

## **Cabinet – 12 February 2020**

### **Corporate Plan 2018-21 Refresh**

**Portfolio:** Councillor Bird, Leader of the Council

**Related portfolios:** All

**Service:** All

**Wards:** All

**Key decision:** No

**Forward plan:** Yes

#### **1. Aim**

- 1.1 The Corporate Plan 2018-21 sets out the council's purpose along with the priorities identified to help reduce inequalities and maximise potential, informed by the needs of the borough reflected in various strategic assessments. The plan provides strategic direction for all council services.

#### **2. Summary**

- 2.1 This report presents Cabinet with a refreshed Corporate Plan 2018 – 21, focussing on delivery for 2020-21, the final year of the current plan. Annually reviewing and refreshing the plan enables the council to realign resources in line with the specific areas of focus.
- 2.2 The most significant change for 2020-21 is the refresh of Outcomes that underpin the corporate priorities that were presented to Cabinet in September 2019.

#### **3. Recommendations**

- 3.1 That Cabinet supports the revisions to the Corporate Plan 2018-21 and forwards the refreshed Corporate Plan to Council.

#### **4. Report detail - know**

##### ***Context***

- 4.1 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.

### ***Council Corporate Plan priorities***

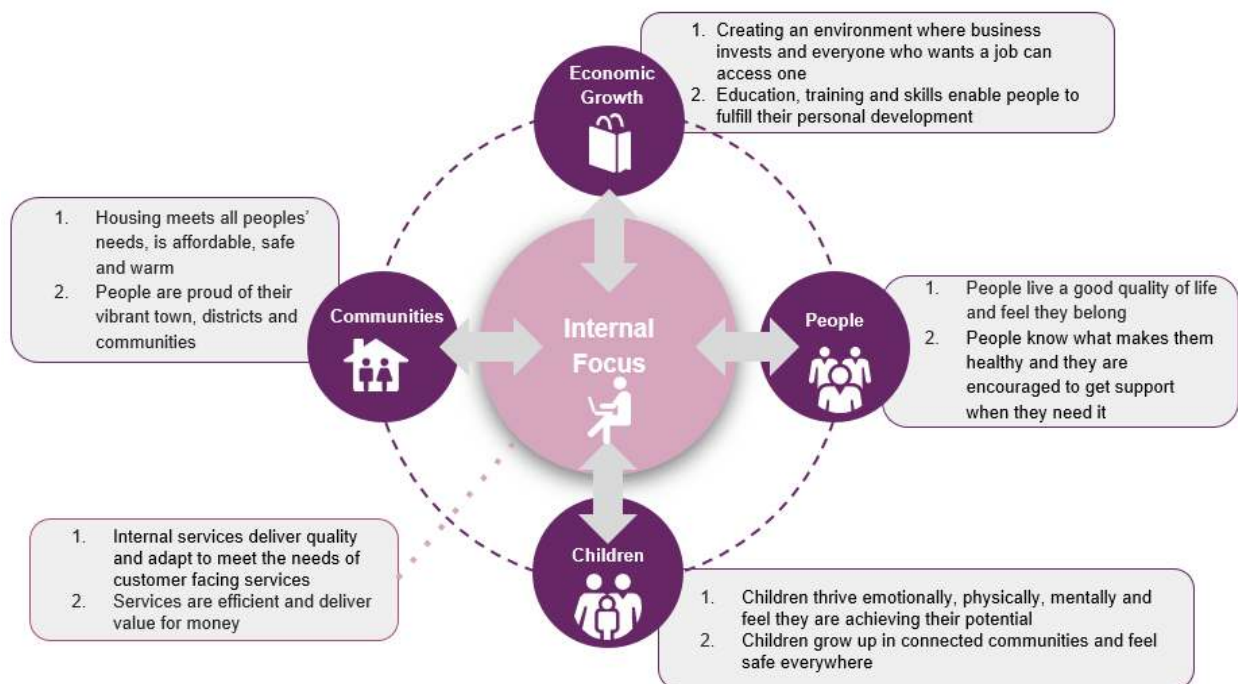
- 4.2 The Council's Vision is based on the previous purpose statement: **'Inequalities are reduced and all potential is maximised'**

The priorities have not been changed and remain:

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.

- 4.3 As part of the delivery of the Walsall Proud Programme extensive work has been completed during 2019 to review, streamline and refresh the outcomes in the Corporate Plan. These refreshed outcomes were presented to Cabinet in September 2019 and have now been incorporated into this refresh of the Corporate Plan, detailed in Appendix 1.

- 4.4 The alignment of the refreshed outcomes to the corporate priorities is illustrated in the diagram below.



- 4.5 In developing the refreshed outcomes all council services were reviewed and a self-assessment undertaken to gain an indicative view of how services contribute to the delivery of individual outcomes and the Corporate Plan. This review highlighted that in a number of cases services contribute to more than one priority and outcome which has informed the development of cross-cutting themes / components that were approved by Cabinet in September 2019.

- 4.6 As part of ongoing Walsall Proud Programme delivery these components are undergoing review and design to identify improved joined-up working, opportunities to create efficiencies and achieve better outcomes and customer experience.
- 4.7 In addition to ongoing activity that is aligning services to deliver against these outcomes work to identify the most suitable measures to monitor delivery is being completed. These measures will form the basis of quarterly monitoring reports to Cabinet throughout 2020-21.
- 4.8 The order of the component design is critical as to when and how residents might see changes in the services they interact with. The monitoring of delivery of the Corporate Plan will provide Cabinet with oversight of the progress being made and provides an opportunity for Portfolio Holder to lead and align with outcomes relating to their portfolios.

#### ***Risk management***

- 4.9 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.

#### ***Financial implications***

- 4.10 There are no financial implications specific to the refreshed Corporate Plan.

#### ***Legal implications***

- 4.11 This report seeks to provide direction for services in relation to corporate priorities and as such there are no legal implications in the content of this report. 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.

#### ***Procurement Implications/Social Value***

- 4.12 There are no procurement implications in relation to this report.

#### ***Property implications***

- 4.13 There are no direct property implications in relation to this report.

#### ***Health and wellbeing implications***

- 4.14 The Marmot objectives were taken into account when the corporate priorities were developed and agreed and specifically informed the following priorities:

- People have increased independence, improved health and can positively contribute to their communities.
  - Children have the best possible start and are safe from harm, happy, healthy and learning well.
- 4.15 The corporate plan outcomes focus on improving quality of life, increasing life opportunities and on ensuring those that require council services can access them easily, all of which connect to improvements to health and wellbeing

### ***Staffing implications***

- 4.16 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 and outcomes. 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.

### ***Reducing Inequalities***

- 4.17 The overall vision for the council is that 'inequalities are reduced and all potential is maximised'. This is underpinned by our corporate priorities and outcomes. Equality impact assessments will be undertaken as required before any substantial change to services.

### ***Consultation***

- 4.18 The changes to the Corporate Plan during this refresh have been developed in consultation with services, Corporate Management Team and Cabinet.

A draft of the revised Corporate Plan was presented to the Scrutiny Overview Committee on 4 February 2020 and feedback will be reported at the meeting.

## **5. Decide**

- 5.1 Cabinet are asked to support the revisions to the Corporate Plan 2018-21 and forwards the refreshed Corporate Plan to Council.

## **6. Respond**

- 6.1 If approved the refreshed Corporate Plan will be referred to Council and then will be published.

## **7. Review**

- 7.1 Cabinet will continue to receive quarterly monitoring reports on the delivery of the Corporate Plan that will be revised to reflect the refreshed outcomes and measures.

## Background papers

[WPP Corporate Outcomes Cabinet Report September 2019](#)

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Dr. Helen Paterson  
Chief Executive

12 February 2020



Councillor Bird  
Leader of the Council

12 February 2020

## **Foreword by the Leader of the Council**

I have always been proud to represent the people of Walsall and to be associated with the borough. I recognise that the strength of our town and our district centres was forged in our history of diverse industry and vibrant communities and that this history has built a unique resilience that is the cornerstone of the borough's identity.

Like all local authorities Walsall has faced many challenges linked to national austerity measures but through our local and regional partnerships the council has retained a strong position that can now be built upon. We also face the international challenge of climate change and our responsibility to do what we can to reduce the negative impact from our activities on the environment.

Local challenges continue to drive the services we deliver and have informed our vision and priorities. It is vital that we deliver services efficiently and collaboratively for the maximum benefit of all residents, communities and businesses.

Regeneration is key to the future prosperity of the borough and we will utilise our place within the West Midlands Combined Authority to maximise the opportunities for Walsall to attract businesses and create sustainable jobs for local people. Greater employment opportunities will help build aspirations in our local communities and this will all work towards our vision of inequalities being reduced and all potential being maximised.

During my current tenure as Leader I have been privileged to work alongside committed elected members and staff who are all dedicated to the delivery of services for the benefit of customers, residents and all communities to improve outcomes. Our ambitious Walsall Proud Programme is enabling the council to maximise the use of technology to modernise and streamline services to:

- Improve outcomes and customer experience
- Improve employee satisfaction and engagement
- Improve service efficiency and performance.

All of this will help future proof the council and it continues to be as important as ever that all partners'; public, private and voluntary work collaboratively to meet the needs of the borough and to ensure Walsall is a great place to live, learn, work and invest — a place to be proud of.

Councillor Mike Bird

Leader of the Council

## Our Borough

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 entrepreneurship as demands change.

Whilst internationally known as the British leather goods capital, having its own leather museum, Walsall 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 13<sup>th</sup> century. There are many distinct districts and communities but they are united by their sense of pride in the town. These 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 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 our position at the heart of 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 £384 million over the last 7 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, £7.8m Primark and Co-op project and £7.8m mixed use scheme which includes a 60 bed Travelodge hotel. Investment in the boroughs cultural and leisure provision is also continuing, with £24m invested in two new 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.

The 2019 Walsall Town Centre Masterplan has been produced to provide a vision for further development and investment in the town centre over a 15-20 year period. The Masterplan articulates a bold ambition for Walsall providing a framework to bring about transformational change, tackling the current challenges, enhancing Walsall's significant opportunities and improving the environment within the town centre.

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 1,400 new homes in Goscote, Brownhills and Moxley, with a further 230 homes approved in Birchills. Furthermore the Walsall to Wolverhampton Corridor aims to deliver 8,000 homes by 2031. The Council has recently announced a developer partner for Phoenix 10- the largest development site in the borough- that will deliver 600,000 sqft of new employment space while a pipeline of other opportunities for employment development is being progressed.

Our residents and businesses are benefiting from significant investments in our rail and road network with the completion of the Chase Line electrification, increased passenger services to Birmingham and direct services to Birmingham International and London Euston. New rail stations are also planned for Darlaston and Willenhall, connecting new employment opportunities in the Black Country Enterprise Zone. Improvements to Junction 10 of the M6 will help increase connectivity to reduce congestion with work due to start in 2020.



## **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**

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**

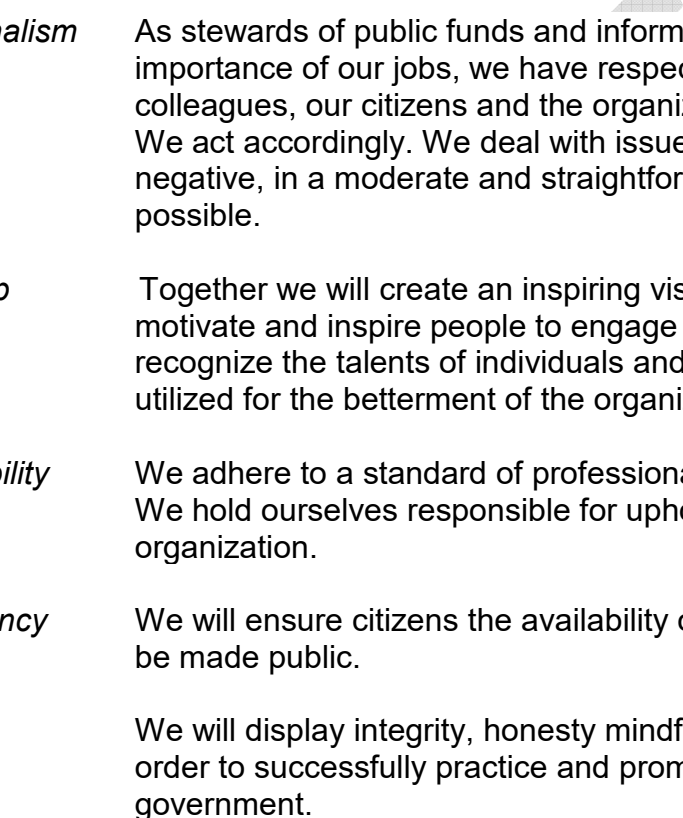
Our vision and purpose are influenced by guiding principles. We value our relationships with other public sector organisations as we are united in the service of our communities. There are areas of service delivery that naturally connect with the purpose of our partners and so it is important we nurture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

The Council has fully adopted the Marmot principles 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.

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.

## 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.








<i>Professionalism</i>	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.
<i>Leadership</i>	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.
<i>Accountability</i>	We adhere to a standard of professionalism in the workplace. We hold ourselves responsible for upholding the mission of our organization.
<i>Transparency</i>	We will ensure citizens the availability of information which can be made public.
<i>Ethical</i>	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

The Council has 5 Corporate Priorities. For 2020-21 these priorities will be underpinned by 10 Outcomes that have been developed via extensive service collaboration, taking into account the most up to date needs assessment for the borough. In addition to ongoing activity that is aligning services to deliver against these outcomes work to identify the most suitable measures to monitor delivery is being completed. These measures will form the basis of quarterly monitoring reports to Cabinet throughout 2020-21.

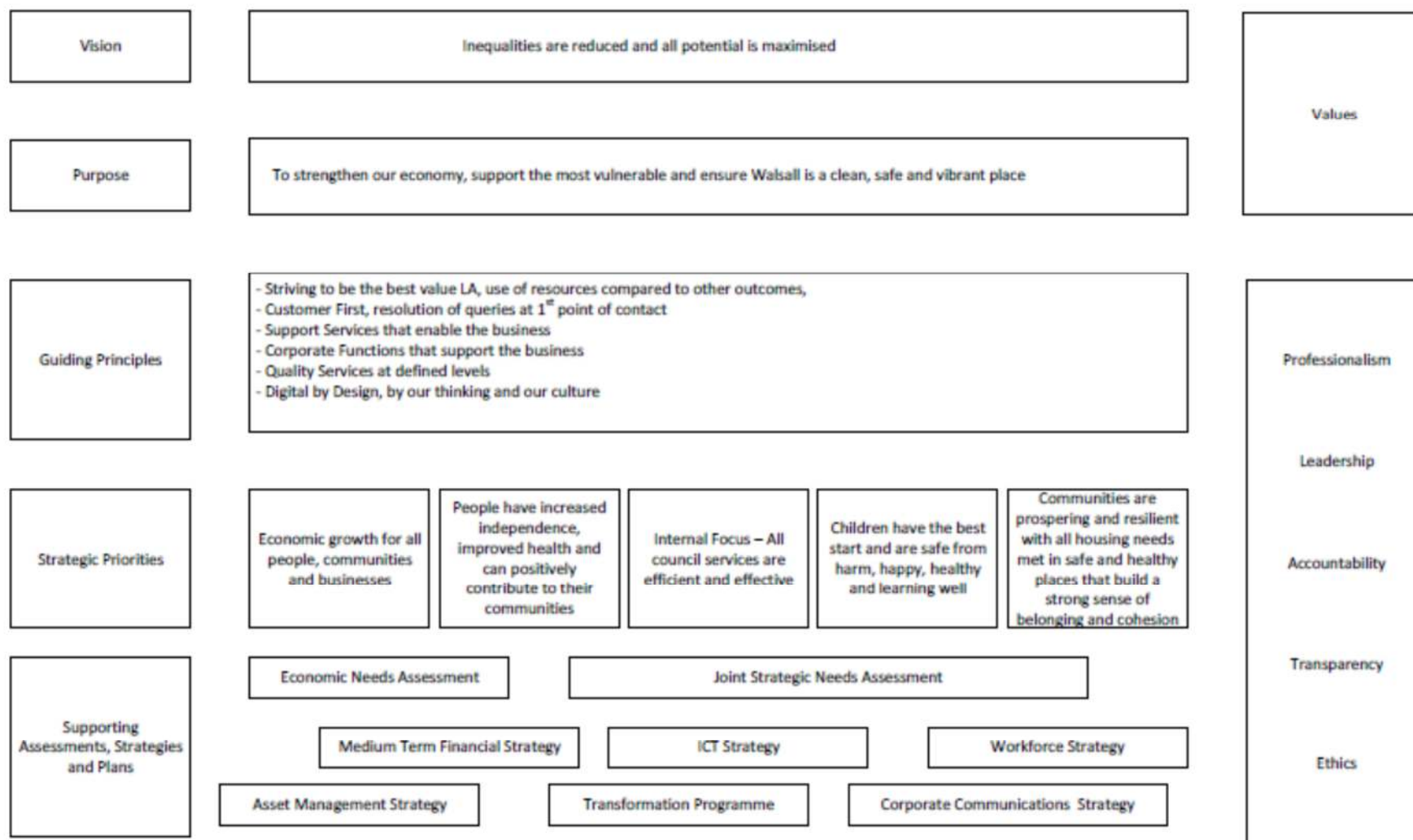
Corporate Priorities				
 <p><b>Economic Growth</b></p> <p>for all people, communities and businesses.</p>	 <p><b>People</b></p> <p>have increased independence, improved health and can positively contribute to their communities.</p>	 <p><b>Internal Focus</b></p> <p>All council services are efficient and effective.</p>	 <p><b>Children</b></p> <p>have the best possible start and are safe from harm, happy, healthy and learning well.</p>	 <p><b>Communities</b></p> <p>are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.</p>
<b>Outcomes for 2020-21</b>	<b>Outcomes for 2020-21</b>	<b>Outcomes for 2020-21</b>	<b>Outcomes for 2020-21</b>	<b>Outcomes for 2020-21</b>
Creating an environment where business invests and everyone who wants a job can access one	People live a good quality of life and feel that they belong	Internal services deliver quality and adapt to meet the needs of customer facing services	Children thrive emotionally, physically, mentally and feel they are achieving their potential	Housing meeting all peoples' needs, is affordable, safe and warm
Education, training and skills enable people to fulfil their personal development	People know what makes them healthy and they are encouraged to get support when they need it	Services are efficient and deliver value for money	Children grow up in connected communities and feel safe everywhere	People are proud of their vibrant town, districts and communities

## **Key Supporting Strategies and Plans**

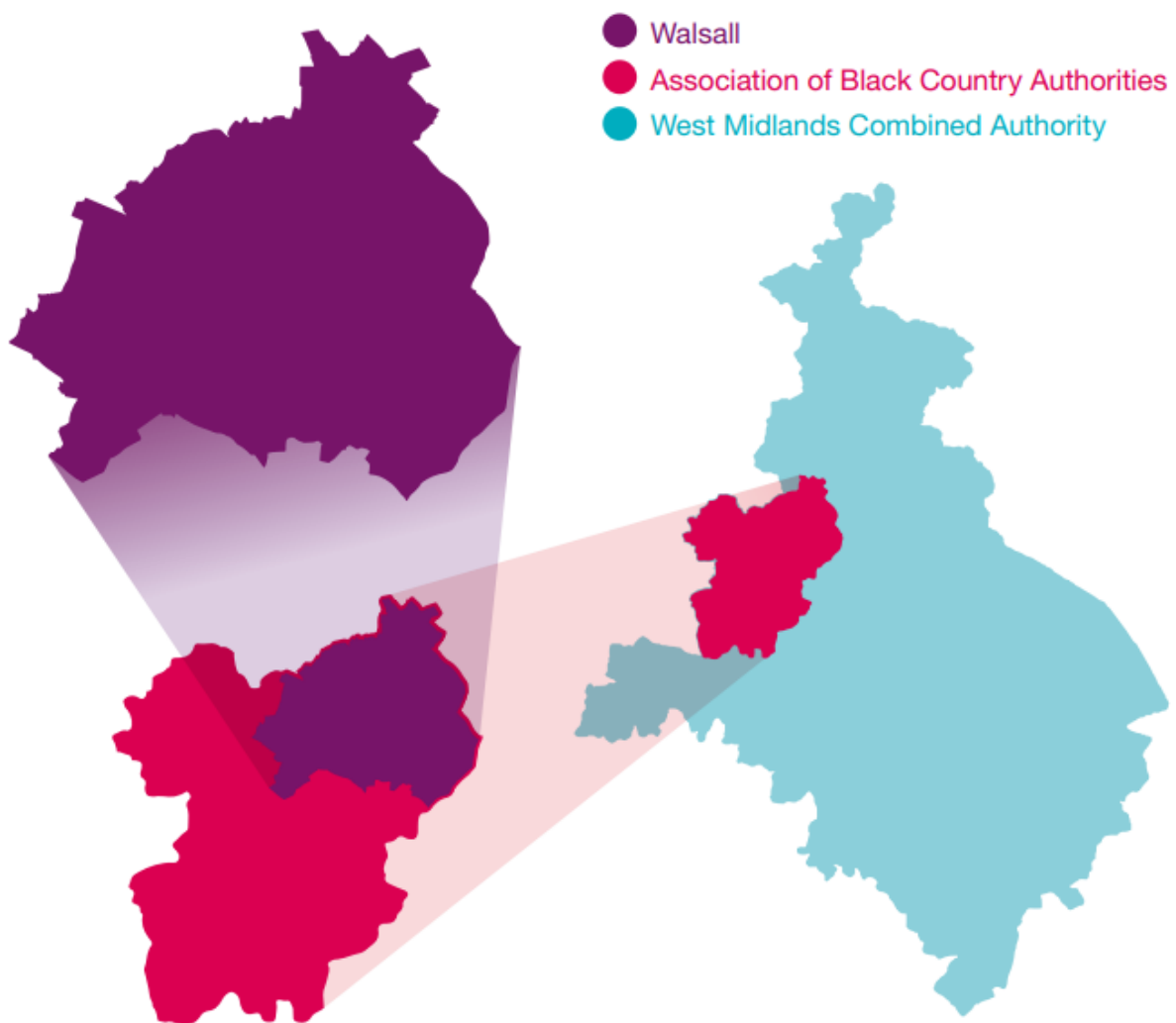
Our Corporate Plan is an integral part of the Council's planning framework and connects key strategies and plans to the overarching Walsall Plan – the Health and Well Being Strategy for the borough. Both the Walsall Plan and our Corporate Plan are informed by key strategic need assessments including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

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## Corporate Planning Framework



## 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.

The Council works closely with, amongst others, police, health and education partners. Our relationship with the voluntary and community sector is strong, as evidenced in our work to deliver the Walsall for All programme, empowering communities to increasingly support themselves.

Walsall is not isolated from the 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.

Building on our contribution to the development of the Black Country Sustainability and Transformation Plan (STP), the Walsall Together Partnership Board (WTPB) is working on developing a model of place-based care to improve the health and wellbeing of Walsall residents. This new model of care will lead to a single point of access for care co-ordination and navigation for all health, care and prevention services, helping to ensure rapid access and effective co-ordination for professionals and patients.

This work with health partners and the voluntary sector is based on agreed design principles that will ensure Walsall-wide specialists and services will provide accessible, high quality care with local hospital teams to prevent unnecessary hospital admission and receive care in the most appropriate setting. The resilient communities' model will enable early intervention and prevention to support people and communities to live independently and to have active, prosperous and healthy lives.

The Health and Wellbeing Board has reviewed its priorities and focused on three main areas where partners and residents said they wanted greater focus; 1) Prevention of Violence, 2) Getting Walsall on the move and 3) Improving the environment of Walsall town centre. Actions in these three areas will make a considerable impact in improving the wellbeing of local residents with a renewed Health and Wellbeing Strategy coming in 2021 following a new Joint Strategic Needs and assets Assessment (JSNA).

The Safer Walsall Partnership have refreshed the Safer Walsall Plan which sets out its '20-20 Vision' to tackle crime and disorder and create a safer Walsall, aspiring for strong and resilient communities where people are safe from harm and feel they belong. The five areas of focus are; Reducing Violence, Prevent Violent Extremism, Reducing Substance and Alcohol Misuse, Reduce Offending and Reoffending, Serious Organised Crime. The Partnership agreed to do a one-year plan for 2020, and this will then be reviewed in line with the West Midlands Police and Crime Commissioner's (PCC) new Crime Plan for 2021, together with the annual strategic assessment.

Our role in the region is key to ensuring we maximise opportunities that benefit our residents and our environment. Our commitment to develop strategies to reduce our Carbon Footprint, committing to make Walsall Council a net Zero Carbon authority by 2050, aligns with that of the wider region.

As a constituent member of West Midlands Combined Authority (WMCA), we proactively engage in the devolution of funding and powers to ensure that the communities of Walsall benefit from these new working relations.

The WMCA is the mechanism through which devolution of significant funding and power from Westminster to the West Midlands is delivered and we continue to work to ensure that the communities of Walsall benefit from these investment programmes and devolved powers, including £100m land fund programme of investment to deliver housing and regeneration along the Walsall to Wolverhampton Corridor, alongside a £36m Land and Property Investment Fund (LPIF) allocation to support the development of the Walsall Enterprise Zone adjacent to Junction 10 of the M6.

WM5G partnership is a collaboration between local authorities and network operators to accelerate the roll-out of 5G and fibre technology to improve poor mobile coverage and accelerate 5G and fibre deployment. As an active member of the partnership we are engaged in the development of innovative projects and applications to provide improvements in healthcare, transport and business practice that can support local partners and businesses in delivering innovative services to our residents.

Walsall Council continues to provide Technical Assistance support across the Black Country to ensure that £152m of EU funding allocated to the Black Country is spent effectively to deliver Research and Innovation, SME support, Environmental improvements and Skills training.

Walsall Council is active in the delivery of Employment and Skills support services for its communities and employers, funded through its Inclusive Economic Growth Programme, supporting the delivery of key Corporate Plan priorities, examples of this include the Walsall Works and Impact programmes. Through active and effective partnership they work to support 1000's of local people each year into positive outcomes including; employment and continued training to reach their goals.

To compliment this officers offer support and guidance services that work with partners to create environments within which local employers can thrive and new businesses can be established, creating job opportunities for local people.



## **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. 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.

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.

The Council is driven by key principles influencing how we operate. Whilst striving to provide the best value and use of resources we will put the customer first, aiming to resolve queries at the first point of contact. Our support services and corporate functions that enable and support all aspects of our business so that we deliver quality services that have defined levels so to meet and manage expectations. Our thinking and our culture will be digital by design, reinforcing the delivery of quality services that place the customer first and provide efficient access to services.

Our efforts will be focused on strengthening our economy, protecting vulnerable people and ensuring that Walsall is a clean, safe and vibrant place where inequalities are reduced and all potential is maximised.