

Corporate Plan 2018-2021



Walsall Council



Foreword by the Leader of the Council

I am proud of the borough and people of Walsall. As a resident and someone involved in the community for many years I believe Walsall is a wonderful place made up of many great people, communities and organisations that, like the council, are committed to making Walsall a great place to live, learn, work and invest.

The industrial diversity of the borough's history is unified in the strong work ethic of our communities and their strength of character in adapting as job opportunities changed. This with our vibrant communities and the many and varied backgrounds and cultures within our borough have created our unique identity.

When I became Leader in May 2016 I knew difficult decisions regarding the future delivery of council services would need to be made if we were to rise to the challenge of the shifting and reducing financial situation the council was in. I gave my commitment to having and have delivered a balanced four year budget that strengthens the golden thread between our priorities and service delivery. The move to a four year financial plan is contributing to longer term stability for the delivery of services and I and my Cabinet remain committed to the delivery of services at a scale and intensity proportionate to the degree of need to all the people of Walsall. Proportionality is at the core of our approach as we review the way we allocate our resources to ensure they align to our priorities and address the challenges our borough faces.

Progress has been made against the priorities set out previously when my Cabinet and the Coalition took over the administration and more continues to be done to strengthen the resilience of the council in delivering priorities to meet need in an efficient manner, making every penny count. Central to this is the way we work and particularly the collaborative and partnership approach we take. Partnership working occurs politically, with other public sector organisations, the voluntary sector, our communities and with agencies across the Black Country and wider West Midlands Combined Authority region and is key to Walsall fulfilling its potential.

I am proud of the successes the Council has delivered since May 2016 and the way decisions have been informed by our customers. We now have a sustainable library service with provision provided in all our district centres and a community cohesion plan that will build on the strength of our diverse communities. We have also ensure more of our green spaces are protected

Employment opportunities are a key priority and our Walsall Works service has engaged with over 2,500 residents since May 2016 to support them with finding securing training or employment. Similarly the Walsall Impact programme has engaged over 2000 participants aged 16-29 since it began in September 2016. These services have and continue to provide vital support to residents and enabled many to find employment, apprenticeships, traineeships or education placements.

Our vision of reducing inequalities and maximising potential is central in all that we do and nowhere is this more so then in the sub regional and regional context of the Black Country and West Midlands Combined Authority. I am proud to represent our many communities and districts as believe Walsall plays an integral part in our region. Moving forward we must utilise all opportunities presented to the Council to ensure the best outcomes for our residents, communities and businesses and to continue to build pride in the borough.

"I am pleased to present our updated corporate plan setting out the Council's vision and priorities for the future."

Our Town and District Centres

Walsall has a rich history and is proud of its past; with a market dating back to 1220, it's known formerly as the 'town of a hundred trades', and notably is still renowned for its leather heritage and industry. The borough of Walsall is made up of distinct communities, across 20 wards. Situated in the heart of the Black Country and West Midlands Walsall is a town with a strong history of utilising natural resources and entrepreneurism as demands change.

Whilst internationally known as the British leather goods capital, having its own leather museum, Walsall also has a strong history in other industries including mining, nut and bolt manufacture and lock making. A commonality between these industries is the work ethic of the local workforce. Changes to employment opportunities over time have meant different skills are needed but a strong work ethic remains. Walsall had the fifth fastest growing economy in the country between 2009 - 2013 for the value of goods and services it produces, the Council is committed to providing businesses with the support they need to thrive and to support local people to secure and remain in employment.

Communities of Walsall date back to the Domesday Book and the town's association with markets can be traced back to the 13th century. There are many distinct districts and communities but they are united by their sense of pride in the town. The town's many districts and communities are varied and vibrant bringing together a rich mix of cultures and a passion for fairness and equality for all. Our communities face many different challenges be it on health or wealth grounds and the Council is working hard to support them and improve outcomes for them.

The diversity of our places, population and communities contributes to the borough's vibrancy and is often what people celebrate about Walsall, though it means that no two places are the same and these distinct communities face differing issues and challenges. There is a strong sense of pride across our communities and looking to the future, this pride provides a solid platform for communities and residents taking on more responsibility for their health and the places they value.

Regeneration is a constant theme in Walsall as developments and opportunities are maximised to revitalise communities and create employment opportunities. Our central location within the UK provides access to a large market for companies and a wide range of job opportunities for residents, whilst the central position on the motorway network provides an opportunity to develop attractive employment locations to attract new investment and employment.

Walsall has enjoyed significant, £376m, external investment in the borough over recent years, with businesses such as Jhoots Pharmacy, Handelsbanken, Primark, and Co-op coming across the borough. Our outstanding college has invested £11m in developing a Business and Sports Hub. A new £12m cinema development on Walsall Waterfront is taking place complimenting the new hotel and retail development. This public and private investment is over and above the £125m the Council has made in its roads, schools, in the last two years, a further £215m investment is programmed during 2018-2021. The Council is also actively investing in the borough's cultural and leisure provision, two new £24m Active Living Centres at Oak Park and Bloxwich, together with the £8m restoration of the Walsall Arboretum and £4.5m into the central library and archive facility.

Walsall has a number of District Centres that service our communities, and the Council recognises the important role these Centres and their surrounding areas play. The Council is seeing continued investment in the infrastructure of these locations; new housing development and a proactive approach to delivering new employment floorspace is supporting our Centres to prosper.

The Council is investing in activity to stimulate development, undertaking direct development, and investing in public realm in the Centres. Our communities are experiencing the delivery of 880 new homes in Goscote, Brownhills and Moxley, and the Council has recently announced a developer partner for Phoenix 10- the largest development site in the borough- that will deliver 600,000 sqf of new employment space.

Our residents and businesses will benefit from significant investment in our road and rail network with improvements to Junction 10 of the M6, completion of the electrification and increased passenger services on the Chase Line to Birmingham, and new rail stations planned for Darlaston and Willenhall connecting new employment opportunities in the Black Country Enterprise Zone.



Our Vision

Inequalities are reduced and all potential is maximised

We must always work to ensure that public money is targeted to where it is most needed and used in the most efficient way possible.

We are led by the communities we serve who help shape the services we provide and we help those communities to make a positive difference to their own lives through active civic engagement and co-operation.

Our Purpose

To create an environment that provides opportunities for all individuals and communities to fulfil their potential

As a local authority Walsall Council has a statutory duty to deliver specific services within the borough boundaries for all people and communities in Walsall. This duty includes a huge range of services from services to vulnerable adults and children to planning applications and from the collection of waste to the collection of council tax and non-domestic rates.

Walsall Council also delivers non-statutory services that are key to the future sustainability and indeed prosperity of the Borough, including the active development of its economy, infrastructure and land for employment and housing.

These activities are delivered in the service of and by working with individuals, communities and businesses in the support of the most vulnerable and to create and sustain an environment that provides opportunities for all individuals and communities to fulfil their potential.

This drives our purpose and everything the Council does is in the service of the people and communities of Walsall. It is more important than ever that we have a clear purpose driving the way the council works and what the council delivers. This clarity of purpose enables tough decisions about service delivery to be made.

Our Guiding Principles

Our vision and purpose are influenced by guiding principles. As we continue to move forward, adjusting to the resources now available, our priorities, defined by the Administration will drive the allocation of our resources and therefore influence our approach to budget setting. This will also reshape the organisation and how we work. We will continually strive to provide best value and prioritise the customer in the way we use our resources and to deliver quality services.

We value our relationships with other public sector organisations as we are united in the service of our communities. There are areas of service delivery that naturally connect with the purpose of our partners and so it is important we nurture and develop our collaborative working with health, police and fire services for the benefit of our communities.

The Council has fully adopted the Marmot objectives which are reflected in our vision and priorities. The Marmot Review clearly identifies the role of councils in supporting individuals, families and communities and reducing health inequalities.

Our Values

Our values will help us to achieve the Council's vision and priorities. They will help to deliver our priorities and shape how we as a Council will work in our local and regional communities. Our values underpin the way we operate as an organisation. They influence our choices and our behaviours - they are the thread running through everything we do.

Professionalism As stewards of public funds and information, we understand the importance of our jobs, we have respect for ourselves, our colleagues, our citizens and the organization that we represent. We act accordingly. We deal with issues, whether positive or negative, in a moderate and straightforward manner whenever possible.

Leadership Together we will create an inspiring vision of the future. We will motivate and inspire people to engage with that vision. We recognize the talents of individuals and allow those talents to be utilized for the betterment of the organization.

Accountability We adhere to a standard of professionalism in the workplace. We hold ourselves responsible for upholding the mission of our organization.

Transparency We will ensure citizens the availability of information which can be made public.

Ethical We will display integrity, honesty mindful of the rule of law, in order to successfully practice and promote transparency of government.

The council recognises that our staff are important and our best asset. The workforce strategy and development plans are continually reviewed to ensure they reflect the most up to date understanding of our communities and what we need to deliver so we can ensure our workforce continue to have the skills and knowledge needed to meet the needs of all our customers.



Our Priorities



Economic Growth

for all people, communities and businesses.



People

have increased independence, improved health and can positively contribute to their communities.



Internal Focus

All Council Services are efficient.



Children

have the best possible start and are safe from harm, happy, healthy and learning well.



Communities

are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.



Economic Growth

for all people, communities
and businesses.

| Ref | Outcomes | Measure |
|-----|---|--|
| E1 | An infrastructure and business environment that supports job creation and accessibility throughout Walsall, supporting company expansion, relocation and competitiveness through sustainable job creation | 1 Number of jobs in our economy |
| | | 2 Business start up rates |
| | | 3 Business closure rates |
| | | 4 Number of Businesses assisted / supported |
| E2 | Residents are supported to possess the skills required to enter into and progress in work, through the delivery of the Walsall Inclusive Economic Growth Programme | 5 Number of local people supported through Walsall Works |
| | | 6 Number of local people supported through Impact |
| | | 7 Number of people placed / supported into employment |
| | | 8 Number of Apprenticeships supported / created |
| E3 | Our town and district centres offer a distinctive and vibrant mix of retail, leisure, business, community and cultural opportunities, and new housing | 9 Commercial floorspace (sqm) created per annum |
| | | 10 New homes developed per annum |



| Ref | Outcomes | Measure |
|-----|---|---|
| P1 | Enhancing quality of life for people with care and support needs and those with long term conditions | 11 Proportion of people using social care who receive self-directed support and those receiving direct payments |
| | | 12 Proportion of adults with a Primary Support reason of LD support in paid employment |
| | | 13 Proportion of adults in contact with secondary Mental Health services in paid employment |
| P2 | Delaying and reducing the need for care and support | 14 Long term support needs met by admission to residential and nursing care homes per 100,000 population |
| P3 | People recover from episodes of health or injury | 15 Proportion of older people aged 65+ who were still at home 91 days after discharge from hospital into reablement / rehabilitation services |
| | | 16 Delayed transfers of care from hospital |
| P4 | The most vulnerable are protected from avoidable harm, including treating and caring for people in a safe environment | 17 Number of safeguarding referrals and open safeguarding cases |
| | | 18 Number of Serious Case Reviews |



| Ref | Outcomes | Measure |
|-----|---------------------|---|
| I1 | Modern Services | 19 Customer Satisfaction with all Council Services |
| | | 20 Percentage of customers who feel it is easy to access Council services |
| | | 21 The number of customers who engage with the council digitally |
| I2 | A Resilient Council | 22 Percentage of employee appraisals completed |
| | | 23 Level of employee engagement, who are PROUD to work for the Council and embody the Council Values |
| | | 24 The percentage of employees responding positively that 'I have the opportunity to maximise my potential' |



Children

have the best possible start and are safe from harm, happy, healthy and learning well.

| Ref | Outcomes | Measure |
|-----|--|--|
| Ch1 | Children will be ready for school | 25 Percentage of pupils reaching a good level of development (GLD) at the end of reception |
| Ch2 | The gaps in educational attainment between the least and most deprived communities will be narrowed and for all under achieving groups | 26 The progress Free School Meals children make |
| Ch3 | Right children looked after, for the right length of time in the right placement | 27 Average length of time in care |
| Ch4 | Care leavers are economically active citizens of their community | 28 Percentage of care leavers not in education employment or training (NEETs) |
| Ch5 | Young People are prevented from entering the criminal justice system | 29 Reduction of first time entrants |

Communities

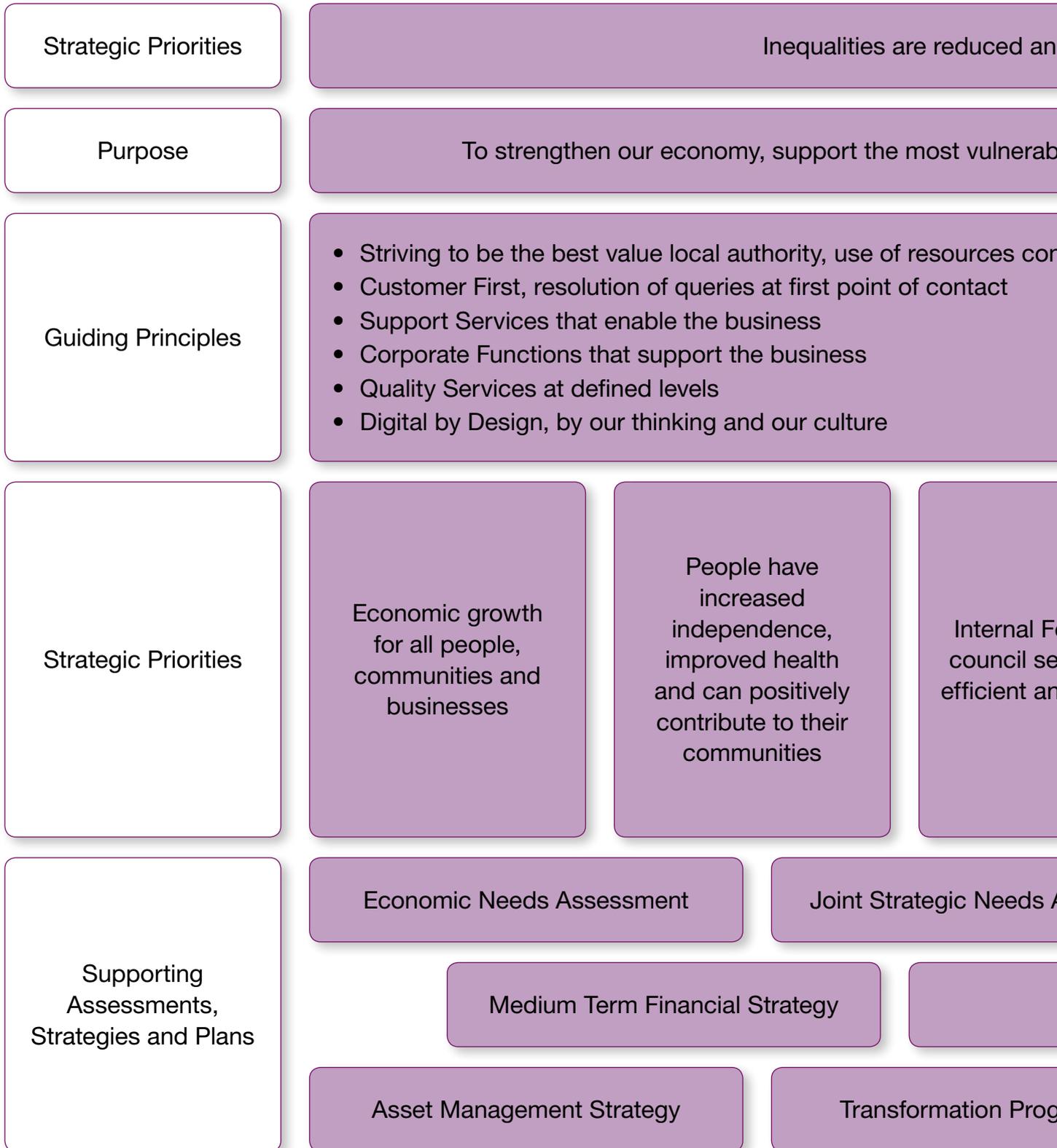


are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.

| Ref | Outcomes | Measure |
|-----|---|--|
| Co1 | Enable access and use of green spaces to improve health and wellbeing and reduce social isolation | 30 Employment rates |
| | | 31 % inactive adults doing 0 x 30 mins exercise weekly |
| | | 32 Number of activity groups using green spaces |
| Co2 | Reduce atmospheric pollution to improve long-term health of the population | 33 Pollution levels |
| Co3 | Ensure all children are a healthy weight | 34 Prevalence of overweight and obesity among children in Reception. |
| | | 35 Prevalence of overweight and obesity among children in Yr 6 |
| Co4 | Housing provision matches local need and reduces homelessness | 36 Number of families with children presenting as statutory homeless |
| | | 37 Statutory homelessness – acceptances per 1000 households |

Key Supporting Strategies and Plans

Our Corporate Plan is an integral part of the Council’s planning framework and connects key strategies and plans to the overarching Walsall Plan – the Health and Well Being Strategy for the borough. Both the Walsall Plan and our Corporate Plan are informed by key strategic need assessments including the Joint Strategic Needs Assessment and the Community Safety Needs Assessment and the Local Economic Needs Assessment.



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le and ensure Walsall is a clean, safe and vibrant place

mpared to other outcomes

ocus – All services are and effective

Children have the best start and are safe from harm, happy, healthy and learning well

Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

Assessment

Community Safety

ICT Strategy

Workforce Strategy

programme

Corporate Communications Strategy

Values

Professionalism

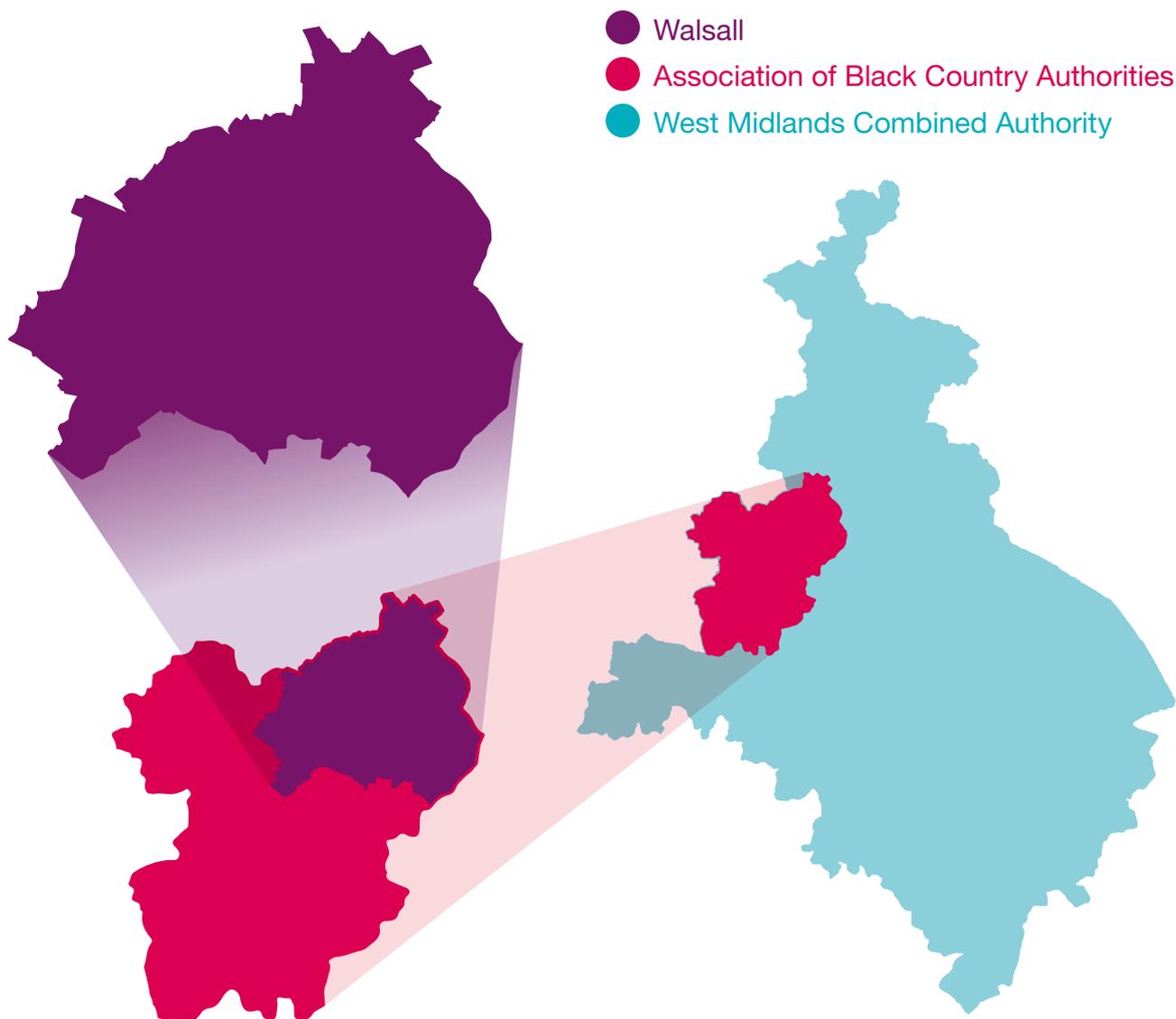
Leadership

Accountability

Transparency

Ethical

Partnerships



Whenever it makes sense, we will always look to work in partnership. True partnership is not activity for its own sake, it is a collective commitment to improve Walsall, grounded in the realisation that we can achieve more together than we can alone.

Within the borough the council works closely with, amongst others, police, health and education partners. Our relationship with the voluntary and community sector is particularly important and will become increasingly so as we strive to design services around local need, especially helping to empower communities to increasingly support themselves.

Walsall proudly supports and is supported by its surrounding environment. As a founder member of the Association of Black Country Authorities (ABCA) and through working with the Black Country Local Enterprise Partnership (LEP) we established a formal Black Country Joint Committee (BCJC) to manage the devolution of Growth Deal funding at the Black Country level. This has enjoyed £200m+ of funding over recent years and stands ready to secure more in the coming weeks. Walsall Council is the accountable body for this funding arrangement together with the governance of the BCJC and we are proud of the excellent reputation this arrangement has in Government – seeing more money coming to the area as a result of open, transparent and proper governance of public money.

Work has also begun in the health and care arena with the desire to work collaboratively at a place based level and across the Black Country to provide the best levels of health and care for our populations. These ambitions have been encapsulated in the Black Country Sustainability and Transformation Plan (STP)

Our aim is to materially improve the health, wellbeing and prosperity of the population by providing standardised, streamlined and more efficient services. The STP sets out an ambitious approach to transforming our local health and care system in the Black Country and it proposes a number of critical recommendations.

In addition we are a founding constituent member of the West Midlands Combined Authority (WMCA). Conceived as a powerful regional partnership with the purpose of improving the economy for the people and businesses of the West Midlands, the WMCA is now the mechanism through which devolution of significant funding and power from Westminster to the West Midlands will be delivered. We have been a keen supporter of the principle of 'balance' in ensuring that all communities benefit from the WMCA's investment programmes and devolved powers. We will ensure that our priorities for affordable housing, employment sites and significant regeneration and transport projects can enjoy funding and support from the WMCA. Additionally, as Portfolio Holder for Land and Housing, the Leader of the Council led the WMCA response to the independent Land Commission and agreed a West Midlands Land & Housing Delivery Plan in autumn 2017, paving the way for a £6m capacity investment from Government and the prospect of a housing deal between the West Midlands and Government this spring.



Walsall Council in 2021

By 2021 the Council will have significantly rebalanced its budget which will mean how services are delivered will change. Informed by our engagement with communities tough decisions regarding service delivery have already been made and as we continue to ensure that the budget we have in place best serves the needs of our borough we will be informed by the longer term needs of the communities we serve whilst striving to reduce inequalities and maximise potential.

Going forward, the Council will continue to be a key enabler of improvements to Walsall, its Districts and the region, working innovatively and collaboratively with strong and resilient communities, public sector partners, voluntary organisations, schools and businesses to shape services that deliver real and sustainable improvements to people's lives. Vibrant, cohesive and tolerant communities with a strong sense of pride working collaborative will continue to support reducing inequalities and make Walsall a healthy town.

Our guiding principles regarding our use of resources and placing the customer first in all that we do will shape our future council. Support and corporate services will enable all aspects of our business. Digital by design will influence our thinking and culture and underpin the delivery of quality services.



Resources and Transformation

Walsall Council

Civic Centre

Darwall Street

Walsall

WS1 1TP

Tel: 01922 653732

Email: communications@walsall.gov.uk

Web: www.walsall.gov.uk