

Cabinet – 08 Feb 2017

Corporate Plan

Portfolio: Sean Coughlan (Leader of the Council)

Related portfolios: All

Service: Business Change

Wards: All

Key decision: No

Forward plan: No

1. Summary

This report sets out for approval the draft updated council's Corporate Plan which is attached as Appendix 1. The 2016-2020 Corporate Plan was approved by Cabinet on 15 June 2016 and this updated version - (2017-2020) - reflects both the progress made so far towards achieving the purpose and priorities of the plan, and the context and impact of the four year budget setting process beginning with 2017-18.

2. Recommendations

- 2.1 That any proposed minor changes which emerge following Cabinet should be agreed and finalised with the Leader prior to Council on 23 February.
- 2.2 That Council is recommended to approve the updated and refreshed Corporate Plan 2017-2020 – 'Reducing Inequalities, Maximising Potential'.

3. Report detail

The Local Government Act 2000 gave the Council collective responsibility for approving its policy framework and budget. The Corporate Plan forms part of that policy framework and also informs the budget setting process. It provides a clear focus to plan activities and target improvements.

4. Corporate Plan and Priorities

4.1 **Current version of the Plan – in place since June 2016**

The existing Corporate Plan 2016-2020 was approved by Cabinet in June 2016 with the overriding purpose “**Reducing Inequalities and Maximising Potential**”. The plan aligns strongly with the Marmot Principles published in 2010 based around social determinants of health.

The council’s purpose is currently supported by the following priorities:

- Lifelong health, wealth and happiness
- Safe, resilient and prospering communities
- Sustainable change and improvement for all

It is recognised that the delivery of the Corporate Plan is underpinned by all staff and so the priorities are dependent on:

- The Council being efficient and effective
- Staff are empowered and quick to adapt
- Our communities are engaged and sustainable

4.2 **Corporate Plan Updated**

The refresh of the corporate plan (Appendix 1) has been developed for approval alongside the budget setting process for 2017-18.

Some of the factors that give context to and have influenced the work towards a refreshed plan are:

- Progress made against the purpose and priorities of the plan
- Updated intelligence, data and needs analysis
- Alignment of the plan with the 4 year budget setting process
- Ensuring that our key areas of focus as an organisation reflect the challenges of the current financial situation and what we are really able to deliver and achieve
- An opportunity to review our priorities to give clarity and to reflect the priorities of our key partners and their strategic plans
- Walsall’s role in the region including the developing West Midlands Combined Authority
- Awareness of the emerging transformation plan for how the council will change the way it delivers its services in the future as part of an integrated approach to planning

4.3 **Refreshed Vision and Priorities**

The Council’s purpose remains “**Reduce Inequalities and Maximise Potential**”.

Against the background of the points outlined at 4.2, our refreshed overarching priorities are aligned with 3 main themes and linked statements of vision/ ambition:

1. Economy

- **Pursue inclusive economic growth:** *Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities*

2. People

- **To make a positive difference to the lives of Walsall people:** *Increasing independence and improving healthy lifestyles so all can positively contribute to their communities.*
- **Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best** - *Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities.*

3. Place

- **Safe, resilient and prospering communities:** *Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion.*

4.4 Monitoring and Delivery of the Plan

A delivery plan will be developed to enable regular oversight and monitoring of progress against the refreshed priorities.

In addition to a suite of statutory and local performance measures which align with the refreshed priorities, other council and partnership strategic plans will inform the delivery of the Corporate Plan, including the Walsall Plan, Transformation Plan, Medium Term Financial Plan, Organisational Development Plan/Workforce Strategy and the ICT Strategy. A high degree of consistency is therefore required across the suite of strategic plans in order to support a 'golden thread' approach and to enable an integrated planning framework.

5. Risk management

There are no significant risks associated with publishing the Corporate Plan, other than the risk to the Council's reputation if it fails to deliver. Effective risk management practice is incorporated into the planning of projects and initiatives that will support the delivery of the plan and this helps mitigate any risk of failing to deliver.

Headline measures for monitoring delivery of the plan are to be further developed, but take as their starting point those measures within the Corporate Performance Framework that have been included in regular monitoring reports to CMT. Other measures may be included in the emerging monitoring and delivery plan.

6. Financial implications

There are no financial implications specific to the revised plan however the plan has been aligned with the budget which Cabinet will finalise on 8 February and recommend to Council.

7. Legal implications

There is no legal requirement to publish a Corporate Plan though its adoption and implementation, and in particular the values it expresses will help deliver a more robust governance framework.

8. Property implications

There are no direct property implications associated with the approval of the corporate plan, though its objectives and priorities will help inform future property decisions.

9. Health and wellbeing implications

Health and well-being is a clearly expressed priority within the plan. Delivery of the plan will help improve health and wellbeing outcomes for all Walsall people in line with the Marmot principles. The priorities detailed in the updated corporate plan align with those in the emerging Health and Well Being Strategy scheduled for approval by the Health and Well Being Board in April 2017.

10. Staffing implications

The Corporate Plan helps to provide staff with a clear vision of what the council is trying to achieve which can be translated into understandable priorities and actions for employees, connecting their individual roles and services to the council's priorities. The continuing development of integrated planning will provide staff with greater clarity of how their role connects to the priorities and activities detailed in the updated corporate plan.

11. Equality implications

The Corporate Plan fully recognises the diverse needs within the borough and acknowledges the different approaches needed to meet these needs.

12. Consultation

Consultation has been conducted with services within the council and with officers involved in partnership working and the Health and Well Being Board.

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Julie Alderson
Executive Director
Change and Governance

08 February 2017



Councillor Coughlan
Leader of the Council

08 February 2017

Corporate Plan 2017-2020



Walsall Council

Foreword by the Leader of the Council

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.

When I became Leader in May 2016 I made no apology in the context of financial pressures being placed on the Council my Cabinet and the coalition would ensure we deliver services at a scale and intensity proportionate to the degree of need. I gave my commitment to having a balanced four year budget and strengthening the golden thread between our priorities and service delivery. 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. As a coalition we have a common agenda in wanting to reduce inequalities and maximise the potential of the borough and of all the people we represent.

The financial pressures the Council continues to experience provide one of the biggest challenges we have. For this reason we have moved to a four year financial plan with a view of rebalancing our budgets to achieve longer term stability. Whilst this challenge remains, our commitment to deliver services at a scale and intensity proportionate to the degree of need to all the people of Walsall remains. It is not dependant on age, ethnicity, sexual orientation, faith, disability, gender or race. There have been improvements in education provision across the borough with over 80% of schools now being judged good or better by Ofsted. Support for children and families in local areas has extended with the implementation of a new model for early help that sees services working more closely together to better meet children's needs. The re-commissioning of the health visitors service has secured a quality service at a lower cost than before that not only caters for the traditional 0-5 years but provides a more family centred approach as it now includes a healthy pregnancy service.

August 2016 saw the borough's new £24m Active Living Centres at Bloxwich and Oak Park open their doors, delivering a new standard and scale of active leisure provision for Walsall residents. Before the end of 2016 over a quarter of a million people had visited the new

centres, with resident's young and old embracing the new activities on offer. Enabling residents to become and remain more active with facilities such as these supports them to live independent, fulfilling lives. Protecting our green spaces for residents is key and we were the first council in the West Midlands to secure a court injunction and carry out a programme of work to secure vulnerable sites across the borough against unauthorised encampments.

Supporting people into work and enabling them to fulfil their potential remains a priority and we are committed to building on the success of the Walsall Works programme which registered and worked with over 1,100 residents during our administration, a number of whom have moved into employment opportunities or education. The council has commenced delivery of the Black Country IMPACT programme and in the past year 410 young clients have enrolled in this programme.

Additional achievements include waiting lists for assessment and care being eradicated, continuing to work to ensure a fair and equitable allocation of care and support for all and our participation in a major national programme to recruit and train social workers which will result in 24 graduate social workers training and working in Walsall where they will work alongside GP's and district nurses in the community.

Working in partnership across differing political views in the coalition between Labour and Liberal Democrats on the common agenda of reducing inequalities and maximising potential will deliver significant changes in how we work in Walsall and in the wider region. Increasingly working with our communities and partners both in the borough, across the Black Country and the combined authority area will provide opportunities for improving what we do and how we do it for the residents we serve.

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



Councillor Sean Coughlan
Leader of the Council



Councillor Ian Shires
**Leader of the
Liberal Democrat Group**

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Our Purpose

Walsall Council as a local authority has a statutory duty to deliver specific services within the borough boundaries for all people and communities in Walsall. The duty on Walsall Council includes a huge range of services from social services to planning applications and from the collection of waste to the collection of council tax and non-domestic rates. Whilst the council must fulfil its statutory duties, it does so in the service of and by working with individuals and all communities to support the most vulnerable, and provide the environment and opportunities for all people and communities to fulfil their potential.

Increasingly the austerity measures affecting the whole country are impacting on the Council and in these increasingly challenging times it is more important than ever that there is a clear purpose that drives the way the Council works and what the Council delivers.

Ultimately the Council exists to serve the people and communities of Walsall, by representing and working with them to protect and improve the quality of life for all, particularly the most vulnerable.

Our purpose:

Reduce inequalities and maximise potential

By working to reduce health, social and economic inequalities and creating an environment where the potential of the area, local businesses, communities and people can be maximised, we will ensure that Walsall is wonderful and 'A great place to live, learn, work and invest'.

We do this with limited resources and so 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 Borough

Walsall has a rich history and is proud of its past; with a market dating back to 1220, formerly known 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, and is located in the Black Country which forms part of the West Midlands conurbation.

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.

There has been significant investment in the borough, with over £376 million over the last 6 years in the town centre alone, including the £11m Business and Sports Hub at Walsall College, £32m HQ for Jhoots Pharmacy, £12m cinema development at Walsall Waterfront and £7.8m Primark and Co-op project as part of the redevelopment of the Old Square Shopping Centre.

Walsall had the fifth fastest growing economy in the country between 2009 - 2013 for the value of goods and services it produces and the Council is committed to supporting businesses to thrive and helping local people into work.

When describing the borough, it is important to recognise that Walsall consists of diverse communities and varying

landscapes. On the one hand, the borough benefits from extensive countryside particularly towards the east, boasting attractive green spaces such as Barr Beacon, Pelsall and Brownhills Commons; a number of attractive urban parks notably Walsall Arboretum with its new visitors centre, Willenhall Memorial, Palfrey Parks as well as numerous smaller parks and green spaces such as Kings Hill, George Rose, Shelfield Parks to name but a few.

On the other hand, the borough is densely populated and developed having grown out of relatively small towns and villages into five district centres of Aldridge, Brownhills, Bloxwich, Darlaston and Willenhall in addition to Walsall town centre. Additionally smaller neighbourhood communities like Pleck, Palfrey, Caldmore, Pelsall, Streetly, New Invention, to name just a few, knit this all together and make Walsall the borough it is.

Walsall Borough Wards



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 own health and the places they value.

Our Communities

As a council we work collaboratively with residents, community groups, voluntary bodies and partners from the public and private sector to deliver services to meet the needs of residents in a proportionate way. We recognise different areas and communities need different services or levels of service at different times. Moving forward this will become increasingly so, as the Council works to reduce inequalities and maximise potential.

Population in the borough is predicted to increase over the next 10 years by 5.1% from 270,900 in 2012 to 284,700 in 2022. A population that is increasingly dependent due to increases in the size of young and elderly populations, and with a declining young working age population. Significantly, by 2022 Walsall's older population, those aged 65+ will have increased by 13.8% and the borough will be home to an additional 6,500 very elderly people (85 years old+) making 53,700 in total. Meeting the needs of an ageing and increasingly dependent population is a key challenge for us and a priority for partnership working within the health and social care sectors.

Our population is also more ethnically diverse than ever before, with just less than a quarter of residents from a minority ethnic background. The Council continues to spend time understanding its new and emerging communities as this informs our service delivery in meeting the specific needs of these different communities.

The borough's demographic profile has changed as economic migrants supply our economy with the labour it needs to replace old industries. Walsall now has a small Eastern European population who make up about 1% of the areas residents. The greater understanding we now have has a wider application in helping to ensure fair and equal access to public services for all communities in a constantly changing environment. In addition, understanding new and emerging communities has also helped to identify and challenge myths and misinformation and to tackle tensions between different communities – in particular between established and new communities in order to maintain community cohesion.

In terms of health, we have a wide range of issues to deal with. Life expectancy at birth is a good indicator of the health of a population. Walsall experiences wide discrepancies in life expectancy across its communities, with men in the most deprived wards in Walsall dying on average 11 years younger than those in the most affluent areas. Not only is our population ageing, more people are living with ill health and chronic long-term conditions in later life.

Ill health causes issues in the labour market too, where over 1 in 7 adults are out of work and benefit dependent. Walsall has seen significant recent reductions in unemployment, however levels are still above national average and the number of young people and long-term unemployed are of particular concern. One of the key barriers to employment in Walsall is low skills and qualification levels. Overall skill levels amongst working age adults in Walsall are low, with a significant number of local businesses indicating that the lack of appropriate skills acts as a barrier to recruiting new staff.

Connected to ill health, Walsall experiences pocketed extremes in levels of deprivation across our neighbourhoods, and this remains a key issue for us. Things worsened with the recession and whilst borough wide deprivation has reduced slightly, Walsall is the 33rd most deprived local authority (out of 326) and some communities sit within the most deprived 10% areas in England. These highly deprived communities tend to be concentrated towards the centre and west of the borough. Walsall fares particularly badly in terms of education, income and employment deprivation and many of the wider issues that challenge the borough match this pattern of deprivation. We currently have nearly 30% of children living in low income families.

These are just a few examples of the issues we face as a borough; our recently refreshed Joint Strategic Needs Assessment (JSNA) identifies a long list of emerging needs and has, along with other need assessments, informed the development of the Health and Well Being strategy and the Council's approach to prioritisation. On their own, as well as collectively, these issues present us with significant implications for service delivery as we grapple with meeting the future needs of our borough.

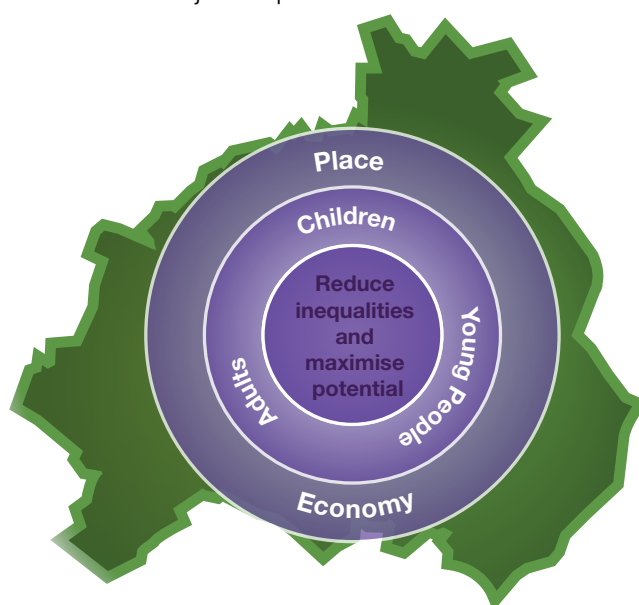
However we don't work alone in this endeavour. The Council is just one of the organisations in the borough that has a role in meeting the needs of local people. We work collaboratively on a day to day basis with our partners to provide vital services to residents.

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. We will continue to seek partnerships that will benefit Walsall and our communities whether these be with public sector, private sector or voluntary organisations.

Our relationship with the voluntary and community sector is particularly important and will become more so as we strive to design services around local need, especially helping to empower communities to increasingly support themselves.

Our Priorities

As illustrated earlier in the focus on the borough the Council is aware of the challenges our communities face and therefore the areas the council needs to focus on when planning and delivering services. Within the purpose of reducing inequalities and maximising potential, the Council recognises the importance of securing inclusive economic growth for people of all ages from the very young to the very old and providing clean, safe and healthy places for communities to thrive. These three elements of 'place', 'economy' and 'people' are intertwined and interdependent, meaning the delivery of services will continue to become more collaborative and joined up.



In considering where resources should be focussed and where improvements can be made the corporate priorities have been updated and themed into four broad areas. These are:

Pursue inclusive economic growth: Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities.

Make a positive difference to the lives of Walsall people: Increasing independence and improving healthy lifestyles so all can positively contribute to their communities.

Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best: Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities.

Safe, resilient and prospering communities: Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion.

The table that follows provides additional detail beneath these 4 priority areas in the form of the service delivery priorities that will be focussed on along with some information regarding how we will work towards this deliverable. As with the three elements of 'place', 'economy' and 'people' the service delivery priorities contribute to meeting priorities in a number of ways. For example 'creating a business environment that supports job creation throughout Walsall' will help develop our economy through providing job opportunities for residents young and old, giving them more disposable income to support their families and will revitalise areas that are currently not being used to their maximum potential.

PURPOSE	PRIORITIES	Service Delivery Priorities	Economy	Adults
Reduce Inequalities and Maximise Potential	Pursue inclusive economic growth: Walsall people will have appropriate skills and access to jobs so economic benefits are felt in each of our communities.	1. Creating a business environment which supports job creation throughout Walsall 2.Ensure people have skills and knowledge to enter and progress in work 3. Transform our infrastructure to support people's ability to access jobs (wherever they may be), and support company expansion, relocation and competitiveness in Walsall 4. Support our town and district centres to offer a distinctive and vibrant mix of retail, leisure, business, community, and cultural opportunities 5. Work with employers and key partners to create a healthy workforce for today and tomorrow.	✓	✓
	Make a positive difference to the lives of Walsall people: Increasing independence and improving healthy lifestyles so all can positively contribute to their communities.	6. Work with partners to ensure people can access high quality services which maximise independence, health improvement and safety, and that respect the autonomy, dignity and diversity of users 7. Transformation and integration of mental and physical health, reducing the use of institutional care with a greater focus on prevention, early intervention and self care. 8. Improve access arrangements and co-ordination of care, creating a streamlined pathway for people who need support from health and social care 9. Collaborate with partners to keep vulnerable people safe 10. Enable and maximise access to financial support and other services to promote independent living	✓	✓
	Children are safe from harm, happy and learning well with self-belief, aspiration and support to be their best: Walsall children are provided with the best start in life so they can fulfil their potential and make positive contributions to their communities	11. Increase school readiness 12. Ensure Walsall Schools and Academies deliver good education outcomes 13 Narrow gaps in educational attainment between the least and most deprived communities and for all under achieving groups 14. Safely reduce the number of Looked After Children and ensure that they are cared for within a family setting within their communities wherever possible 15. Improve the overall social, physical, emotional wellbeing and mental health of children 16. Improved outcomes for children in care and leaving care including reducing the number of care leavers not in education, employment or training (NEETs) 17. Families receive the right help and support when their needs are first identified 18. Raise self-esteem and aspirations for all children 19. Ensure all children are a healthy weight. 20. Reduce youth offending and the numbers of young people on remand in custody, and improve the outcomes for victims and young people in Walsall who have offended 21. The voice and participation of children and families inform and influence practice.	✓	✓
	Safe, resilient and prospering communities: Walsall is a clean, safe and healthy place, with the right housing to meet need, accessible to all and with a strong sense of belonging and cohesion.	22. Enable access and use of green spaces to improve health and wellbeing and reduce social isolation 23. Empower communities to support themselves by facilitating volunteering opportunities 24. Continue to roll out targeted services to meet needs of communities so providing the right services in the right places (locality models) 25. Reduce atmospheric pollution to improve long-term health of the population 26. Greater cultural understanding and awareness across all communities in Walsall (geographical and cultural) 27. Provide and support sustainable environments and services, which make Walsall an attractive and healthy and safe place to live and work 28. Promote good transport accessibility, allowing residents to access jobs and services, and businesses to operate effectively 29. Support the provision of housing, matched to local needs, in appropriate locations 30. Reduce homelessness and support those in need.	✓	✓

Children & YP	Places	How we will do it
✓	✓	a) Dramatically improve the brownfield land available for development in the borough through our Place pipeline
✓		b) Improve the employability, education and skills of Walsall people aligned where possible to the needs of local business
	✓	c) Pursue our transport and infrastructure priorities and seek funding from national, Black Country and West Midlands Combined Authority to invest in our Borough
✓	✓	d) Adhere to the Workplace Wellbeing Charter
✓		e) Encourage local businesses to participate in Corporate Social Responsibility programmes that support local priorities
		f) Reduce isolation and loneliness through the services provided and approach taken
		g) Provide support to those with long term conditions or those challenged by mental health or addiction problems to enable them to work
		h) Engage with the voluntary sector, housing, health & care markets to help shape them to meet the requirements of the new models of health and care
		i) Continue to develop staff, systems, processes, technologies and partnership working to support new models of delivery
		j) Develop a joint health and social care commissioning plan that supports the delivery of co-ordinated and streamlined services in health and social care
		k) Develop a health and care Place Plan for 2017/18 through Walsall Together to: <ul style="list-style-type: none"> • improve outcomes and experience of health & care services • improve the health & wellbeing of Walsall residents • reduce the overall cost of health & care to the Walsall pound
✓		l) Improve the quality of inclusive education provision across Walsall for all
✓		m) Deliver a strong early help and edge of care offer for families and children who need our early support; locality based with partner organisations
✓		n) Improve permanency planning for children in care
✓	✓	o) Ensure social work practice is based on good relationships with families and manages risk at the lowest level through high levels of support and appropriate interventions
✓		p) Develop a strong Council and Partnership offer around our role as a Corporate Parent
✓	✓	q) Deliver clear strategies to improve mental health and reduce obesity in children.
✓		r) Ensure the partnership owns the vision and that operational delivery continues to successfully assess, manage and reduce desistance factors and improve and further enhance protective factors
✓		s) Develop and implement a strategy for the best start in life that incorporate a maternity strategy, a healthy pregnancy service and a healthy schools programme
✓		
✓	✓	
✓	✓	t) Create infrastructure to support third sector to develop further to deliver services
✓	✓	u) Further develop partnership approach and opportunities in localities based on clear, evidence based locality working model)
	✓	v) Support development and sustainability of quality affordable housing and develop cross partner approach to working with all homeless)
✓	✓	w) Improving links with 'hard to reach' and 'seldom heard from' communities through engagement events and activities
✓	✓	x) Organising events aimed at inter-cultural understanding and exchange
	✓	y) Administering database of community and voluntary sector opportunities and skills matching volunteers with opportunities
✓	✓	z) Develop and implement planning frameworks and policies that provide for the borough's future needs (including transport, employment, land, housing, leisure, retail, open spaces etc) and which promote health and wellbeing
✓	✓	aa) Update the Green Spaces Strategy to reinforce the role they play in supporting healthy lifestyles, economic growth etc...
✓	✓	bb) Maintain clean, safe and attractive urban environments, including provision of appropriate street cleansing services
		cc) Deliver an efficient and effective waste service, which encourages environmental sustainability (recycling)
		dd) Manage our highway assets and deliver transport improvement schemes (including public transport) in a way that supports economic growth, healthy living and promotes accessibility
		ee) Carry out our Public Health duties in relation to infection control and mitigating disease outbreaks
		ff) Exercise our community protection and enforcement powers to ensure safe and healthy environments
		gg) Prioritise the reduction of atmospheric pollution to improve health outcomes and the quality of the local environment

Walsall Council – moving towards 2020

In addition to work with our local communities and partners, the Council also plays a significant role in the region and this will continue as we seek to provide the best opportunities for residents and businesses and ensure Walsall continues to be a major player in the region.

Walsall has an established track record of collaborating with partners across the Black Country and the West Midlands to achieve progress in areas of key strategic importance for both Walsall and the region.

Black Country

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 future. 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:

- To implement LOCAL PLACE-BASED MODELS OF CARE for each community that deliver improved access to local services for the whole population, greater continuity of care for those with ongoing conditions and more coordinated care for those with the most complex needs. This work will build on the Multi-speciality Community Provider (MCP) and Primary and Acute Care Systems (PACS) approaches which are already being developed with local communities, in order to deliver an 'Accountable Care Organisation' model appropriate to each of our localities.
- To create, through EXTENDED COLLABORATION BETWEEN SERVICE PROVIDERS, a coordinated system of care across the Black Country to improve quality and to deliver efficiencies on a scale not accessible to individual organizations. This will build on existing collaborations such as the Black Country Alliance and the Transforming Care Together Partnership for Mental Health and Learning Disability Services, and it includes the development of the new Midland Metropolitan Hospital (bringing together acute services from Sandwell and City hospitals) following Public Consultation in 2007.
- To take coordinated action to address the particular challenges faced by our population in terms of MATERNAL AND INFANT HEALTH, and to create a single Black Country maternity plan that inter-relates with Birmingham and Solihull where necessary.
- To work together on KEY ENABLERS that will enable us to achieve significant workforce efficiency and transformation, to deliver the digital infrastructure required for modern patient-centred services, to rationalise public sector estate utilisation, and to streamline commissioning functions.
- To act together, and in partnership with the West Midlands Combined Authority, to address the WIDER DETERMINANTS OF HEALTH such as employment, education and housing.

West Midlands Combined Authority

Walsall MBC has joined the West Midlands Combined Authority (WMCA) as a founding constituent member. Conceived

as a powerful regional partnership with the purpose of improving the economy for the people and businesses of the West Midlands, the WMCA will be 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 we will lead the WMCA response to the independent Land Commission following receipt of their findings.

Our approach to delivery

Whilst this plan sets out what we need to do and how we are going to approach tackling these priorities, it does not sit in isolation of other strategies or delivery plans. Understanding the needs of all our communities is key to ensuring we are correctly prioritising how we allocate resources and are connected to work we are delivering in partnership with other organisations such as the police, health partners and voluntary and community groups.

The delivery of the priorities in this plan is supported by an integrated set of supporting strategies and delivery plans. As we move towards longer term planning and budgeting some of these supporting documents are under development or being refreshed. The diagram below references some of the key strategies that have informed and will support the priorities

Integrated planning model



The strategies that support the delivery of our corporate plan are interconnected and in some instances e.g. the Health and Well Being Strategy, they are developed with partners. We recognise the Council needs to be cost effective and efficient in everything that it does to achieve the maximum impact for our communities.

It is crucial that we have a clear direction and these integrated internal strategies will provide that and allow us to focus our limited resources on what's really important, and what could make the biggest difference to the people of Walsall.

What will be different moving forward?

The world is changing fast and as a council we must react to meet the increased demand and expectations from our citizens and business community, whilst managing service delivery with decreasing resources. As we face these challenges we are seeking new and innovative ways of delivering council services, taking advantage of digital technologies.

Our residents, businesses, customers and clients access technology and digital services in all areas of their daily lives at a time and place convenient to them and this should be reflected in how the council interacts with its customers. Delivering services digitally has a profound and transformational impact on the type and quality of offerings the council is able to make. Customers being able to self-serve improves availability and access to information and the ability to choose, book, report and pay for council services.

The council's Information, Communication and Technology Strategy supports four key aspects of the way we will deliver our services:

Digital by Desire – will support customers to access and self-serve on-line whenever and wherever is most appropriate to do so. We have a programme to digitally enable services which lend themselves to be delivered through internet browser technologies.

Using Information to Help the Way We Work – Information is a valuable asset and the Council creates and holds significant amounts of data and information from its many and varied interactions with customers and businesses. We will ensure that we capture and hold information appropriately depending upon its sensitivity and we will endeavour to use it to provide improved customer experience and interaction with customers.

Using Technology Effectively – as well as offering technology solutions to deliver services to our customers, council staff have up-to-date technologies to help them to work effectively, i.e. using mobile tablet devices and smart phones to support service delivery closer to customers out in the borough and therefore reducing the amount of paperwork being printed by holding information within secure electronic system.

Maintaining our ICT Infrastructure and Service – the Council will prioritise its investment in the technology tools and skills it needs to ensure that the ICT provision is safe, reliable and secure. We support our staff who rely on different forms of technology to do their jobs and we also secure the IT systems which hold and process the information we rely on. This is reflected in the way the ICT strategy aligns with our emerging workforce strategy.

At the heart of Walsall's approach to digital services, we aim to manage the data we collect and process, gaining value from turning it into information, adding intelligence to give knowledge and enable better service provision.

Our Values

Our values will help us to achieve the Council's purpose and priorities. They will help to 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.



The Council recognises that as austerity measures continue to impact on what we do and how we do it, our staff are increasingly important and our best asset. To support the existing workforce development plans, the overarching strategy is under development to 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. This will inevitably lead to a revised set of values that reflect the organisation the Council will be in the future.

Our Finances

The Council, as recognised by our external auditors, has and continues to be well run financially, continuing to balance the books and meet tough savings targets, whilst largely protecting the most vulnerable adults and children in our community.

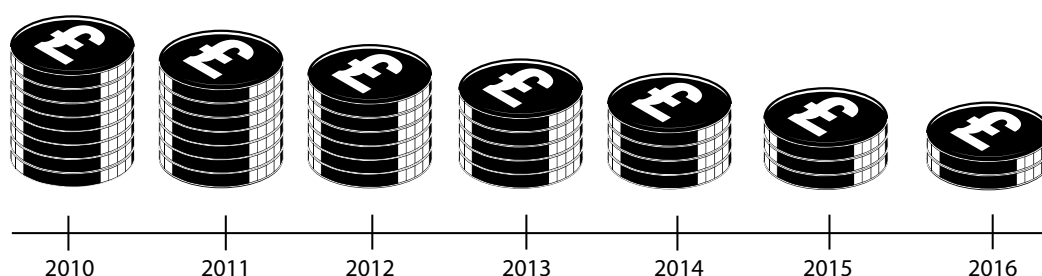
Like other local authorities, however, we continue to face exceptional financial pressures, driven by increases in demand, new areas of responsibility and unprecedented cuts to public service funding. This is going to get more difficult given the context of:

Spend per household



£6,965 the amount spent per household in 2010 /11 compared to £5,473 the amount spent per household in 2016/17

Funding from central government



Since 2010, funding from central government has reduced by £99 million. Over the same period total savings of £137 million have been made. These net savings were necessary to manage the reduction of income from central government and rising costs to the Council.

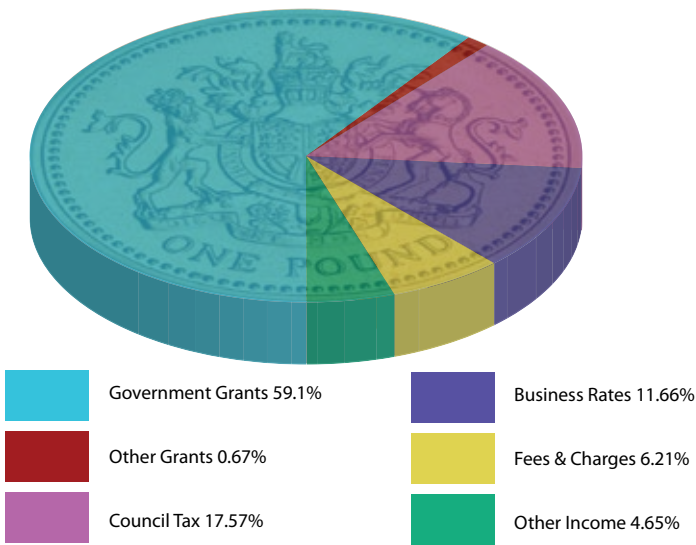
To meet this challenge, the Council has a robust financial plan to meet the corporate priorities covering the period up to 2019/20.

This Includes:

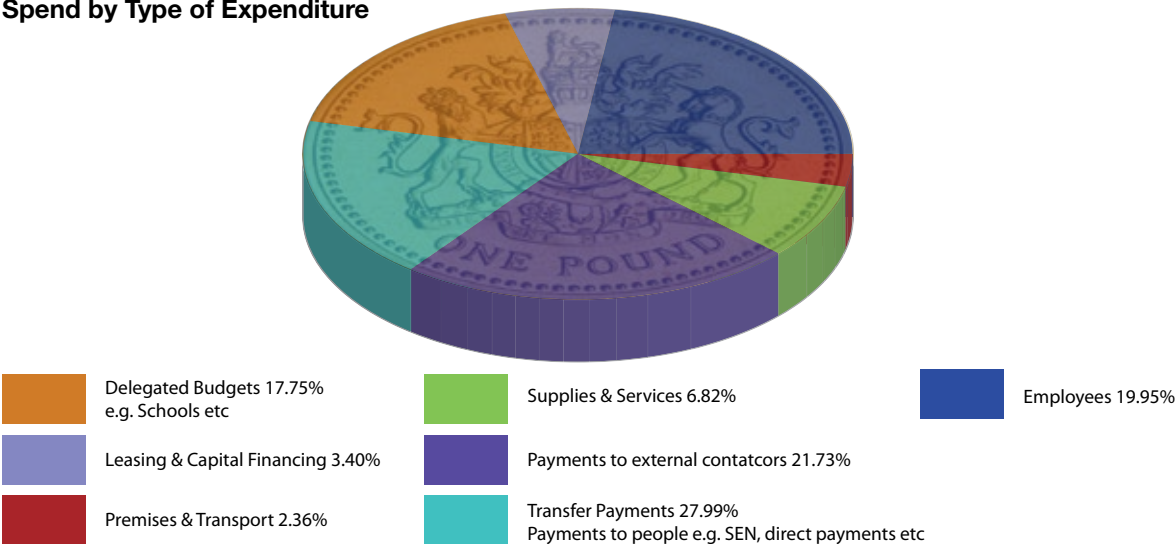
- £55m the amount of savings required over the life of this plan
- £169m the amount of investment in services and infrastructure planned over the life of this plan.
- £1.8 billion the amount planned to be spent over the lifetime of this plan.

The following illustrations explain where the Council's funding comes from and how it is spent.

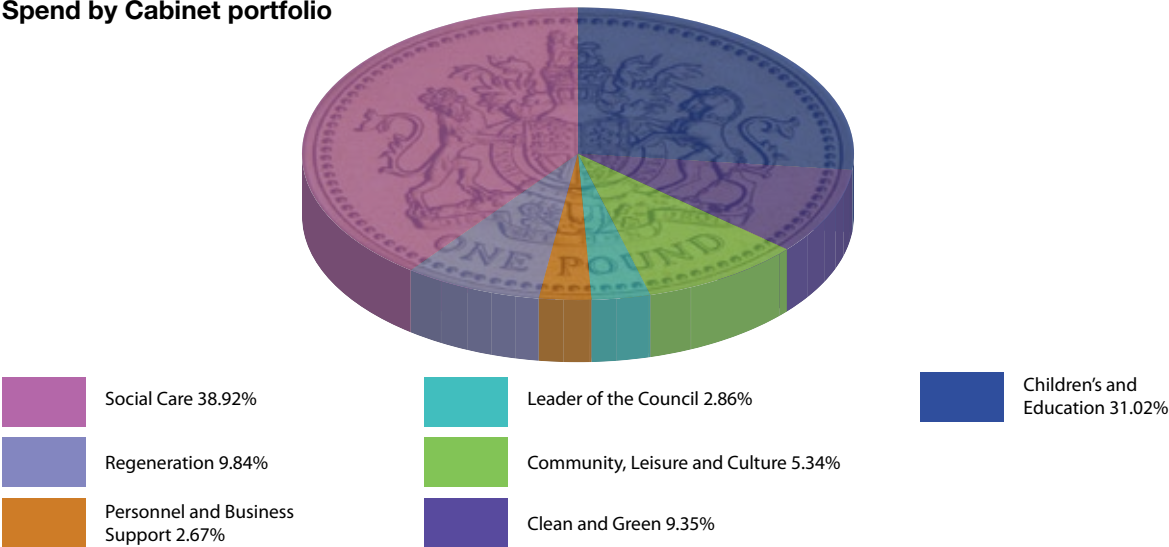
Sources of funding



Spend by Type of Expenditure



Spend by Cabinet portfolio



Walsall Council in 2020

By 2020, as a result of funding cuts, rising costs and new responsibilities, the Council will have significantly rebalanced its budget. Driven by the need to achieve savings between 2010 and 2020 and in dialogue with our communities, we have made some really tough decisions, working hard to ensure that the budget we have in place best serves the needs of our borough and notably those most in need of our services. Our ongoing overall priority as we seek to rebalance our budget and make every penny count will continue to be to reduce inequalities and maximise potential.

As a result, by necessity, whilst the council is smaller and we do fewer things, we still maintain delivery of a significant proportion of services, though now we are more streamlined in our approach having developed new and innovative ways of delivering services locally, regionally and in partnership with others. This approach is set to continue as we constantly evolve in an ever-changing world.

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 collaboratively will continue to support reducing inequalities and make Walsall a healthy town.

Our efforts will be focused on strengthening our economy, protecting vulnerable people and ensuring that Walsall is a clean, safe and vibrant place.

If you would like this document in another language or format contact please contact

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