

## Corporate Scrutiny and Performance Panel

## Agenda Item 10

10.1.17

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‘Building Pride in Walsall’ Corporate Plan Performance Panel

10.1.17

**Portfolios:** Councillor J Bird, Leader of the Council

### Executive Summary:

This report sets out for comment the draft Corporate Plan ‘Building Pride in Walsall’, which is attached as an appendix. The Corporate Plan focuses on three priority areas – neighbourhoods and communities, the economy, and health and wellbeing where it is believed the council needs to, and can, make a difference. It is centred around the resident experience of what it is like living in Walsall and then on what the Council will do to help improve things for residents and so help build pride in Walsall. It also sets up how we will monitor the successful delivery of the plan which will help provide members and the public with transparent information on how successful we are.

The Corporate Plan also sets out the proposed new Council System design – ‘delivering right, fast and simple’ which describes how we will work in a way that provides the best possible services to our residents.

The Corporate Plan provides a clear focus to plan activities and target improvements. The plan aligns to our shared partnership vision to make Walsall a great place to live, work and invest and has been annually produced and reviewed for a number of years.

This year’s plan has been written within the context of the aims and principles of our Working Smarter Programme and as such puts resident satisfaction, improved efficiencies and value for money at the heart. With a narrower focus of just three priorities – down from nine the previous year, it acknowledges the need to concentrate on what matters most to local people.

The Corporate Scrutiny Panel are asked to make any recommendations they feel necessary to Cabinet. As a key policy document for the authority, the Corporate Plan will be submitted to Council for its adoption.

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### Reason for scrutiny:

To allow Scrutiny members to influence this key policy document ahead of going forward to Cabinet and then onto Council for adoption

## **Recommendations**

### **What the Corporate Routine and Performance Panel**

- Review the Corporate Plan 'Building Pride in Walsall' and make any recommendations they feel necessary to Cabinet
- Review the new Council operating model 'delivering right, fast and Simple' and make any recommendations they feel necessary to Cabinet

### **Background papers:**

### **Resource and legal considerations:**

**Financial** The development of the priorities has run alongside the budget setting process and as such activities needed in year to deliver it are all accounted for within the budget. As the plan takes a look forward to 2020, the priorities contained within it, and intelligence around its delivery will also be used to help inform future years' budgets.

The new operating system will not have direct immediate financial implications. Resources allocated for development will continue to be absorbed within the budgeted in-year costs of the Walsall Partnership and Business Improvement Service. The application of the operating system will enable the council to drive out waste, spend less and change the way it does business. There is a financial risk to the model around control of budgets, referred to in 'risk management issues' below.

**Legal** There is no legal requirement to publish a Corporate Plan and there are no direct legal implications from the development of the Council operating model, though there may be implications as the system is implemented which will continue to be monitored.

**Training** 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 individual targets through the Employee Performance Appraisal process. The inclusion of the Council System Design and the refresh of the Core Values also set out for staff how the Council will operate and the way in which they are expected to approach their work. The pilot stages suggest that in operating the prototype system the staff involved experienced greater empowerment and job satisfaction and as a consequence their productivity increased.

### **Citizen impact:**

The Corporate Plan is focussed on the residents of Walsall, on their experience and where we want to improve things for them. Its successful delivery will have a positive impact on all who live, work, visit, study or invest in the borough through improved services.

## **Environmental impact:**

The physical appearance of a place has a significant bearing on resident satisfaction with their neighbourhoods and communities. Pride in Walsall makes a clear commitment to improving the cleanliness of neighbourhoods. The new operating model will also help to improve our responsiveness to local issues around the physical appearance of local areas.

## **Performance management:**

### **Performance**

The development of the new Business Improvement Service and the Partnership's Shared Intelligence Project will ensure the intelligence and business change requirements to deliver the plan and implement the new operating model are addressed. The model itself should help to generate more customer focussed intelligence to feed strategic planning, which in turn will enable the Council to develop appropriate local measures to monitor improvements.

### **Risks**

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.

There are risks associated with the implementation of the new operating model and these will be managed through the Working Smarter Programme Board. The key risk to not delivering is that widespread understanding fails to be developed within the organisation and that consequently employees do not feel empowered to implement change. It is also likely that the new operating system will be met with resistance to change, particularly where services will be required to work in partnership to achieve more effective outcomes. These risks have been successfully overcome in the pilot stages. Risks can be mitigated through the strategic leadership shown by C&T and other senior council officers, as well as by elected members, and an approach of prototyping and shared learning following the Working Smarter principles. Further mitigation will be achieved through the wider governance arrangements of Walsall Partnership.

There is also a risk centred on the control of budgets when devolving decisions to the lowest level. The risk is that empowering front line workers to make decisions to 'sort' issues for residents at the front line will weaken management control of budgets. However this risk can be managed through the service redesign process to ensure that as services are being aligned to this new operating model, steps are put in place that safeguard effective budget management.

## **Qualitative implications:**

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

## Consultation:

The plan has been informed by intelligence gathered from numerous consultation processes including budget setting and area management. In drafting the plan colleagues from across the services have been engaged.

Key partners across Walsall have been consulted on the new operating model through the Walsall Partnership Board on the 11<sup>th</sup> January 2019.

Council officers from a wide range of service areas have been involved in prototyping the system in its development stages.

The SMT and SPM and some PMT stages of the system were tested during the St Matthew's pilot which was aimed at applying the model in a small geographical area of the Borough.

Colleagues from the Council and other organisations were consulted and the thinking behind the model was tested with the New Economics Foundation who had previously provided very positive feedback on the St Matthews Pilot.

Walsall Partnership members were engaged in 12 meetings and a small working group established to take forward a prototype with particular attention focusing on the PMT and PM stages. In order to resolve issues which reach these levels a partnership approach is frequently needed, as many require services to work differently and or a service to be redesigned with others.

Case studies were initiated with Adult Social Care and Walsall Housing Group and Young people's Integrated Support Service. Updates were provided via the Walsall Partnership Board, Working Smarter Board, Area Partnership Implementation Group and to the Executive Director for Children's Service as the lead on Council System Design Project. Pauline Pilkington has briefed the relevant portfolio holders on progress.

## Contact Officer:

Colin Teasdale  
Principal Corporate Performance Officer  
0191 222 2222  
[teasdalec@walsall.gov.uk](mailto:teasdalec@walsall.gov.uk)

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Corporate Plan □ □ □ □ □ □ □ □ □ □

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We should all be proud of Walsall□of our rich heritage and what we are achieving today□The council is responsible for many different services that impact on people's lives and we continue to see strong improvements in the way we provide these services□

But we must not shy away from the reality of life for many people living in Walsall in □□□□, of the things we need to improve and work upon with local people, to support them to make improvements for themselves□We need to listen to local people and focus on those things that are most important to them, designing solutions that fit locally and respect the differences between our communities□We need to also ensure that we work smarter as an organisation, making the best use of our resources, targeting them in the right way and stripping waste and inefficiencies out of our processes□

Being proud of Walsall means being proud of the physical appearance of where you live, of the opportunities it gives you to aspire to great things and the help and compassion shown to those in most need of support□It also means taking ownership and responsibility for your communities, helping one another and engaging in activities that improve the area for everyone that lives there□

This plan supports the development of a Walsall in which we can all continue to be proud□It is ambitious but it is focussed on what matters most□As such □I commend this plan to you and ask that everyone work together with partners to make it a reality and help build pride in Walsall□

Councillor □ Bird  
Leader of the Council

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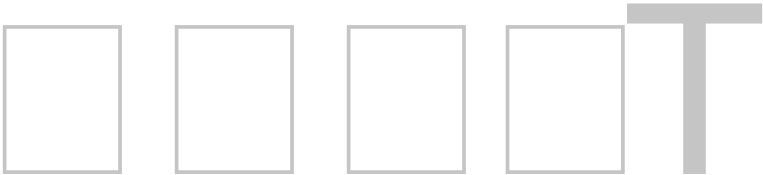
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## Introduction

This Corporate Plan sets out how we intend to build upon our successes and meet the existing and emerging challenges we face. It focuses on what we believe are the three priority areas – neighbourhoods and communities, the economy, and health and well-being. It sets out what it is like living in Walsall in 2014 and what we want it to be like by 2019.

Local government is changing. The need to play our part in tackling the national deficit has meant that we have received the toughest financial settlement in living memory from central government. Having less money to go round inevitably means that we will be able to do fewer things and will have to do those things we continue to do differently. We have already had to make some very tough decisions and yet more will have to be taken over the coming months and years. But reduced finances are not the only – or even the primary – imperative for change. Central government elected in May 2010, has thrown down the challenge to local government to help build its ‘Big Society’, giving individuals and communities more power and responsibility. The Localism Bill will seek to make provisions for this to happen, but it is not something that an Act of Parliament alone will bring about, it is something that local councils and local people will need to drive forward themselves.

Whilst change is both inevitable and desirable, what remains constant is the fact that we exist as an organisation only to serve you, the residents of Walsall. All that we do should be for your benefit – to support you in living healthy lifestyles, to give you increased access to better jobs and to make your neighbourhoods better places to live. We do all of this with your money, so we must always work to make sure we use this responsibly and efficiently, spending wisely and maximising savings wherever possible.

We know we face significant challenges in Walsall. The borough has lost around 1,000 jobs between 2008 and 2010 over 1% of its total employment. We continue to have higher rates of poor health, particularly in the more deprived areas. Crime is also increasing, particularly crimes such as theft and burglary.

Despite this there is a lot to be proud of in the borough, both in our rich heritage and in what we are achieving today. Our recycling rates are amongst the very best in the country. Fewer of our young offenders go on to re-offend than in similar areas and we have good arrangements in place to safeguard our most vulnerable citizens.

We recognise that we must continually look at the way we work and how this could be done better. 2011 saw the start of an ambitious change programme called Working Smarter which will seek to make the council smaller, cheaper to run, more efficient and better for customers. Working Smarter challenges us to be innovative in the way we work, to be brave and try new things we never thought possible and to do this in a way that always keeps you as residents at the heart of everything we do.



We will continue to proactively engage with you to ensure we fully understand what is needed. We recognise that this level of engagement works best at a local, rather than borough wide level due to the diverse needs in different areas. That is why we launched six Area Partnerships which seek to increase local community involvement in their own areas and to involve local people in improving the environment in which they live and work and we would encourage everyone to get involved.

My management team and I are fully committed to delivering this plan and we will be open and transparent in the way we report progress against it so that you may hold us to account for it. The plan expresses the political priorities of our bosses, and your elected representatives, who serve on the Council. It is a managerial manifesto that provides the focus for us to move forward together through these challenging times but we will all have a key role to play in delivering this plan which will require hard work, commitment and proactive engagement at all levels.

Yours faithfully

Paul Sheehan

Chief Executive



## Our Purpose

The council's stated purpose is to:

**Maintain and improve the physical and economic environment for the health and wellbeing of all our residents within financial constraints. Operate efficiently and collaboratively within a one council model and with partners to ensure value for money for taxpayers and other funders**

The council exists to benefit the public, responding to their needs to ensure the delivery of effective local services. We do this with only 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. This means we need to listen to what local people want and build up a thorough understanding of their needs and wishes. It also means we need to look outside our own organisation and work with partners in the public, private and voluntary sectors.

This plan will be achieved through the council working more smartly in the way it operates. **Working Smarter** is an ambitious change programme that attempts to bring this about through taking out waste and spending less, improving customer service and changing the way we do our business. But as well as a specific programme of change, working smarter is also a culture that will become embedded within the council, underpinned by nine key principles:

- **Get it right first time**
- **Developed problem solving**
- **Accountability for your actions**
- **Take personal responsibility**
- **Control exercised at the lowest possible level**
- **Unity of purpose - one council**
- **We exist only to serve residents**
- **Innovate to improve**
- **Mutual trust and integrity**

## What we have achieved so far

The council is committed to delivering for our customers in a way that is right, fast and simple.

**Right** We should strive to ensure our customers' needs are met effectively. The way we work should drive out the need to repeat processes because an issue was not resolved first time around. Right also means that appropriate action was taken and all necessary information was taken into account.

**Fast** All processes should be streamlined in such a way as to avoid unnecessary delays and improve efficiency.

**Simple** We recognise that not every issue is simple but our processes or communications should never make it more complicated than it needs to be. Our aim should always be to make things as simple as possible for our customers.

If we do this then we will meet and even exceed customer expectations and make better use of our resources. It will be achieved through an operating system that empowers front line staff and encourages joint working. This way of working is set out in figure below.

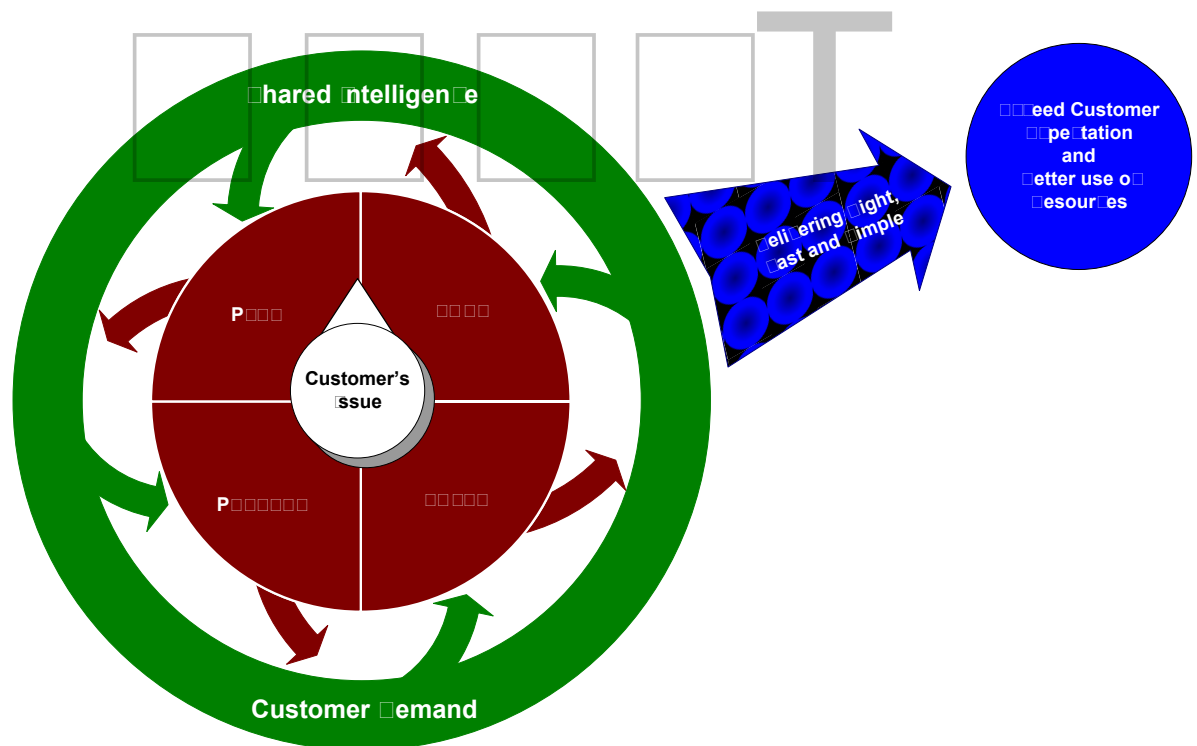


Figure 1: Delivering Right, Fast and Simple

## The model explained

Different issues will require a different type of delivery. There are four types of delivery that have been identified – these are Sort, Solve, Prevent and Plan.

- **Sort** – frontline workers are empowered to fix simple problems.
- **Solve** – more complicated problems are fixed using a team-based approach, potentially involving multiple services and partners.
- **Prevent** – processes are redesigned to avoid problems repeating themselves.
- **Plan** – anticipated future demand requires strategic priorities to be set in a way that allows demand to be met.

All four delivery types inform, and are informed by, intelligence about customer demand and other influencers e.g. national policy.

## Our values

This way of working requires every member of staff to act in a way that supports the model. A set of values have been developed to guide us in our day-to-day work, governing our contact with people and those who use and rely upon our services, and our relationships with partner organisations. These values are:

We strive to exceed the expectations of our customers

We collaborate effectively

We strive to achieve value for money

## Our vision

Through the framework provided by the Walsall Partnership, the council has worked with other local organisations including the police, the NHS, local businesses and community and voluntary groups, to develop a clear vision for the borough of Walsall, looking ahead to the year 2030. This vision is set out in detail in partnership plans for the borough, including the Sustainable Community Strategy, the overarching community plan for the borough.

Our shared vision for the borough is that

**Walsall will be a great place to live, work and invest, here**

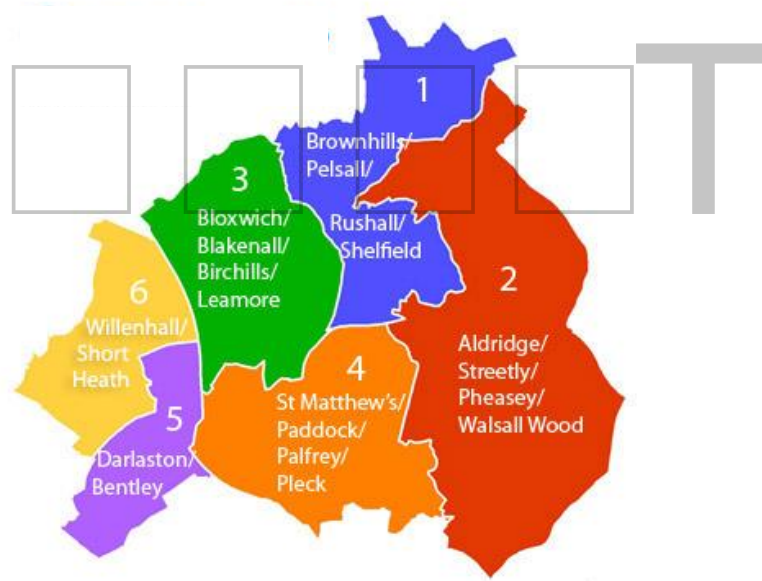
- people get on well with one another
- people can get around easily and safely
- people support and look after one another
- there are more and better jobs for local people
- people can live an independent and healthy life
- there are a wide range of facilities for people to use and enjoy
- people consider the impact of what we do now on future generations
- high quality and distinctive designs of buildings and spaces exists
- growing up is as good as it can be and young people fulfil their potential
- people are our strength and have the skills and attitude required by employers
- everyone has the chance to live in a home fit for their purpose and fit for the future
- people feel proud to live

This is the council's vision for the borough of Walsall, its communities, and its residents – it is our focus as we plan our services, and allocate resources, for the year ahead, and into the future. We recognise the diversity of our communities and the different needs of different areas. We have established six Area Partnerships, each made up of between two and four council wards. Each Area Partnership will:

- engage with local communities to identify issues and agree the key priorities for the area to be included in the Area Plan
- empower communities to solve local problems by supporting local action and giving people influence over the resources allocated to their area
- Co-ordinate service providers and hold them to account for delivery, to ensure better outcomes for our communities and a more effective use of resources

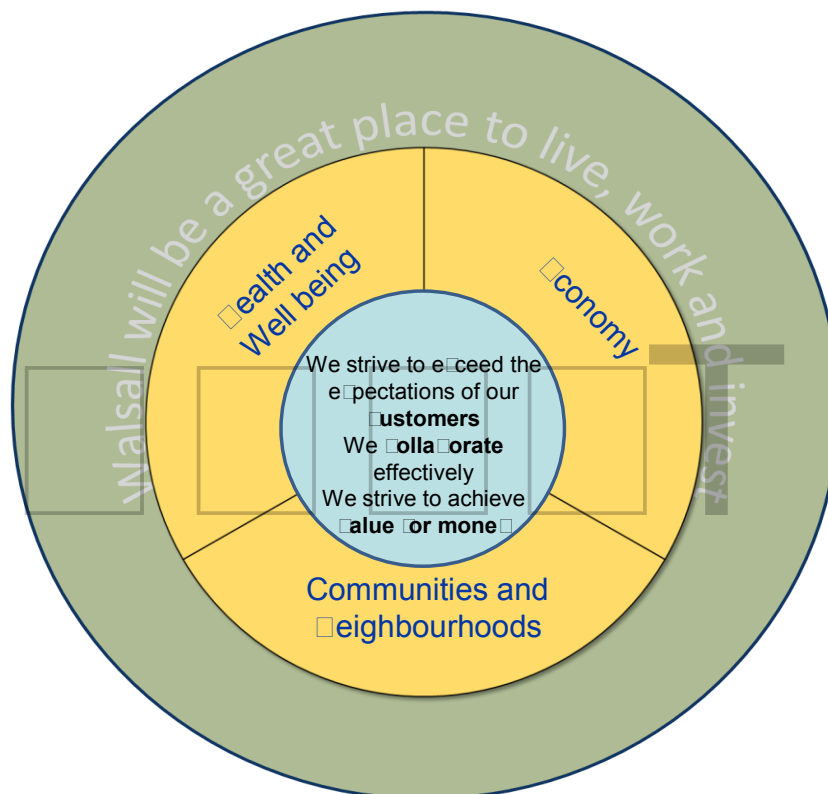
We want Area Partnerships to become a powerful partnership between communities and organisations, to be a driver for improvement, efficiency and better outcomes locally and for Walsall as a whole. Working smarter means increased working across services and agencies at a local level, to meet local needs.

Each Area Partnership is working to develop its own Area Plan showing how the priorities contained within the Sustainable Community Strategy will be delivered in the Area. Area Plans will reflect local circumstances, and include actions to address locally determined priorities where there is evidence of need and where engagement has demonstrated strong local demand. Each 'workstream' has been developed locally through Area meetings. Whilst action to tackle anti social behaviour and crime, or to achieve a cleaner, greener Walsall, are priorities for all Areas, the range of initiatives to address those priorities and to achieve improvements may differ from Area to Area, reflecting local concerns, with services focussing on local issues.




## Our Priorities

Whilst working towards this shared partnership vision for Walsall, it is important that as an organisation we focus on what we need to deliver in the shorter term such as we have committed to three priorities to focus on between now and 2025. These are: communities and neighbourhoods, the economy, and health and well-being. These priorities will support our ambition to make Walsall a great place to live, work and invest and they will be supported by our core values.







Most of our people  
live in council housing  
from a black or  
minority ethnic  
background

The incidents of anti  
social behaviour being  
reported to the police are  
decreasing

The borough is made up of  
several individually distinct  
neighbourhood communities  
to which people show a  
strong sense of belonging

Whilst people recognise  
there are a number of  
engagement opportunities  
they do not believe that  
these help to influence  
local decision making

## Communities and neighbourhoods all of

More people are telling  
us they are satisfied  
with their area as a  
place to live

Waste collection and  
recycling services are  
amongst the best in the  
country and levels of  
littering are low

Overall crime is increasing  
as it is nationally but  
fewer of our young people  
go on to re-offend than in  
similar areas

Although pupil attainment has  
improved overall, it is still below  
the national average at most  
stages but we are a leading  
authority nationally for  
educational support provided to  
looked after children



## The Walsall Experience

We want Walsall to be a place where local people influence local decisions. Our approach to neighbourhood working will allow local communities to engage with us on the issues that matter most to them, allowing a tailored approach to specific local circumstances.

We want Walsall to be a place where communities take control. We know we don't have the resources to do everything and we recognise that we as the council are not always the best people to be doing certain things so we will help community and voluntary groups to make a vital contribution to their neighbourhoods. Walsall will be a place where localism thrives.

The diversity within the borough's communities will be celebrated and people will get along well with each other. Our rich heritage will be treasured and will be complimented by new cultural events.

Walsall should be place where people are proud of their local area. We know that physical appearance is important for this so we must continue to build on our top class waste and recycling service and improve street cleanliness.

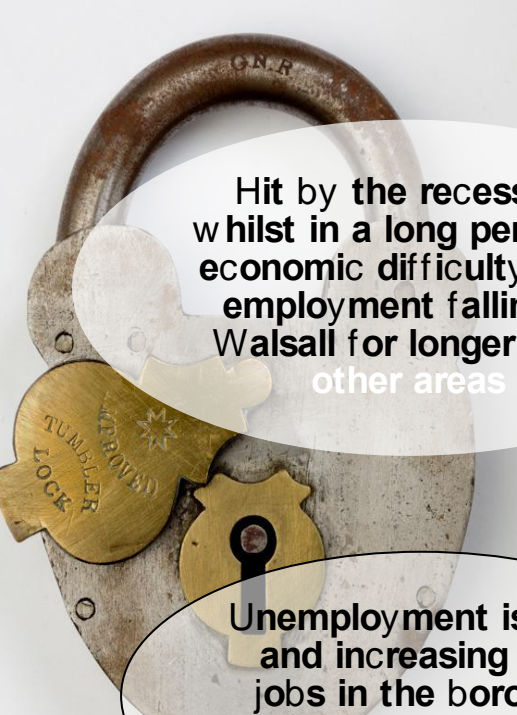
Our green spaces will be well maintained and accessible so that people want to use them and value the time they spend there.

Feeling safe in the local area and in the town and district centres is also important to building local pride. In partnership with the police we want to drive down anti-social behaviour and to do more to tackle acquisitive crime such as theft and burglary.

Schools in Walsall will improve achievement and promote aspirations, enabling all our children to reach their full potential. Young people will have a choice of positive activities based on what they tell us they want. This will help raise aspirations and achievements and encourage them to become active members of the community.

- Residents are happy with local services
- Residents feel they can influence decisions locally
- Streets are well maintained and clean
- Residents recycle more waste
- Communities feel safe from crime and anti-social behaviour
- Young people engage in positive activities
- More residents volunteer locally
- Communities are cohesive



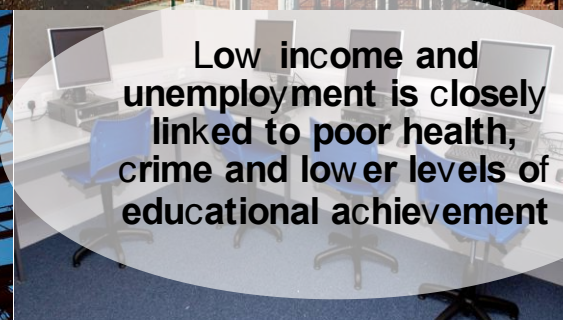


It is the recession  
Whilst in a long period of  
economic difficulty with  
employment falling in  
Walsall more than  
other areas

Unemployment is high  
and increasing and  
jobs in the borough  
are low and  
disappearing

Micro and small  
businesses dominate  
but account for less  
than half of our total  
employment

Walsall needs strong  
interventions to  
improve the economy



Low income and  
unemployment is closely  
linked to poor health,  
crime and lower levels of  
educational achievement

Former heavy industrial sites  
have left potential employment  
sites discontaminated and  
needing investment to bring  
them back to use

More of our young  
people are engaged in  
education, employment  
or training than 10 years  
ago

Walsall is one of the  
most economically  
vulnerable areas in a  
poorly performing  
region

The loss of traditional  
industries has meant a  
change in the type of jobs  
available with full time  
employment opportunities  
reduced while part time  
opportunities have increased

Economic recovery is  
slower than in other  
areas, with more  
people claiming a  
range of benefits

In some communities  
generations of families have  
little or no experience of  
employment and its impacts on  
children and their aspirations  
and life chances

## Walsall's economy



## The Walsall Regeneration

Walsall will be an attractive place to live, work and socialise, where the public and private sectors continue to work closely together to ensure the economic vitality of the borough

A thriving economic environment will attract new businesses in targeted growth sectors. This will help to maximise business start ups, grow the business base and increase employment in sectors which are currently under-represented. This will make us less dependent on a few key business sectors and make us more resilient to future economic downturns

Our existing businesses will be supported to thrive through difficult economic times. New businesses will be attracted into the borough through the development and promotion of our major assets, linked to creating new employment locations – aided by our excellent location, network of direct rail and road links, vibrant town and district centres, active business support services, and a readily available workforce equipped with the skills employers need

Planning services will be effective and responsive to the needs of businesses, providing the opportunities for our existing companies to thrive and grow on improved sites and premises. This will also allow the creation of new developments to attract businesses and sectors


Walsall Town Centre and our district centres will continue to be transformed by working with our existing businesses to improve the centres, aiming to attract new businesses, and continuing to maintain and enhance their physical landscapes

Businesses will have the support they need to identify opportunities for jobs and skills training along with opportunities for local firms and social enterprises to supply goods, services and expertise

- Residents are supported to sustain/gain work
- Our living/housing environments retain and attract the workforce required to develop our economy
- Businesses are satisfied with the support they receive from the council
- Workforce skills are improved/developed to match current and future business needs
- Climate for a thriving local economy is supported where existing companies and jobs are sustained
- New environments are supporting the creation of new companies and sustainable jobs
- Child poverty levels are reduced and family well being and prosperity is improved

Residents will be helped to reach their full potential through access to a range of skills and training opportunities that also meet the needs of local employers. Barriers to employment will be removed to allow as many people as possible to benefit from sustainable employment. Those with jobs will be provided with the support they need to allow them to continue working, those without work will be supported to secure sustainable employment

The cycle of families being dependent on benefits over generations will be tackled, and a special focus placed on family wellbeing and reducing the impacts of economic deprivation and social exclusion. This will support the life chances of our children and young people by raising their aspirations, developing their employability skills and opening up new opportunities – strengthening Walsall's prospects for a sustainable future. Our living/housing environments are of such quality that they retain and attract the workforce required to develop and sustain our economy now and in the future



Time participation  
in sport is improving  
but is below average

There are around 100,000  
children and young  
people with  
disabilities

The expectation is 77 years  
below the national average and  
a person living in the most  
deprived ward in Walsall will  
die 10 years earlier than a  
person living in the most  
affluent ward

A high number of children in  
Walsall, particularly in the most  
deprived wards, require looking  
after after social care and those  
that are looked after stay in our  
care system for longer than  
elsewhere

Walsall is one of the  
least healthy and well-being

There are a relatively high  
number of vulnerable  
people in our community  
and this is continuing to  
rise

Resit rates amongst  
Walsall children are higher  
than the national average,  
particularly in the most  
deprived wards. These  
children will have poorer  
health outcomes as they  
move into adulthood

More vulnerable people are  
being supported to regain their  
independence through time  
discharge from hospital

Rates of heart  
disease and cancer  
are both higher than  
national average



## The overall aim

Prevention and early intervention will improve the health and wellbeing of all our residents and reduce the number of people requiring direct social care support

A strong public health service will support healthier lifestyles for all our residents. We will see a decrease in smoking and obesity rates and an increase in those behaviours that are known to improve health outcomes such as breastfeeding and physical activity. The health inequalities between the west and east of the borough will be reduced as will the gap between Walsall and the national average.

All vulnerable people, young and old, will continue to be safeguarded through organisations working together for their protection. Those at risk of abuse or neglect will receive prompt intervention.

Older people and vulnerable adults will maintain their independence for longer and will have greater choice and control over their care, regaining their independence earlier where this can be achieved.

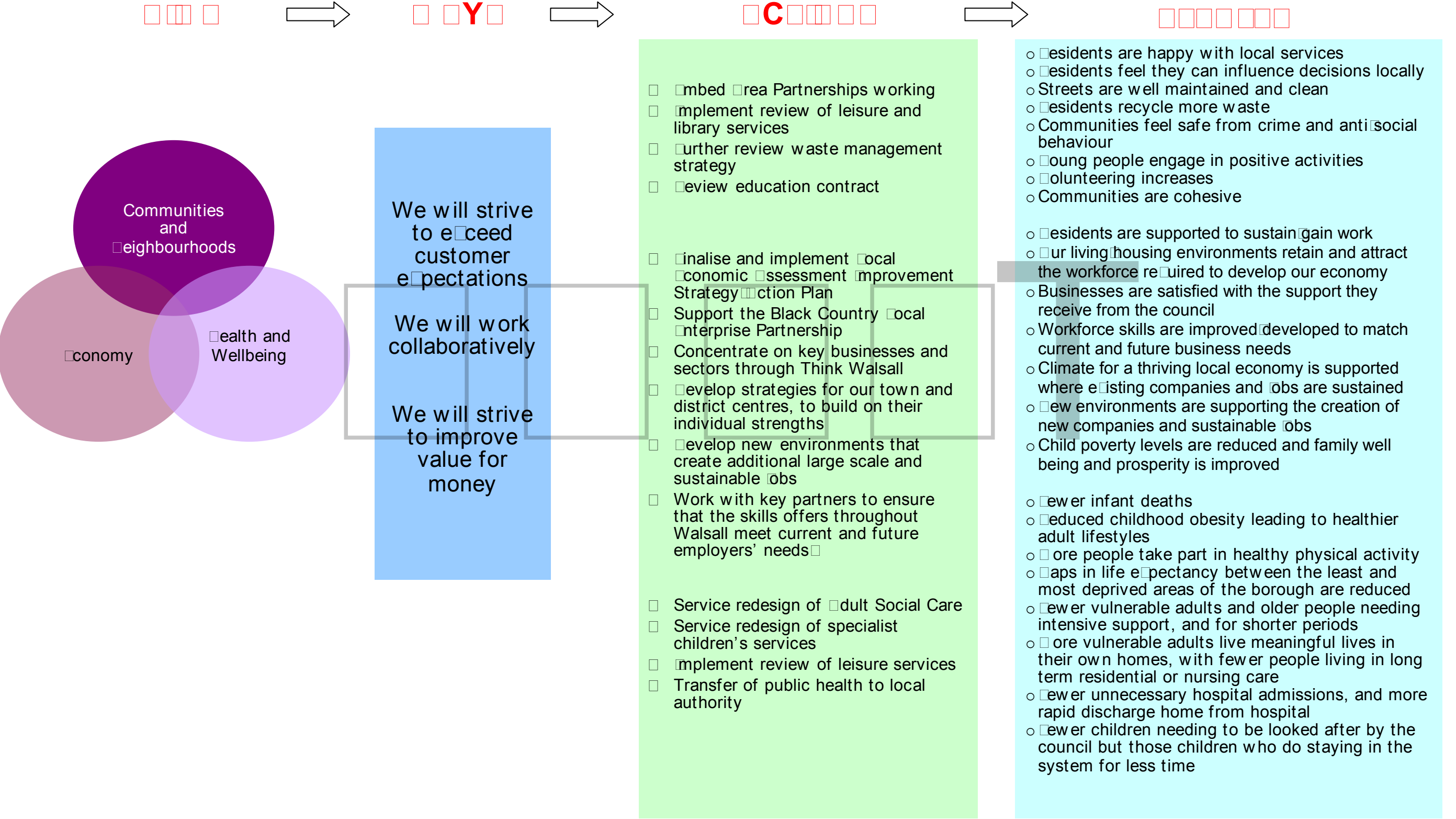
Our looked after children will spend less time in the social care system, moving back to their families, or to other appropriate permanent arrangements faster.

- Fewer infant deaths
- Less childhood obesity leading to healthier adult lifestyles
- More people take part in healthy physical activity
- Gaps in life expectancy in the least and most deprived areas of the borough are reduced
- Fewer vulnerable adults and older people needing intensive support, and for shorter periods
- More vulnerable adults live meaningful lives in their own homes, with fewer people living in long term residential or nursing care
- Fewer unnecessary hospital admissions, and more rapid discharge home from hospital
- Fewer children needing to be looked after by the council but those children who do staying in the system for less time

All our looked after children will recognise and value the corporate parenting role of the council. Their status as looked after will not impact on their achievements or aspirations. Those leaving care will have the same life chances as young people from other families.

Families with multiple needs will experience a joined up service that will take a Whole Family Support approach rather than treating issues around children and adults separately.

Walsall aims, actions and results



## Links to further information

From Walsall Council

### Area Partnerships

<http://www.walsallpartnership.org.uk/wp/index.php/area-partnerships.htm>

Information on local area partnerships, including profiles of each area, details of meetings and area plans

### Children and Young People's Plan

<http://www.walsallchildrenstrust.org.uk/wct/index.php/wct-children-and-young-peoples-plan.htm>

A copy of and information about, Walsall Children's Partnership's plan for children and young people in the borough

### Local Economic Assessment

Link to be added when live

A copy of, and information about, the Local Economic Assessment for Walsall

### Committee Information

<http://www.walsall.gov.uk/CMSWebPublic/CommitteeSelection.asp>

Details of public meetings of Walsall Council

### Complaints and Compliments

<http://www.walsall.gov.uk/index.php/council-and-democracy/contact-us/tell-us.htm>

Details of how to tell us if you are unhappy with a council service or wish to compliment us on a good service you have received

From Elsewhere

### The Big Society

[www.thebigociety.co.uk](http://www.thebigociety.co.uk)

A website aimed at generating, developing and showcasing new ideas to help people come together to do good things