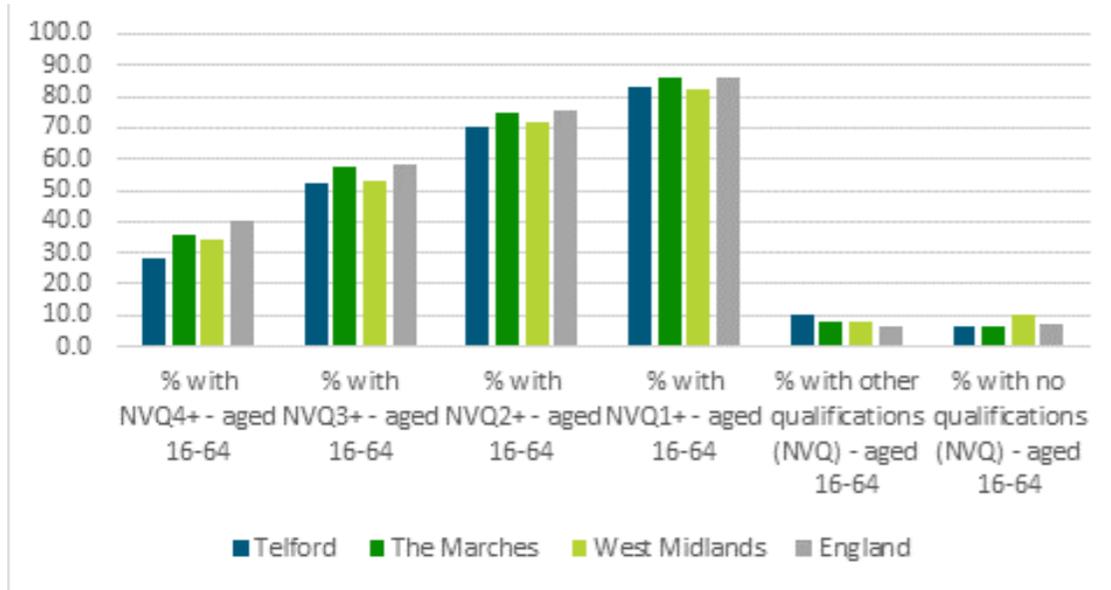
“I am committed to aspiration and creating a ladder of opportunity for every young person...I believe these plans are a model for other areas to follow.”

Rt Hon Robert Halfon MP



A key challenge for Telford is to address barriers to digital inclusion and to drive up the skills base of the workforce by harnessing the expertise and capacity of Telford College and the University of Wolverhampton and the industry base.

Figure 6: Skills Attainment (2019)



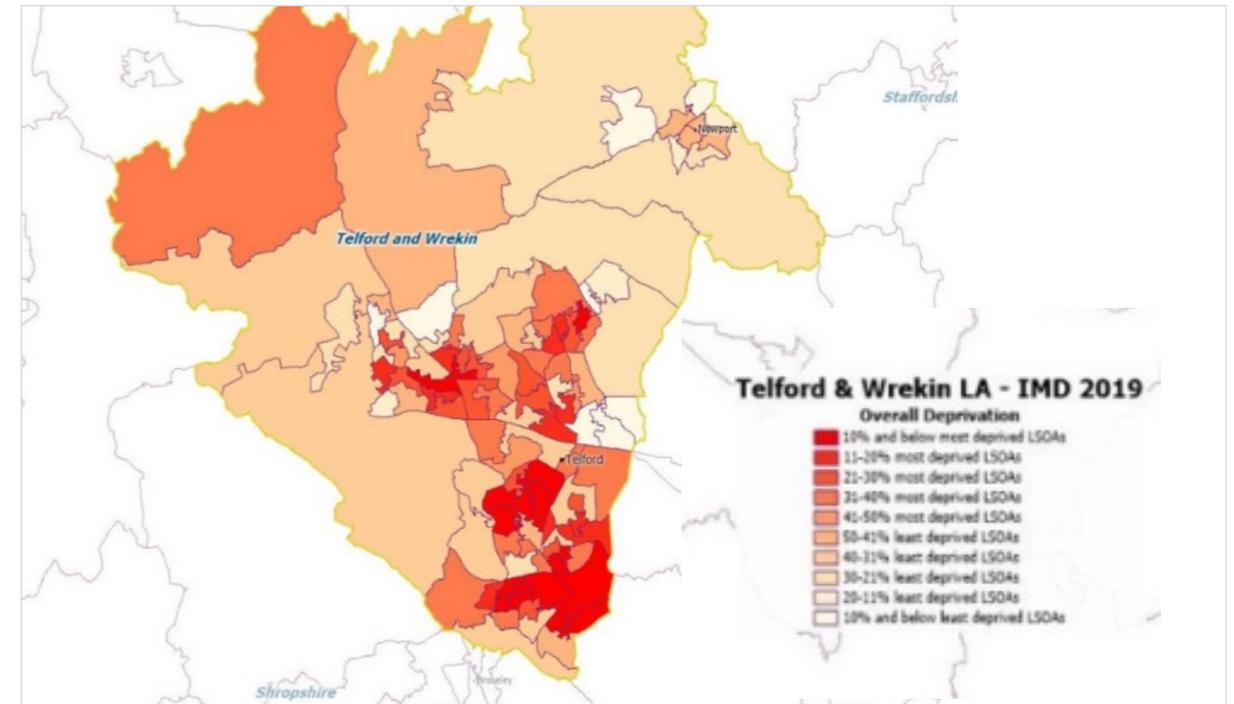
Social Deprivation

Within Telford there are neighbourhoods that are amongst the most socially disadvantaged within England. 28 or 26% of Telford’s 108 neighbourhoods (LSOAs) are in the 20% most deprived nationally, and of those 18 are within the 10% most deprived (i.e. 1 in 6 neighbourhoods) as shown in the map right.

These areas include:

- South Telford “new town estates” of Woodside, Sutton Hill Brookside and Malinslee – the most deprived neighbourhoods in the Town; and
- the borough towns of Oakengates and Wellington – with **Wellington having an area in the 10% most deprived nationally.**

Figure 7: Index of Multiple Deprivation 2019



Woodside, Sutton Hill and Brookside were built at pace in the late 1960s and early 1970s. Some 50 years later many of these houses and the wider infrastructure is past its design life. The estates were built when car ownership nationally was growing rapidly, however these low density dispersed estates cannot support an effective public transport system, and as levels of car ownership on these estates are low, travel to work or learn has become problematic.

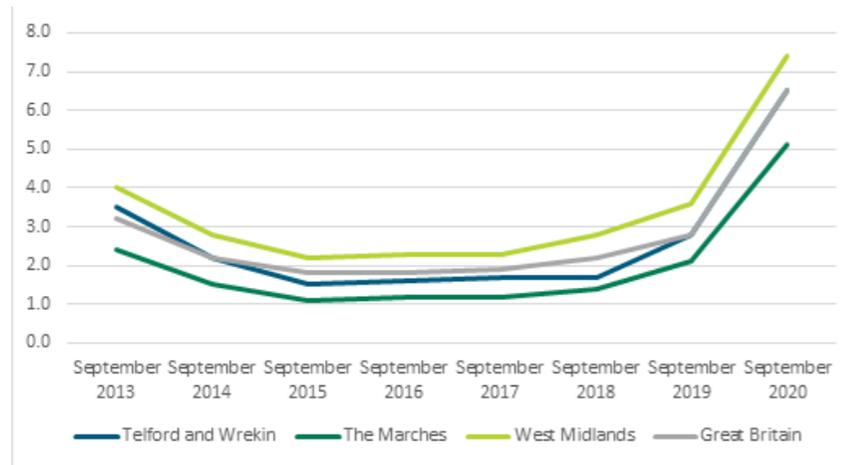
Closer analysis of the data suggests that the areas experiencing the worst deprivation are ranked in the worst 10% or 20% consistently with regards to income, employment, education and health. To address these social disparities, it will be crucial to address learning and skills to improve access to employment, higher incomes and better health outcomes. Delivering this training in a more engaging and accessible way will also be key to improve uptake, through for example increased outreach, a focus on adult learning and a mixture of vocational and academic offers.

The Impact of Covid-19

Covid-19 had a deep and immediate impact on Telford’s economy. By August, 26,700 jobs were furloughed, 32.0% of borough jobs (England 32.0%). The furlough scheme, however, has not protected all jobs and unemployment has increased significantly from March 2020:

- claimant count rising from 3,430 in March to 7,315 in August - an increase of 113%;
- a sharp increase in the number of people on Universal Credit from 8,604 in March to 16,434 in July - an increase of 91%.

Figure 9: Claimant Count



The impact has been particularly marked in the automotive manufacturing sector which reported significant levels of furloughed staff as demand for cars fell ². This had significant impact on some of our largest employers including Denso, Stadco, Cosma, Polytec, Borgers, GKN placing more than 2,000 jobs directly at risk with many more in the wider supply chain.

There has also been a significant impact on our diverse SME sector where there have been small job losses across all sectors. In line with sector trends nationally, our visitor economy and the wider cultural, arts and leisure

sectors continue to suffer with the ongoing enforced closure of the Telford International Centre and challenges facing the Ironbridge Gorge Museums both of whom have a large local supply chain and underpin a network of cultural and arts companies locally and regionally. As this sector plays a valuable role in supporting the wider well-being of the community – in terms of social connectivity, participation and physical activity – it remains a key priority for local and national support and a focus for our Investment Plan.

To support local businesses through these challenging circumstances, the Council has provided £30m in business rate relief, paid £28.5m out to business who qualified for grant support and an additional £1.4m paid through our Discretionary Business grant scheme.

The Council wrote to all businesses in March and June detailing the support available and in response there have been 7,000+ contacts to our Growth Hub providing advice and assistance around accessing the Government’s support programme and local support.

The Council has launched Job Box, an all age employment and skills support service, for those who are facing unemployment to find either work, training or education. It is an outreach service and targets specific communities that have seen their unemployment rate increase most significantly. The Council has invested more than £0.5m relaunching Job Box this year and worked with over 1000 residents since July – a number that is growing.

“I am delighted to throw the support of Shropshire Chamber of Commerce and the businesses we represent behind your innovative approach.”

Richard Sheehan
Shropshire Chamber of Commerce



Creating Connected Places

Telford Town Centre

The town centre is one of Telford's greatest assets, providing an outstanding regional retail offer which includes flagship chains such as Marks & Spencer, an evolving leisure and night-time offer, attractive civic space and a gateway into the outstanding Town Park. It is well positioned as a centre that is doing better than major cities, attracting over 15 million visitors a year. Along with the pressure on high streets more generally, there are specific challenges, including, for example, the oversupply of commercial office accommodation. It is essential that the Centre continues to evolve its offer and purpose if it is going to sustain its competitive advantage and contribute to Destination Telford.



Borough Towns

While the further development of Telford town centre is a priority, the Town Deal partners also want to see the historic Borough Towns develop their own distinctive offer and create thriving communities. Along with high streets across the country, there is significant pressure on Wellington and Oakengates high streets and centres, often exacerbated by unsympathetic 1960s development which has stifled access and masked architectural gems and historic buildings. Both have suffered decline with falling footfall levels, a shrinking retail offer and poor perceptions amongst more affluent residents within the catchment areas and beyond. While each Town has strong and long established communities, they need to become more attractive to new and younger families.

In creating connected places, the Town Deal Board is clear that this isn't about the separate development of Telford town centre, Oakengates and Wellington. The three provide an inter-connected investment opportunity, physically connected by rail and all part of the wider Destination Telford offer. Delivering this is key to enable them to thrive and play to their strengths. Achieving this will make a significant contribution to our objective to attract and retain young people to live, work and study in Telford.

The LEP Economic Strategy 2019, describes our market towns as "places of opportunity, each with distinct strengths and specialisms". The 2015 regeneration of Madeley has demonstrated that

our borough towns can thrive when they have an attractive offer. This regeneration reopened the town's main street and the demolition of a series of 1960s developments. The historic Anstice building was renovated and is now an important local asset. Investment by Tesco in a superstore has acted as an anchor and Madeley is now a thriving and attractive place to visit.



Digital Connectivity

Although Telford & Wrekin Council has made significant progress in rolling out superfast broadband, we need to be able to ensure that we can attract and meet the needs of cutting-edge businesses, exploit 'smart' technologies, deploy sustainable and green infrastructure and to drive up digital skills proficiency across our business base. This digital connectivity is integral to the sustained success of Telford, allowing us to compete within the context of a global digital race and as a key pillar of a contemporary economy.

"The "Digi Telford" proposal..... will bring game changing investment to the town's digital infrastructure and skills provision..."

Mandy Thorn MBE, Chair Marches LEP

4. Our Vision, Objectives and Strategy

Our Vision & Objectives

The partners on the Telford Town Deal Board have a shared vision for the area, to:

“Make Telford a great place to live, work, study and visit, where all residents can participate and all communities can benefit from a strong, inclusive economy”

To deliver this vision, the Board has adopted a series of objectives:

- **O1: to work with and deliver with key stakeholders and partners**
- **O2: to unleash the full economic potential of Telford regionally and nationally addressing constraints on growth**
- **O3: to attract inward investment and create new jobs bringing resilience to our existing business base and safeguarding existing employment**
- **O4: to create vibrant and sustainable communities**
- **O5: to “level-up” our communities and raise aspirations for those that are most disadvantaged**
- **O6: to improve cultural and leisure facilities and opportunities**
- **O7: to deliver high quality buildings and public realm which will transform the image of our Borough Towns and Telford town centre**
- **O8: to maximise opportunities to address climate change in the growth and development of the Borough**
- **O9: to secure sustainable Covid-19 recovery**

Thematic Intervention Areas

Our Investment Plan has three intervention themes and one cross-cutting theme. These have been shaped by the Board as part of their role to guide delivery of the Investment Plan.

Gigabit Telford

This cross cutting theme is focused on driving the transformative digital revolution to create more sustainable places and level-up through more inclusive growth enabled through digital connectivity responding directly to the ask of businesses. All of our Investment Plan projects will contribute to this theme.

Connecting Places

This thematic intervention area will realise the benefit of three investment locations connected by the rail growth corridor: Wellington, Oakengates and Telford town centre. Investment will see each develop and enhance their individual offer to residents, visitors and businesses. Through this package of investment, we want Oakengates and Wellington to be part of the town centre offer, creating a broader Destination Telford offer which maximises the benefit of re-purposing land and sites in these investible locations. It will also deliver on our objective to retain our talent and attract working age people and businesses to relocate.

Our focus includes:

- **Securing the development of the Telford town centre Station Quarter** with the creation of an anchor digital skills and enterprise hub, town centre living, and new commercial accommodation.
- **Creating high quality public realm including a new gateway from the Telford railway station to the town centre.**
- **Realising the potential of our ‘opportunity towns’ Wellington and Oakengates** – harnessing their unique character and heritage through regeneration, redevelopment and the creation of commercial and residential space, a new night time and culture offer, and business incubator units.

Whilst we recognise that the physical infrastructure of our south Telford estates require significant investment to address their degradation, we are not seeking this through Towns Fund investment. Our proposed approach and ask is to work with Homes England to be a pilot authority for estate renewal. This will be part of a wider ongoing dialogue that we want to have with Government to further realise the potential of Telford.



Station Quarter

The Station Quarter is a development site in the north of Telford town centre created as demand for existing office space declined since the 2008 recession resulting in site clearance in 2018. The Town Deal Board recognise that this site presents an exciting opportunity to deliver the next stage in the transformation of Telford town centre. It will create a gateway and public space connecting the town centre to Telford railway station and provide town centre living, enterprise, business incubation, leisure and retail space that reflects changing lifestyles and business trends and demands.

At the heart of Station Quarter will be a new digital education and enterprise hub supported by a strong private business/education partnership including Telford College, University of Wolverhampton, VRS Simulation, RBSL, Chamber of Commerce, the Telford Business Board, Telford & Wrekin Council & the Learning Community Trust.

Station Quarter will create new public spaces and a new attractive pedestrian and cycle gateway into the town centre from the railway station, presenting Telford at its best as a modern, dynamic 21st century town. Current access from the station is unattractive offering access through a series of walkways and bridges.

Clean growth will be core to the delivery of Station Quarter, with high design and environmental standards, investment in solar energy, and electric vehicle charging infrastructure and potential to connect into the existing Southwater energy centre. The site is well connected into the town's cycle path network and the development will include high specification secure cycle storage and cycle hire. The development will be an exemplar for green growth setting the tone and ambition for future development.

The development will lever in significant investment from partners and the private sector. Telford College and the University of Wolverhampton will deliver the digital hub with industry partners.

The digital hub will enhance the town's capacity to develop a workforce with the digital skills that reflect the needs of existing and future employers and key sectors. The Council is progressing work to secure £35m private sector investment to enable the town to become one of the first to move to a high capacity and resilient full fibre network. Private sector investors recognise the potential of Telford.

Wellington Conservation Area & Oakengates Theatre Quarter

Alongside Station Quarter, the Town Deal Board believe the tailored regeneration of Wellington and Oakengates present opportunities to deliver similar residential and commercial development in the heart of some of our most deprived communities. These areas have been selected, because

- Enhancing their heritage and architectural assets would change the dynamics of their respective spaces and play to their strengths. Oakengates is the home of The Place Theatre, while Wellington is home to the Town's historic indoor market – both of which have enormous potential. Enhancement would include: redeveloped public realm; a diversified, quality offer of independent shops; food and drink establishments catering for both the day and night time economy; and, residential and enterprise space creating opportunities to 'work from home in the community'. Such development will make each of them places that more local residents will want to visit, to spend both time and money and critically, places that are attractive to young people and visitors.
- In our consultation with these communities they tell us they want their local town to thrive and flourish and that they want and support these developments.
- Local communities would benefit from targeted support and 'levelling up' alongside interventions that will respond to the impacts of Covid 19;
- The capacity to secure benefits beyond the Town centre, as a result of their rail, road and cycle connectivity making them more accessible to wider town residents and beyond.

"We need to focus more of the retail space in the heart of Wellington and see more projects to transform some of our great empty buildings into spaces that are fit for purpose for the changes in shopping, eating and leisure habits." **Sarah Chard**, Wellington Orbit

Nurturing People & Skills

Creating new opportunities for people to learn and connect with the town through the Digital Skills & Enterprise Hub in Station Quarter, is at the core of this thematic area.

This Hub will be at the very heart of the maths and digital learning community and seen as a model for education and training and provide a 21st century learning experience. It will provide learning opportunities for young people including those still in school, 16-19 year olds, adults, and both Telford and the regional business communities. The Hub will enhance the learning opportunities for all Telford residents providing a gateway to higher education with pathways from level 1 and attracting regional learners as a centre of excellence.

The Hub will work through coalition arrangements with partner schools and through a strategic partnership alliance between Telford College and the University of Wolverhampton.

The concept recognises the need for all workers to be equipped to work with technology. This is key in Telford's economy which is heavily dependent on advanced manufacturing but equally requires advanced IT skills for its significant business and professional services sector. The recent experience of Covid-19 graphically illustrates the importance of a digital education with remote learning and working. The Hub will be demand led, meeting the needs of

business through a more co-ordinated partnership approach with a focus on T levels being delivered in collaboration with employers. A flexible and bespoke digital business education and training offer for managers and employees will include short courses to support digital business capability, managing digital transformation, digital business marketing, digital innovation, strategy and leadership. A flexible delivery model will include extra and co-curricular digital business education qualifications as well as bite size courses.

The Hub is a new approach which is designed to excite and engage young people and create awareness of digital dependent careers. It will have the capacity to operate physically and virtually, linking employers, schools and the wider community to deliver an innovative curriculum. A key focus will be on supporting young people and adults in areas of greatest social disadvantage to give them the skills to secure meaningful employment in an economy that is increasingly digital by default.



Destination Telford

Attracting visitors and investors to Telford is an essential part of our economic strategy and a thriving arts, culture and leisure sector is vital to any successful destination. We want to develop and diversify our lifestyle offer to raise Telford's profile and build on the town's new and historic characteristics to create a vibrant destination. This proposed Growth Fund will support the transformation of strategic businesses in the arts, culture and leisure sector supporting them to grow and diversify. It will encourage participation and support our communities, contributing to the levelling up agenda. The Board is clear that this Fund is critical to the development of this key sector which plays a pivotal role in our **Destination Telford** offer.

The Destination Telford Growth Fund will finance investment into capital assets which will support expansion and diversification with a focus on digital infrastructure to transform the visitor/customer experience (Document 32 sets out the criteria and governance of the Fund.) Across competitor destinations, organisations in these sectors are increasingly recognising how digital technology can be used to attract new customers, particularly among younger markets whilst also recognising that older generations are increasingly engaging digitally.

The fund will result in a significant contribution to both local and town-wide economic growth. Applicants must deliver tangible economic outputs, for example, new jobs created or safeguarded, increases in visitor numbers and improved accessibility for all, upskilling or retraining linked with increased productivity or supply chain benefits.

"The vision that is being applied emphasises the innovation and drive that beats here in the heart of Telford." **Will Westley**, Vice Chair, Telford Business Board



Headline Outcomes

Our Plan will realise the following outcomes for Telford whilst contributing to wider regional and national growth and prosperity:

Social Outcomes:

- Retain local talent to drive innovation and growth
- Inspire young people and equip them to digital opportunities
- Create a better skilled workforce able to access opportunities in a dynamic local economy
- Narrow the gap between our most and least deprived communities
- Improve access to an enhanced cultural and leisure offer
- Improve access to quality, affordable homes

Economic Outcomes:

- Secure investment and create jobs
- Build business resilience, entrepreneurship and growth in our existing business base
- Create the conditions for growth in digital, entertainment and cultural sectors
- Improving workforce skills to drive growth and productivity
- Greater employer engagement and shaping of curriculum to make relevant to the work place.

Environmental Outcomes:

- Reduce CO2 emissions through energy efficient buildings, connectivity to our outstanding cycle network and the development of our electric vehicle infrastructure.
- Full-fibre digital network connecting communities and businesses.
- Create attractive, and connected sustainable places and spaces.

Strategic Fit

Our investment plan will deliver against key strategies that shape the economic and social capital of the UK, the sub region and the local economy:

National:

- N1: UK Industrial Strategy
- N2: National Planning Policy Framework
- N3: UK Digital Strategy

Sub Regional Policy Drivers:

- R1: Marches LEP Strategic Economic Plan and Local Industrial Strategy
- R2: Marches LEP Digital Strategy
- R3: Midland Connect Strategy
- R4: WMCA Regional Skills Plan
- R5: Midlands Engine Skills Strategy

Local Policy Drivers

- L1: Telford & Wrekin Council Plan
- L2: Telford & Wrekin Local Plan
- L3: Telford & Wrekin Council Recovery, Reform and Reset Plans
- L4: Telford & Wrekin Council Economic Development Strategy
- L5: Telford & Wrekin Council Housing Strategy
- L6: Telford & Wrekin Council Climate Change Strategy
- L7: Wellington Regeneration Board - Wellington Vision
- L8: Oakengates Regeneration Board - Oakengates Vision



“The strategic focus on transport, digitisation, skills and infrastructure.....in an eco-positive manner, is visionary and will support growth in this vital region of our county.”

Mrs Dean Harris JP The High Sheriff of Shropshire

“...it’s imperative that we pivot and embrace a new way of doing things. Telford is the perfect testing ground for this new approach.”

Alan Adams Managing Director, Horizons Consultants



Telford Investment Plan Logic Model

Contextual factors and external influences

Local Context – within Wellington, Oakengates and Telford Town Centre

- Well connected Town Centre and Borough Towns – but poor perceptions (poor quality buildings/shops/pedestrian environment)
- Vacant retail properties

- Lower skills levels and employer skills gaps (specifically digital)
- Pockets of deprivation
- Strong economic base – manufacturing; business and professional services

Strategic Context:

- Government Industrial Strategy; A Green Future
- The Marches SEP; Local Industrial Strategy
- Telford Economic Growth Strategy – Enterprise Telford
- Borough Town Plans/Vision for Wellington; Oakengates

INPUTS

- Towns Fund
- Town Deal Board
- Active community and voluntary sector with strong ethos of partnership working
- Public and private sector investment in the area

OUTPUTS

- New public spaces
- New and refurbished retail and leisure floorspace (m²)
- New and refurbished residential units
- New skills infrastructure
- Closer collaboration with employers
- Skills offer that meets the needs of local businesses

OUTCOMES

- Increased footfall
- New enterprise and business start ups attracted to the area
- New learners assisted to gain digital and other skills/ qualifications
- Attraction of new residents and retention of young people
- Improved connectivity and enhanced gateway into the Town Centre
- Sustainable energy use/CO2 savings

IMPACTS

- Vibrant and connected Market/Borough Town Centres
- Urbanised Townscape (SQ)
- Improved image and profile
- Growth of the economy – jobs/GVA
- Increasing land values
- Increased wage rates
- Lower levels of deprivation – improved quality of life for residents

Individuals who take up the intervention

- Young people and excluded groups – accessing new, relevant skills opportunities
- New businesses attracted to the area
- Residents/visitors attracted through improved Borough Town ‘offers’

Changes in behaviour brought about by the intervention

- Improved images and perceptions among residents, visitors, businesses - enhanced townscape; higher quality retail offer

Assumptions around the behaviour produced and possible unintended effects

- Increased demand for accessible, high quality, affordable living and working space – particularly among young people
- Increase residents/visitors to support evening economy

- Retention of a higher skilled workforce – increase productivity, innovation, competitiveness of the business base
- Increased economic activity in deprived neighbourhoods

CONNECTING PLACES

NURTURING PEOPLE AND SKILLS

DESTINATION TELFORD

DIGITAL TELFORD

Wellington

- Revitalise town centre Improved/modernised Public Realm
- High quality retail, hospitality and residential space

Station Quarter

- High quality, accessible residential offer
- Digital Skills and Enterprise Accelerator
- Retail and leisure space
- Improved public realm, greenspace and Gateway into Town

Oakengates

- Improved public realm, feature square and pedestrian access
- Coherent cultural offer to complement the theatre
- High quality retail, hospitality and residential space

Growth Fund

- More resilient leisure and arts sector
- Enhanced community wellbeing
- Increase visitor spend

Project Logic Models

Project & Investment Ask	Rationale	Towns Fund Objectives	Strategic Fit	Co-funding/ leverage	Outputs	Outcomes
<p>Station Quarter (including Digital Skills & Enterprise Hub) £18m</p>	<ul style="list-style-type: none"> Capitalise on the investment opportunity presented by Station Quarter land assembly Address employers skills gaps and upskill the labour market to compete in an increasingly digital economy increasing business productivity Consolidate existing investment to date to transform the Town centre into a 21st Century Destination Fulfil unmet demand for 1 and 2 bedroom homes Attraction and retention of young people and professionals Futureproof a key regional retail, leisure and conference destination 	<ul style="list-style-type: none"> Skills Infrastructure Digital Connectivity Enterprise Infrastructure Urban Regeneration, planning and land use Art, Heritage and Culture Levelling-up 	<ul style="list-style-type: none"> N1 to N3 R1 to R5 L1 to L5 	<ul style="list-style-type: none"> Private sector £23m Public partners £3m 	<ul style="list-style-type: none"> 1.5 ha new public spaces 1,665m² new office, retail and leisure floor space News FE/HE skills infrastructure 3,000m² Skills that meet the needs of local businesses 1km new/upgraded cycle/walking routes 120 residential units 	<ul style="list-style-type: none"> Enhance Telford's reputation as a place to invest and do business Creation of further 2ha of development opportunities including further residential, hotel and enterprise space (this could deliver a further 350 homes, 140 bed hotel a further 500m² of retail/leisure space and enterprise space, creating some 250 jobs with leverage of £77m) (additional construction jobs during delivery stage would also be created) Improve connectivity between the railway station and town centre Increase footfall New enterprise and business start ups Business resilience 280 FE and 100 HE new learners assisted to gain digital and other skills and qualifications Green growth – energy efficient buildings and enhancement to EV charging network



Project & Investment Ask	Rationale	Towns Fund Objectives	Strategic Fit	Co-funding/ leverage	Outputs	Outcomes
Wellington Conservation Area £3m	<ul style="list-style-type: none"> Realise the potential of Wellington as an “opportunity town” – building on its unique character and heritage assets including Wellington Market. Enhance sustainability of existing businesses and expand the night-time offer Improve the quality of the public realm and environment Address declining footfall and increasing vacancy rates 	<ul style="list-style-type: none"> Urban Regeneration, planning and land use Arts, Heritage and Culture 	<ul style="list-style-type: none"> N1 to N3 R1 to R5 L1 to L7 	<ul style="list-style-type: none"> Public sector £1.8m 	<ul style="list-style-type: none"> Redevelopment to create 17 housing units and 350m² of newly refurbished/re purposed creative space). Preservation of heritage assets (1,430m²) Investment in Wellington Market as a key asset of the town and driver of footfall Investment to further enhance the market square as a focus for investment within Wellington 	<ul style="list-style-type: none"> Increased footfall and investment in Wellington centre Increased resident satisfaction with the town as a place to live Improved profile and increased investment in the area Strengthened Destination offer Land value uplift



Project & Investment Ask	Rationale	Towns Fund Objectives	Strategic Fit	Co-funding/ leverage	Outputs	Outcomes
Oakengates Theatre Quarter £3m	<ul style="list-style-type: none"> Realise the potential of Oakengates as an “opportunity town” – building on its unique character, heritage and excellent connectivity (rail/bus) Enhance sustainability of a key asset within the Town – ‘Place Theatre’ and other businesses, expanding the night-time offer Improve the quality of the public realm and environment particularly around the Place Theatre leading to safety improvements Address declining footfall and increasing vacancy rates 	<ul style="list-style-type: none"> Urban Regeneration, planning and land use Art, Heritage and Culture 	<ul style="list-style-type: none"> N1 to N3 R1 to R5 L1 to L7 	<ul style="list-style-type: none"> Public £3.5m 	<ul style="list-style-type: none"> 0.5 ha (18 new and enhanced housing units) Commercial space (new and refurbished): 1,590m² Enhanced public realm space linking The Place Theatre and High Street, providing a focus for community and commercial activity 	<ul style="list-style-type: none"> Increased visitors and investment in Oakengates centre Increased resident satisfaction with the town as a place to live Strengthened destination offer Land value uplift



Project & Investment Ask	Rationale	Towns Fund Objectives	Strategic Fit	Co-funding/ leverage	Outputs	Outcomes
<p>Destination Telford Growth Fund £1m</p>	<ul style="list-style-type: none"> Promote sustainability of arts, culture and leisure sectors Improve the wellbeing of local communities – participation and connectedness are fundamental to this and the leisure and creative industry play and essential part in this. 	<ul style="list-style-type: none"> Art, Heritage and Culture Digital Connectivity Skills Infrastructure 	<ul style="list-style-type: none"> N1 to N3 R1 to R5 L1 to L6 	<p>£0.5m private sector funding</p>	<ul style="list-style-type: none"> 10 arts, cultural or leisure organisations assisted with grants from £50k-£200k to enable the upgrade, improvement and extension of infrastructure with a focus on investment to deliver digital transformation, diversification and business resilience, digital and energy saving infrastructure. growing our lifestyle and recreation offer benefiting residents and visitors' 	<ul style="list-style-type: none"> 100 FTE new and safeguarded jobs increase in local customer footfall and spend and supply chain impacts 50,000 increase in regional and national visitor footfall and resulting indirect impact on the local and borough wide economy energy efficiency savings increased access to opportunities for hard to reach communities and disabled access support increase health & wellbeing across local communities



5. Telford Town Investment Plan

Our Plan will build on our achievements and successes as a town over the past 50 years. This has been built on outstanding collaboration between the community, public sector partners and private sector investors. Partnership working that has seen Telford secure its reputation as a regional and national growth hub. The Towns Fund investment that we are seeking will take us on another step on our journey to:

“Make Telford a great place to live, work and visit, where all residents can participate in and all communities can benefit from a strong inclusive economy.”

Our Plan responds to the core challenges and opportunities that Telford presents and through partnership working and the leverage of inward investment will make a very real difference to the people and communities of the town.

Our Ask, Our Offer,

Our ask is for £25m investment towards a bold transformation programme of Telford town centre and the borough towns of Wellington and Oakengates together with the creation of a Destination Telford Growth Fund to support the recovery and transformation of the arts, culture and leisure sector from the impact of Covid-19.

Our offer is for £32m in direct private/public sector match funding, our outstanding track record of delivering growth and strength of partnership and collaborative working, illustrated through the Telford Land Deal and the Southwater development in Telford town centre. We will harness this experience to ensure that our investment packages are quality assured and deliver rigorous value for money. Our Town Deal Board, including our two MPs offer their full support and commitment to the delivery of our Plan.

Stakeholder Engagement

We have undertaken engagement at a number of levels to inform our Plan and, ongoing, the Town Deal Board have committed that engagement will be a critical element in the further development of our projects. Our Engagement Plan sets out how we will achieve this. Engagement in the context of COVID, has largely been virtual and comprised the following:

- Consultation with business bodies who have provided an evidence base through strategy development and member surveys including the Marches Local Enterprise Partnership (Strategic Economic Plan, Local Industrial Strategy, Digital Strategy and Skills Strategy), Shropshire Chamber of Commerce (member surveys including skills needs and demands), Federation of Small Business, Telford Business Board (engagement across all business sectors through Sector Champion network).
- Engagement with residents town-wide building on the government led #MyTown campaign, which provided an opportunity for people living within the 100 towns selected as part of the Towns Fund to have a say in how they think the money should be spent. The dedicated Telford page has received over 100 comments which have helped to inform the proposed interventions.
- In the summer 2020, the Council undertook a large survey of local residents. The results of this informed the development of this Plan in particular the Station Quarter investment package.
- There has been significant engagement at a local level with residents and businesses in Wellington and Oakengates. The Board has taken an active role in this engagement and have represented the community in the development of this Plan – a key responsibility for the MPs and local Councillors who are Board members, and the Chair has met with Regeneration Partnerships and key stakeholders.



Our Prioritisation Process

At the core of our approach has been working through the Board to understand the challenges and opportunities that Telford has. From this, the key themes identified in this Investment Plan were established and from this the project and investment packages of the Plan. These were refined and tested with business reps and with individual communities through Town Councils and the relevant Regeneration Partnerships and pre-existing consultation material. The concept of the Station Quarter was specifically market tested to assess need and investor interest. Throughout this process, these emerging packages were tested for fit against Telford's challenges and opportunities.



"I congratulate all members of the Telford Towns Fund Board for bringing forward such creative and ambitious proposals."

Lucy Allen MP for Telford



"We need the very best, most digitally-aware, and most switched on future workforce possible. The planned investment in a dedicated digital skills centre is hugely appealing as a local employer."

Graham Best CEO, ReBOUND Returns



6. Our Approach to Delivery

Town Deal Financial Profile

The following table sets out the financial profile for each project.

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Project Total £m
Station Quarter	0.00	0.00	9.00	8.00	1.00	18.00
Oakengates	0.00	0.70	1.10	0.80	0.40	3.00
Wellington	0.00	0.70	0.60	1.10	0.60	3.00
Destination Telford Growth Fund	0.00	0.50	0.50	0.00	0.00	1.00
Total Towns Fund Funding	0.00	1.90	11.20	9.90	2.00	25.00

Town Deal Accelerator Funding

Within the Government response to Covid-19, Telford has been allocated £1m additional funding to be spent in 2020/21. This will be used to accelerate the delivery of three projects:

- Telford Town Centre ‘Station Quarter’ - delivery of a hybrid planning application
- In both Wellington and Oakengates:
 - tackling vacant and derelict property
 - re purposing of commercial floorspace to create Enterprise Hubs delivering co-working venues, multi-functional bookable spaces, facilitating a ‘work from home in the community’

Business Case Development Plan

For each project, a scoping document has been developed which on approval of Towns Funding will be developed into a full business case in line with guidance issued by MHCLG. The business cases will be developed by Telford & Wrekin Council in consultation with key partners, with each case independently appraised to ensure they are compliant with the Five Case Model and relevant Government guidance, and approved by a Programme Board reporting to the Telford Town Deal Board. Each project will have their own Delivery Project Team to steer implementation, monitoring and evaluation.



“For our most disadvantaged students the step into post-16 education is a real challenge and the inclusive nature of this proposal is really impressive...”

Dr. Gill Eatough, Chief Executive Officer, Learning Community Trust



Governance Structures

The Telford Town Deal Board will continue to oversee delivery of the Town Fund Investment Plan. The Board is made up of representatives from the private sector, public sector, community and voluntary sector, and to ensure democratic participation and representation, local MPs and Councillors:

Chair	Graham Wynn OBE
MP for Telford	Lucy Allan MP
MP for the Wrekin	Mark Pritchard MP
Leader, Telford & Wrekin Council	Cllr Shaun Davies
Telford & Wrekin Council Cabinet Member for Economy, Housing, Transport & Infrastructure	Cllr David Wright
Marches LEP	Mandy Thorn MBE
Homes England	Karl Tupling
University of Wolverhampton	Professor Nazira Karodia
Telford Business Board	Paul Hinkins
Midland Connect	Maria Machancoses
Telford College	Graham Guest
CCG	David Evans
Community/Voluntary Sector	Julie Mellor
Zen Communications	Felicity Wingrove
Sovereign Centros	Guy Beaumont

The Board will:

- Agree the strategic direction
- Approve all Town Deal activity
- Review and drive progress
- Sign-off evaluation activity

A delivery focussed Programme Board will report to the Town Deal Board and will oversee and align delivery of the four investment packages. This will ensure the four packages are joined up and

cross-project synergies and opportunities realised – particularly leveraging-in private sector investment. The Programme Board will also drive delivery of the Board’s engagement and communication strategies. Each investment package will have their own project delivery team to drive delivery and be accountable to the Programme Board.

Telford & Wrekin Council will be the accountable body for the Deal and have responsibility for managing and administering funds and project management (see Assurance and Scrutiny Process)



Assurance and Scrutiny Process

The Town Deal Board will work within a robust accountability and assurance framework. It is proposed that this will be implemented through Telford & Wrekin Council who are highly experienced in financial and project management and providing accountable body functions for central government funding. This role will include:

- Programme management of the Town Deal funding and co-ordination of programme governance to fulfil the Accountable Body requirements.
- Robust performance management systems against agreed KPIs.
- The preparation of project-specific funding agreements to ensure projects are delivered in a compliant manner, consistent with approved business cases and in line with programme requirements.
- Progress Monitoring Reports and collation of information submitted by each project to record activity, achievement and to explain variation from expected profiles.
- Assurance checks on accuracy and eligibility on the use of Town Deal funding by projects, through the verification of monthly or quarterly financial returns and annual project compliance checks.
- Progress reports and programme risk register to highlight issues related to the Town Deal's performance, including monitoring, tracking and achievements on a monthly basis.
- Quarterly Progress Reports to be shared with the Telford Town Deal Board and MHCLG to include output and spend performance.
- Implementation of any changes in response to performance issues and lessons learnt.
- Production of annual accounts and responses to audit requirements.
- Due diligence checks on project delivery organisations in line with a programme implementation plan.
- Development of tender specifications and procurement processes, where project activity is to be commissioned.
- Oversee the evaluation process (interim and final) to consider the success of the Town Deal in meeting its objectives.



Our Telford Town Deal Board partners:



NURTURE : CONNECT : GROW

TELFORD TOWNS FUND

INVESTMENT PLAN

TELFORD **TOWN** DEAL BOARD



Telford & Wrekin
COUNCIL

Protect, Care and Invest
to create a better borough