

Cabinet – 14 February 2018

Corporate Plan

Portfolio: Sean Coughlan (Leader of the Council)

Related portfolios: All

Service: Council wide

Wards: All

Key decision: No

Forward plan: No

1. Summary

This report sets out for approval the draft updated Corporate Plan which is attached as Appendix 1. The 2017-2020 Corporate Plan was approved by Cabinet on 08 February 2017 and this updated version contains a number of amendments and refinements.

2. Recommendations

- 2.1 That Cabinet supports the amendments and revisions to the Corporate Plan 2017-20 and forwards the refreshed Corporate Plan to Council.
- 2.2 That Council approves the updated version as the new Corporate Plan 2018-20.

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 February 2017

The existing Corporate Plan 2017-2020 was approved by Cabinet in February 2017 with the overriding *purpose* “*Reducing Inequalities and Maximising Potential*”. The plan aligns strongly with the Marmot objectives published in 2010 based around social determinants of health which are:

Giving every child the best start in life

- a. Enabling all children, young people and adults to maximise their capabilities and have control over their lives.
- b. Creating fair employment and good work for all
- c. Ensuring a healthy standard of living for all
- d. Creating and developing sustainable places and communities
- e. Strengthening the role and impact of ill-health prevention

4.2 The Council's purpose in the current Plan 2017-20 is supported by the following priorities:

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.*

3. 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.*

4. 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.*

4.3 **Corporate Plan Updated – February 2018**

The refresh of the corporate plan (Appendix 1) has been developed for approval alongside the budget setting process for 2018-19.

4.2.1 The revisions to the plan have been informed by:

- a) The LGA Corporate Peer Challenge report and responding action plan
- b) Input from the new Chief Executive

4.2.2 The revisions to the Corporate Plan include:

- a) A new Vision statement
- b) Revised Priorities
- c) The introduction of a section headed 'Guiding Principles'
- d) A refresh of our corporate values
- e) A reduction in the number of key outcomes in some areas to support more focussed delivery and monitoring.
- f) Agreement of a performance measure to align with each outcome which can be measured and reported on 'in year'
- g) The merger of the previous 'Borough' and 'Communities' sections into 'Our Town'
- h) A revised 'Partnerships' section which incorporates the position of the Council in the Black Country and West Midlands Combined Authority.

4.3 Refreshed Vision and Priorities

- The Council's Vision is based on the previous purpose statement: **'Inequalities are reduced and all potential is maximised'**
- The wording of the priorities has been refreshed and an internal organisation focus priority has been added. The priorities are:
 1. Economic Growth for all people, communities and businesses
 2. People have increased independence, improved health and can positively contribute to their communities.
 3. Internal Focus – all council services are efficient and effective.
 4. Children have the best possible start and are safe from harm, happy, healthy and learning well.
 5. Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.

4.4 Monitoring

The Corporate Management Team and Cabinet members currently receive a quarterly performance report which highlights progress against the Corporate Plan priorities.

This process will be refined to reflect the updated Plan, in particular by identifying appropriate SMART measures against each outcome which can be reported in year.

In addition to these measures, other council and partnership strategic plans inform the delivery of the Corporate Plan, including the Walsall Plan, Transformation Programme, Medium Term Financial Plan, Workforce Strategy and the ICT Strategy. There is a section in the revised Plan which sets out the main supporting strategies and plans.

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.

6. Financial implications

There are no financial implications specific to the revised plan however the plan aligns with the 4 Year budget setting process.

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 Health and Well Being Strategy.

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. Reducing Inequalities

The implications for reducing inequalities have been taken into account and assessed as set out below.

The updated Plan contains a new Vision for the Council: 'Inequalities are reduced and all potential is maximised'. The Plan has fully adopted the Marmot principles which are reflected in the vision and priorities. The Marmot Review clearly identifies the role of councils in supporting individuals, families and communities and reducing health inequalities.

12. Consultation

Consultation has been carried out on the updated Plan with the Leader of the Council, Cabinet members and the Corporate Management Team.

Authors

Helen Dudson Corporate Assurance Manager
☎ 65 3732 ✉ helen.dudson@walsall.gov.uk

Mark Halliwell Lead Corporate Assurance Officer
☎ 65 8923 ✉ mark.halliwell@walsall.gov.uk



Executive Director
Resources and Transformation
14 February 2018



Councillor Coughlan
Leader of the Council
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