

## **Cabinet – 9 February 2022**

### **Our Council Plan (Council's corporate plan) 2022-25**

<b>Portfolio:</b>	Councillor Bird
<b>Related portfolios:</b>	All
<b>Service:</b>	Policy and Strategy Unit
<b>Wards:</b>	All
<b>Key decision:</b>	Yes
<b>Forward plan:</b>	Yes

#### **1. Aim**

- 1.1 The Aim of our Council Plan is to demonstrate the Council's intentions to reduce inequalities and maximise potential. A council plan covers four years, articulating the strategic direction for the council and how it intends to measure its success.
- 1.2 This three-year Plan is a revised version of the 2018-21 and refreshed 2021-2 corporate plans and has been renamed 'Our Council Plan' as this formation of words have a meaning to our residents e.g. Our Walsall Story.
- 1.3 This Plan will be published for 2022-25 and will be a more comprehensive document that outlines the Council's medium-term plans and aligns with the Budget Outcomes timeline.
- 1.4 The design will be to be more reader friendly with graphics and less tables to make it look less than a report and more like an informative booklet.

#### **2. Summary**

- 2.1 The Local Government Act 2000 gave councils collective responsibility for approving its policy framework and budget.
- 2.2 Due to the Covid-19 pandemic, the Council agreed to publish a one-year refreshed version of the 2018–2021 publication, for the period 2021/22 on the understanding that a new corporate plan for 2022-25 would be published April 2022.
- 2.3 Our Council Plan 2022-2025 has been informed by an updated Joint Strategic Needs and assets Assessment (JSNA), several internal strategies, internal and external surveys, Community Safety Needs Assessment and the Local Economic Needs Assessment.

- 2.4 This document has highlighted some of the impact of the Covid-19 pandemic and how the Council has and continues to respond its impacts, as well as highlighting some of the Council's successes.
- 2.5 The theme of this document is Positivity and Accountability, drawing and building on the strong partnerships, resilient staff and strong community relationships developed these past 22 months.

### **3. Recommendations**

- 3.1 That Cabinet supports the newly drafted Our Council Plan for 2022-25, as appended to the report.
- 3.2 That the 2022-25 Our Council Plan be recommended to Council for approval.
- 3.3 That the final design of the document be agreed with the Chief Executive in consultation with the Leader.

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

#### ***Context***

- 4.1 Every local authority has a requirement to have a plan that articulates the strategic direction for the Council and how it measures its success for a four-year period.
- 4.2 Due to the Covid-19 pandemic, all Council resources were reverted to managing the impact of the pandemic, resulting in the Council's last four-year corporate plan (which expired in 2021) being replaced with a one-year refreshed publication for 2021/22.
- 4.3 In spite of the pandemic still being prevalent, the completion of the 2022-25 Our Council Plan publication is due to the successful updating of the Joint Strategic Needs and assets Assessment (JSNA), feedback from survey returns and community engagements, assessments and strategies being completed.
- 4.4 The pandemic has had, and will continue to have for some time, an impact on communities – some have been identified and/or understood – and it is acknowledged that we will continue to identify potentially many more impacts in years to come, leaving councils in the position of not knowing what will be required and how they will need to respond to mitigate these impacts.
- 4.5 Walsall Council is still learning the brevity of the effect of the initial Covid-19 wave and lockdown (March 2020) while managing new waves. Every attempt to ensure the wellbeing of residents, business and staff are being taken.
- 4.6 Our Council Plan 2022-25 discusses the current landscape and offers projected Outcomes for the next three years with clear indicators of what success of these Outcomes would look like – the markers of success.

- 4.7 The 2022-25 plan continues to build on the five areas of focus Economic, People, Internal, Children, Communities (EPICC), projecting 10 Outcomes and offering 20 markers of success to assess progress in delivery of the plan during the year.
- 4.8 The Aim has been expanded to clarify the Council's intentions [page 3 of plan].
- 4.9 The Council's approach and values - PLATE (Professionalism, Leadership, Accountability, Transparency, Ethical) - continue to shape how we as a Council will work and influence our choices and behaviours.

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

- 4.10 The five areas of focus for the Council (EPICC) remain:
1. **Economic** - Enable greater local opportunities for all people, communities and businesses
  2. **People** - Encourage our residents to lead more active, fulfilling and independent lives to maintain or improve their health and wellbeing
  3. **Internal focus** - Council services are customer focused effective, efficient and equitable
  4. **Children** - Have the best possible start and are safe from harm, happy, healthy and learning well
  5. **Communities** - Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.

### ***Risk management***

- 4.11 There are no specific risks identified in the 2022-25 Plan.

### ***Financial implications***

- 4.12 The Plan provides:
- the strategic direction of financial investments,
  - informs such decisions in the future and
  - aligns the Council's budget to agreed outcomes.
- 4.13 There are no specific financial implications of this report.
- 4.14 This three-year Plan will present the 2021-22 Corporate Revenue Budget, as approved at Cabinet.

### ***Legal implications***

- 4.15 There are no direct legal implications from this report.

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

- 4.16 There are no direct procurement implications from this report.

### ***Property implications***

- 4.17 There are no direct property implications from this report.

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

- 4.18 The successful implementation of Our Council Plan will play a significant part in having a positive impact on the health and wellbeing of our residents. The Plan highlights the Council's intentions ensuring the reduction of inequalities; equipping Walsall residents with the foundations to lead good, independent lives; ensuring the wellbeing of staff and businesses.

### ***Staffing implications***

- 4.19 There are no direct staffing implications from this report.

### ***Reducing Inequalities***

- 4.20 In the delivery of the Plan and by the assessment of the markers of success, we will monitor progress on the Outcomes.

This demonstrates the Council's determination to be accountable and will have implications for how the Council operates and makes its decisions, including the assessment of all impact and distribution of those impact/s.

- 4.21 In the development and delivery of this process, due regard to the EqIA and other duties placed upon the Council has been undertaken and considered

### ***Consultation***

- 4.22 Our Council Plan 2022-25 builds on the previous Plan with more information from the JSNA, feedback from engagements and surveys, assessments, workshops which have informed the content of this Plan and the markers of success.

Other insights have been used to inform the framework of the Plan:

- an ethnographic study on what it is like to be a child in Walsall,
- participation in the *Beyond Us and Them Research* Project which explores how societal cohesion is affected by the COVID-19 crisis and
- feedback gleaned through the work of the Local Outbreak Engagement Board

- 4.23 Consultation and engagement has been carried out on the 2022-25 Plan with the Corporate Management Team and Directors group.

## **5. Decide**

- 5.1 Having a three -year Plan (2022-25) would bring the Plan in line with the Council's Budget Plan.
- 5.2 Due to the continuity of the pandemic, it is recommended that this publication be treated as a live document, which will enable elements of the Plan to be reviewed and updated annually such as the Markers of Success.
- 5.3 Any changes would be presented to Cabinet in an annual review (Quarter 4 report) and announced on the Council's website.

## **6. Respond**

- 6.1 If agreed, comprehensive plans to deliver the Council's ambitions will be developed with Cabinet Members.

## **7. Review**

- 7.1 Regular update reports will be given on the progress of the Plan to the Corporate Management Team and Cabinet members to ensure oversight and assurance of delivery for the 2022-25 Plan. Reports will be presented publicly to Cabinet on a quarterly basis. This will allow councillors, scrutiny committees and residents to monitor the progress and review the steps being taken to continue to change the organisation to get the best outcomes for residents

## **Appendices**

Appendix 1: Walsall Our Council Plan 2022-25

Appendix 2: Council Plan 2022-25 EqlA

## **Background papers**

Current Corporate Plan 2021-22:

## **Author**

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Kerrie Allward  
Executive Director ASC



Councillor Bird  
Leader of the Council

01 February 2022

01 February 2022

**Our Council Plan 2022-25**

**Together We Are Proud: *Proud of our Past, Our Present and for our Future***

**Page 1:**

**Foreword from Leader of the Council**

This plan sets out our Council's ambitions for the next three years where we have a happier, healthier population, better opportunities for all people; a future where we have safe, clean and vibrant town centres and our children have the best possible start in life.

There is no doubt that we have been through an extremely challenging period. I am incredibly proud of how our council staff, services and partners have pulled together with the people of Walsall to help each other deal with the practical, economic and social impact of the Covid-19 pandemic.

I have seen the very best of the Borough, as our communities have come together to protect the vulnerable and to put us into a position where we can look forward with optimism and with confidence.

Despite the challenges that we have faced together we have continued to deliver our services and a broad range of programmes.

We have secured £42.6 million to invest in Bloxwich and Walsall Town centres, investment which will transform our towns, making them more attractive and safe places for us to visit and to spend time in.

We have delivered £80.6 million of grants and £36 million of Business Rates Relief to local businesses; and together we have supported over 1,000 local people into work through apprenticeships and training.

Together with our neighbours we have put forward the Black Country Plan which sets out our long-term development needs for housing and for employment.

Supported by the National Lottery Heritage Fund we have developed a new approach to unlocking the potential of our Borough's unique heritage. Walsall's Heritage Strategy will help us to further reduce inequalities and inspire creativity.

Our Children's Services are rated as good, with Ofsted describing the service as having "exceptional practice". I could not be prouder.

Walsall is my home. It is a great place to live, work and visit and this plan will show you how we intend to make it better still. We want to make Walsall a borough fit for the future - providing excellent services, support and opportunities for our communities and we remain committed to ensuring that our growth will improve the lives of our residents, staff and businesses.

I believe the priorities and outcomes set out in the following pages show how, together, we can continue to build a Borough fit for the future.

Mike Bird  
Council Leader

**Page 2:**  
**Introduction from Chief Executive**

Welcome to our Council Plan for 2022-2025. This plan sets out ambitions for the Council and for the Borough. It sets out the outcomes that we will achieve and explains how we will measure our progress towards those outcomes.

The plan sets out our commitment to be a financially sustainable Council where our resources are prioritised. It is in line with our four-year Budget Plan.

The pandemic continues to challenge all of us, but one of the most positive and one significant changes that we have seen has been the way that people interact with the Council and with each other. We have always been proud of working together with our communities and partners. Over the last two years we have seen those relationships strengthen so that many positive things can be achieved.

Trust is really important, particularly in challenging times and to see that our residents have trusted the Council's response to the pandemic has been very encouraging to see and has demonstrated our clear commitment to our all our communities<sup>1</sup>.

Having such a positive response to the Council has only been possible because we have changed the way we work and how many of our Council services are delivered. We have shown that we are a flexible and agile organisation so that we are able to meet the needs of our communities. We have used technology to help our residents contact us, find information and increase their independence. These changes have seen an increase in satisfaction rates amongst our customers

We have an ambition for Walsall Council to be an employer of choice. Over the last year, we have set out our Workforce Strategy and Organisational Development Plan [\[insert link\]](#) to ensure we have the right workforce and that all employees are supported with access to training and development.

We have developed into a Council that wants to take a more active role in engaging with our residents, businesses and partners – and to share our pride in the Borough. We recognize that there is still much to do. Our Council Plan has therefore been developed by listening to the voices and priorities of our communities, Councillors and employees. We have also clearly described what we intend to do and what will be achieved by the successful delivery of these priorities as we work to shape the conditions and opportunities for happy, healthy, thriving, connected communities.

Dr Helen Paterson  
Chief Executive Walsall Council

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<sup>1</sup> Here in Walsall, we took part in a national study called Beyond Us and Them which shows how people's trust in local Councils, including our Council, has improved during the pandemic. The research focused on the impact of the pandemic on social cohesion in Britain and included Walsall [\[insert link\]](#)



Page 3:

ABOUT WALSALL

- Page will data on the demographics, population, housing, employment, etc numbers

Page 4:

OUR PLAN

**Together We Are Proud:** *Proud of our Past, Our Present and for our Future*

**Our Aim:** *Inequalities are reduced and all potential is maximised. Together we are committed to developing a healthier, cleaner and safer Walsall and creating an environment that provides opportunities for all residents, communities and businesses to fulfil their potential and thrive.*

**Our Proud Journey – moving to the next phase**

The Global Covid-19 pandemic has presented the Borough and Council with many challenges. To meet those challenges we have changed the way we work.

We have built on our relationships with our local and regional partners, working together to achieve positive outcomes for our residents.

As we have seen communities respond to the pandemic, the Council has also responded. We have seen a tangible shift in our culture towards adopting new ways of thinking and agile ways of working.

Covid-19 has accelerated our the implementation of our new ways of working and the delivery of our Proud Promises (figure XX):to improve outcomes and customer experience; improve employee satisfaction and engagement; and improve service efficiency and performance.

Over the last year we have seen improvements to our Customer Satisfaction scores and improved performance in many of our services (as measured through our markers of success).

The results of a recent Employee Survey (October-November 2021) showed improvements in overall employee engagement, with an increase in the number of employees speaking positively about the Council as an employer (figure/table XX).

<b>Progress evident on the key drivers of employee engagement identified Comparing 2017 and 2021:</b>	
	<b>% increase</b>
I feel valued and recognised for the work I do	+20
Walsall Council recognises high quality performance / work	+3
My own personal morale at work is good	+14
I feel that Walsall Council is going in the right direction	+9
Walsall Council values new ideas and innovations from staff	+10

**Page 5:**  
**Our Key areas of focus**

There are a number of key factors that make a thriving Borough:

- investing in and supporting our people through up-skilling, training and providing new employment opportunities;
- having clean and green environments which are well connected;
- having vibrant places with affordable working and living spaces;
- a creative and open culture and
- local government decision making that is transparent and responds to residents' needs.

This is why our five key areas of focus are:

1. **Economic** - Enable greater local opportunities for all people, communities and businesses
2. **People** - Encourage our residents to lead more active, fulfilling and independent lives to maintain or improve their health and wellbeing
3. **Internal focus** - Council services are customer focused effective, efficient and equitable
4. **Children** - Have the best possible start and are safe from harm, happy, healthy and learning well
5. **Communities** - Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.

The following pages set out the significance of each area of focus, the outcomes which we aim to achieve and how we will monitor our progress.

**Page 6:**

**ECONOMIC** – Enable greater local opportunities for all people, communities and businesses.

Our focus is to build a balanced, vibrant and resilient economy going beyond improving Walsall's economic infrastructure. We will develop initiatives which strengthen cohesion and community resilience and give all local people opportunities through inclusive sustainable growth.

Outcomes	Markers of Success
1. Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	1. Better connectivity, improved reliability and well maintained transport networks creating an environment where businesses are supported to thrive and grow
	2. Regenerating the borough to support places where people are proud to live and work, delivering affordable homes and attracting inward investment
2. Education, training and skills enable people to contribute to their community and our economy	3. Provide access to education, apprenticeships and training to improve productivity and skills
	4. Reducing unemployment through collaborative working with employers and partners

## Why did we choose these Outcomes?

A brighter future for Walsall is a future where there are opportunities for all of our residents and where businesses thrive. The regeneration of the Borough will help us to attract new investment and to create more local jobs for local people. Through education, training and apprenticeships we will develop a skilled workforce to meet the needs of a growing and diverse economy.

### When we achieve our outcomes we will improve:

By promoting a modern, dynamic and outward-looking image of Walsall we will attract greater inward investment, support business to give back to local residents, enhance partnerships with developers to deliver affordable housing that meets our changing needs. By reducing the need to travel outside the Borough to live or to work and sourcing goods and services more locally we will reduce our carbon footprint.

Improvements in our town and district centres will attract more visitors providing positive experiences within a safe, clean and attractive environment. Targeting our education and training programmes will help us to reduce inequality and enable our residents to reach their full potential.

### Page 7:

**PEOPLE** – Encourage our residents to lead active, fulfilling and independent lives to maintain or improve their health and wellbeing.

Our focus is to enable residents to be active, healthy and independent, for as long as they can be. We will achieve this by building on community strengths to meet the needs of our residents and by supporting their wellbeing. We want all of our residents to be safe from avoidable harm and to realise their aspirations, whatever their circumstances.

Outcomes	Markers of success
3. People can access support in their community to keep safe and well and remain independent at home	5. People are supported to build on their strengths and those in their communities to maintain and/or maximise their independence.
	6. People feel safe in their home and community.
4. People are supported to maintain or improve their health, wellbeing and quality of life	7. People know how to maintain or improve their health and wellbeing and get timely support for this, where required.
	8. People can access timely social care support and reablement to prevent a hospital admission or facilitate a timely discharge.

## Why did we choose these Outcomes?

Putting people at the heart of what we do, working with them to be active, healthy and independent, for as long as they can be, not only supports a resilient economy, it strengthens cohesion and sense of community.

**When we achieve our outcomes we will improve:**

An active and independent population is a healthier population, living in an environment where good health and wellbeing are cherished. An active and independent population will reduce health inequalities in our Borough, will help to support a growing economy and enable all residents, communities and businesses to fulfil their potential and thrive.

**Page 8:**

**INTERNAL** – Council services are customer focused effective, efficient and equitable

Our focus is to build on the past three years changes to the way we work with further investment and modernisation in our technology, improving our customer and staff satisfaction and delivering financial benefits. We will continue to strengthen our relationships with our partners, communities and residents by providing more opportunities to ensure that the Council has engagement with our customers, residents and businesses.

Outcomes	Markers of Success
5. We get things right, first time and make all services accessible and easy to use	9. Services will be accessible and easy to use with improved customer satisfaction
	10. Customers and partners report that they would recommend working with us in the future
6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	11. Services will provide value for money measured through delivery of outcomes within agreed resources
	12. Services are trusted and customer focused measured through staff satisfaction/ engagement scores.

**Why did we choose these Outcomes?**

We are here to serve the residents and businesses of the Borough. Customers are at the forefront of our service delivery. We will continue to increase performance, efficiency and champion the design of services to meet the needs of our customers. Being that trusted and fair organisation provides confidence in our residents and businesses so we can deliver better outcomes for Walsall.

**When we achieve our outcomes we will improve:**

Having the right skills, and capabilities in place through training and development support with the right technology and policies will help us have a motivated, high performing and engaged workforce who will actively contribute to making Walsall a great place to work and live. We will be an employer of choice while improving the wellbeing for all.

Working with our partners, we will provide equitable access, so no one is excluded and through our rigorous democratic processes, all Council services are accountable for the delivery of quality customer-focused services.

**Page 9:**

**CHILDREN** – Have the best possible start and are safe from harm, happy, healthy and learning well

Our 'Walsall Right 4 Children' programme, sets out our ambitions to make sure that the right children and young people receive the right help at the right time. Our recent Ofsted inspection recognised that we have delivered tangible and sustainable improvements. We will continue on this improvement journey in developing our children's alliance with a greater focus on children's mental wellbeing and those with special educational needs.

<b>Outcomes</b>	<b>Markers of Success</b>
7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	13. Children and young people have access to high quality education and training opportunities and schools are more inclusive
	14. Children and young people with additional needs or in specific circumstances are identified and supported to have their health and education needs met.
8. Children and young people grow up in connected communities and feel safe everywhere	15. Services and support is responsive to needs of different communities, partners are proactive in responding to these needs and children and families have easier and timelier access to services.
	16. Children and families are better connected with community resources to enable them to build resilience, are involved in developing their plans and can provide regular feedback.

**Why did we choose these Outcomes?**

Physical, intellectual and emotional development are laid in early childhood. What happens during early years (starting in the womb) has lifelong effects on many aspects and prospects for our children and young people. By focusing on our children and young people's early development pays dividends later on in life in educational attainment, life prospects and contributions to the economy and society.

**When we achieve our outcomes we will improve:**

Children's educational attainment will improve across the Borough at every key stage, leading to their future life aspirations being met or exceeded. We will have more children with additional needs or in specific circumstances having more fulfilled lives, and their families better supported. Children will have a voice, which will give influence to our services and support offered. Together with our partners our services and support will respond appropriately to our wonderfully diverse communities creating a safer and better place in which to live, learn, and grow up.

**Page 10:**

**COMMUNITIES** – Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.

Our focus remains on creating a Borough that is welcoming, safe and supportive for all of our residents. Our communities are at the heart of what we do and who we serve. Working with, responding to feedback and adjusting our approach to their needs will help create more resilient and supportive communities.

<b>Outcomes</b>	<b>Markers of Success</b>
9. Our communities will be more resilient and supportive of each other	17. There will be a vibrant and diverse community and voluntary sector providing help and support where people need it with a range of volunteering opportunities
	18. Trust will be built within and between communities across the Borough
10. The people of Walsall feel safe in a cleaner, greener Borough	19. The Borough's streets are clean, green and welcoming, with more waste recycled and less going to landfill
	20. People feel safe in their local area and anti-social behaviour and crime – particularly environmental crime is reduced

**Why did we choose these Outcomes?**

Having strong communities across our Borough gives a sense of belonging, enables social connection and support and can help create fulfilling lives. They can create opportunities for people to reach their potential, give back to others and reduce isolation and inequalities.

**When we achieve our outcomes we will improve:**

Relations within and across our communities will be strengthened, with our residents feeling that they are acknowledged, listened to, safe and included. We as a Council will be able to understand and adapt to the changing needs and aspirations of our communities sharing the pride in our Borough and creating the conditions and opportunities for happy, healthy, thriving, connected communities.

**Page 11:**

**How We Are Investing Our Resources**

One key focus is to ensure that our Council services are effective, efficient and equitable. Our commitment to drive up efficiency, to change the way that we work and to build on relationships with our partners has delivered more than £50m worth of savings over the last 5 years. We have a robust medium-term financial plan and actions required to meet it, to ensure our Council is financially sustainable for the long-term.

We are taking a more strategic budgeting approach that maps the Council's financial resources to the delivery of the Council's key areas of focus, outcomes and measures of success. These are set out in our annual Budget Plan. This approach will enable a greater understanding of how we are spending our money to achieve the outcomes and better deliver services to benefit our customers, residents and businesses across the Borough.

The table below shows the baseline 2021/22 budget allocated to achieving the Council's key priorities and outcomes and the movements in the 2022/23 budget for the year ahead capturing the significant pressures, changes in funding and required savings and efficiencies as detailed above.

**Our Summary of Corporate Revenue Budget 2022/25 by Outcome:**

<b>Priorities</b>	<b>Outcomes</b>	<b>2022/25 £m</b>
<b>ECONOMIC</b>	1. Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	
	2. Education, training and skills enable people to contribute to their community and our economy	
<b>PEOPLE</b>	3. People can access support in their community to keep safe, well and independent at home	
	4. People are supported to maintain or improve their health, wellbeing and quality of life	
<b>INTERNAL</b>	5. All services will be innovative, high-performing and efficient, using technology, insight and new ways of working to bring equitable services to our customers	
	6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	
<b>CHILDREN</b>	7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	
	8. Children and young people grow up in connected communities and feel safe everywhere	
<b>COMMUNITIES</b>	9. Our communities will be more resilient and supportive of each other	
	10. The people of Walsall feel safe in a cleaner, greener Borough	

**Page 12:**

**OUR APPROACH**

Our Council values are key to the delivery of our priorities. They highlight the foundation of how the Council – its Councillors and employees, work with our residents, our partners and within our local communities. Our values (PLATE) influence our choices and our behaviours:

Professionalism,

Leadership,

Accountability,

Transparency and

Ethical working

These are reflected in:

- The commitment of our Councillors who not only represent their constituents, and focus on areas of service across the Borough to ensure that inequality is reduced and all residents and businesses have the opportunity to maximise potential.
- Our ambition to create opportunities for all residents, communities and businesses to fulfil their potential and thrive.
- Our commitment to deliver our Proud promises: Improve outcomes and customer experience; Improve employee satisfaction and engagement: and Improve service efficiency and performance.
- The consolidation of our partnership opportunities and building on the digital programme and our commitment to make local democracy more transparent
- Our commitment to continue to work in partnership with organisations, particularly recognising our place within the West Midlands Combined Authority (WMCA) and the Integrated Care System (NHS),
- Our ambition to develop our Borough Plan - setting our story for Walsall and what collectively we want to achieve by 2040.
- Every employee's Annual Performance Conversation (APC) – tracking how staff are meeting these values, how their individual objectives link to Our Council Plan with support through a Personal Development Plan.
- The Council's commitment to creating an environment that provides opportunities for all employees. Staff are supported through Personal Development Plans and are given regular management support which is reinforced through the delivery of our Organisational Development Plan.

**Page 13:**

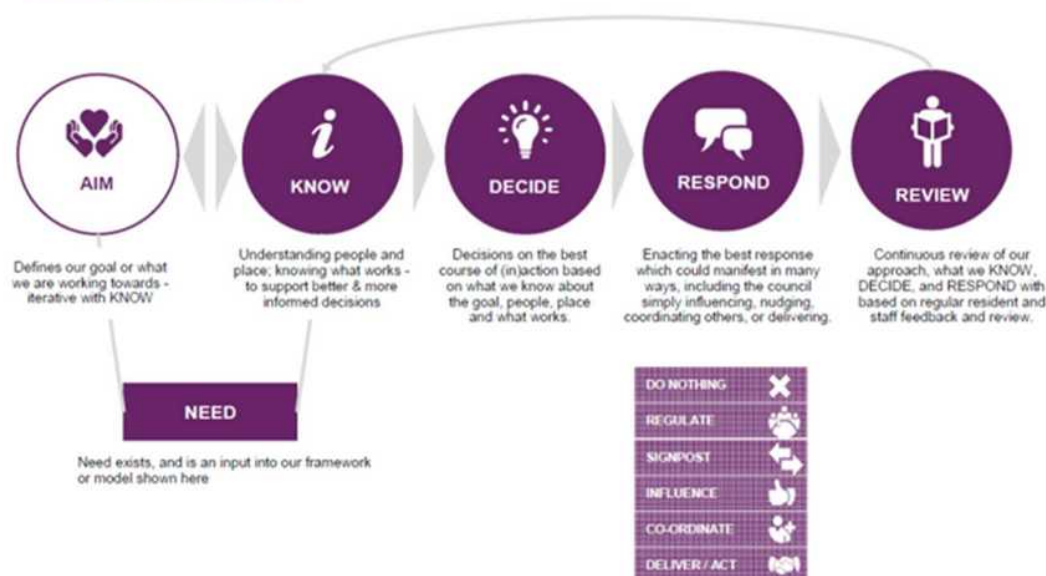
**Our 'Ways of Thinking'**

The framework below (**figure XX**) sets out the approach we take to our decision making across the Council. It is centered on being clear about our aims and what we are working towards, understanding customer needs, setting out the best course of action, how we will



deliver and how we will review our progress. This provides a consistent and transparent approach to decision making across the Council and is embedded in our Cabinet decisions.

A 'ways of thinking' framework for the organisation that can be applied to all decision-making for the council



## Page 14

### Accountable delivery and measuring success

Comprehensive plans to deliver our ambitions will be developed with Cabinet Members. We have set out 20 measures of success aligned to 10 outcomes, within our 5 areas of focus (EPICC). These 20 measures will have a balanced scorecard underneath enabling the Council to assess its progress in an open and transparent way. These measures will be monitored internally through the Corporate Management Team and presented publicly to Cabinet on a quarterly basis. This will allow councillors, scrutiny committees and residents to monitor our progress and review the steps we are taking to continue to change our organisation to get the best outcomes for our residents.

Priority	Outcomes	Lead Portfolio Holder for Outcome	Overview and Scrutiny Committee
<b>ECONOMIC</b>	1. Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	<b>Regeneration</b>	<b>Economy and Environment</b>
	2. Education, training and skills enable people to contribute to their community and our economy	<b>Education and Skills</b>	<b>Education</b>
<b>PEOPLE</b>	3. People can access support in their community to keep safe and	<b>Adult Social Care</b>	<b>Social Care and Health</b>

**Walsall Council**

	well and remain independent at home		
	<b>4.</b> People are supported to maintain or improve their health, wellbeing and quality of life	<b>Health and Wellbeing</b>	<b>Social Care and Health</b>
	<b>5.</b> We get things right, first time and make all services accessible and easy to use	<b>Leader</b>	<b>Scrutiny Overview</b>
<b>INTERNAL</b>	<b>6.</b> The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	<b>Internal Services</b>	<b>Scrutiny Overview</b>
	<b>7.</b> Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	<b>Children's</b>	<b>Children's</b>
<b>CHILDREN</b>	<b>8.</b> Children and young people grow up in connected communities and feel safe everywhere	<b>Resilient Communities</b>	<b>Scrutiny Overview</b>
	<b>9.</b> Our communities will be more resilient and supportive of each other	<b>Resilient Communities</b>	<b>Scrutiny Overview</b>
<b>COMMUNITIES</b>	<b>10.</b> The people of Walsall feel safe in a cleaner, greener Borough	<b>Clean and Green</b>	<b>Economy and Environment</b>

## Equality Impact Assessment (EqIA) for Policies, Procedures and Services

<b>Proposal name</b>	<b>Council Plan 2022-25</b>		
<b>Directorate</b>	Adult Social Care		
<b>Service</b>	Policy and Strategy Unit		
<b>Responsible Officer</b>	Stephen Gunther		
<b>Proposal planning start</b>	April 2021	<b>Proposal start date (due or actual date)</b>	1 <sup>st</sup> April 2022

<b>1</b>	<b>What is the purpose of the proposal?</b>	<b>Yes / No</b>	<b>New / revision</b>
	Policy	<b>yes</b>	<b>Revision</b>
	Procedure	<b>No</b>	
	Guidance	<b>No</b>	
	Is this a service to customers/staff/public?	<b>No</b>	
	If yes, is it contracted or commissioned?	<b>No</b>	
	Other - give details	No	
<b>2</b>	<b>What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?</b>		
	<p>Every local authority has a requirement to have a corporate plan that articulates the strategic direction for the Council and how it measures its success.</p> <p>The Council's current corporate plan was a one-year refresher to the 2018-21 Plan and ends in 2022. It was agreed to publish a one-year Plan (2021-22) , acknowledging the significant restrictions of the global Covid-19 pandemic with regards to resources and capacity delaying the creation of strategic assessments and carrying out engagements with the local community – all which informs the plan.</p> <p>The Council Plan for 2022-25 has been populated with information, following a year of further engagement and understanding of the impact of the pandemic and the updated JSNA and Economic Plan. The Council Plan for 2022-25 is building on what has been achieved and what is next, highlighting</p> <ul style="list-style-type: none"> <li>• The importance of forward/outward looking Council</li> <li>• Being an agile/flexible Council</li> <li>• Aiming to be the employer of choice to attract talent</li> </ul> <p>The 2022-25 Plan builds on the previous plans with the same Aim of <i>Inequalities are reduced and all potential is maximised. Together we are committed to developing a healthier, cleaner and safer Walsall and creating an environment that provides opportunities for all residents, communities and businesses to fulfil their potential and thrive.</i></p>		



	<p><b>Our Plan</b></p> <ul style="list-style-type: none"> <li><b>Together We Are Proud:</b> Proud of our Past, Our Present and for our Future</li> </ul> <p>The plan sets out 5 areas of focus (EPICC), 10 outcomes and 20 markers of success to assess progress in delivery of the plan.</p>		
3	<b>Who is the proposal likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>
	All	Y	The plan sets out the strategic direction of the Council and will have an impact on all residents of the Borough. The plan's aims, areas of focus and outcomes will inform Council decisions over 2022-25.
	Specific group/s		
	Council employees		
Other (identify)			
4	<b>Please provide service data relating to this proposal on your customer's protected characteristics.</b>		
	<p>The Council Plan builds on the previous corporate plans with markers of success to evidence improvement. Impact of the plan will be monitored through the 20 markers of success. These have been informed by directors across the Council and will give an indication over each year on the achievement towards the 10 outcomes in the plan.</p> <p>Community focus groups and community and staff surveys undertaken in 2020-21 have been used to inform the plan and the updated JSNA.</p> <p>Additionally, other insights including a national study called 'Beyond Us and Them', (being an 18-month research into the impact of the pandemic on social cohesion in Britain) focused on six local authority areas including Walsall; and feedback gleaned from the work of the Local Outbreak Engagement Board have been used to inform the plan.</p>		
5	<b>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</b>		
	<p>Consultation has been carried out on the Council Plan with the Chief Executive, Leader of the Council, Cabinet members, the Corporate Management Team and Directors.</p>		

**Consultation Activity**

<b>Type of engagement/consultation</b>	Presentation and discussion	<b>Date</b>	13.09.2021 08.11.2021 10.01.2022
<b>Who attended/participated?</b>	Directors Group Walsall Council		
<b>Protected characteristics of participants</b>	Individuals of the group cover a range of the protected characteristics outlined in the equality legislation.		
<b>Feedback</b> <ul style="list-style-type: none"><li>• The group understood and agreed with high level proposals</li><li>• There was agreement of the aim, areas of focus and outcomes.</li><li>• There were a range of questions on what were covered in the Markers of success and what they should cover with a range of suggestions given</li></ul>			

Type of engagement/consultation	Presentation and Discussion	Date	- Strategic sessions - Weekly CMT agenda item in December 2021 and January 2022
Who attended/participated?	Corporate Management Team		
Protected characteristics of participants	Individuals of the group covered a range of the protected characteristics outlined in the equality legislation. All specific characteristics were not collected.		
<b>Feedback</b> <ul style="list-style-type: none"><li>• There was general agreement of the aim, and outcomes and refinement of the current plan</li><li>• It was agreed to have a 3-year plan (which will bring it in line with the Budget timeline) following further engagement and a deeper understanding of the impact of Covid-19.</li><li>• There was a steer to align the budgets with outcomes in the presentation of the report</li><li>• Agreement that the directors' group should inform and develop the markers of success.</li></ul>			

Type of engagement/consultation		Date	
Who attended/participated?			
Protected characteristics of participants			
Feedback			

6	<b>Concise overview of all evidence, engagement and consultation</b>		
<p>There was agreement that the aim should stay <i>reducing inequalities and maximising potential</i> with the 5 areas of focus the same and 10 outcomes as there has previously been good engagement in the development of these.</p> <p>The proposal for the Markers of Success was agreed and will capture the progress year on year towards delivering the agreed 10 outcomes. The Markers of Success will be reviewed annually to ensure that they are inline with current Council priorities.</p> <p>The plan's aim is reducing inequalities and maximising potential and all actions should be taken to meet this aim. Therefore, they should have a positive effect on reducing inequalities. Any Cabinet decisions taken should continue to consider this aim in the decision making.</p> <p>There is no evidence gleaned that suggests the actions taken following agreement of the plan would have a detrimental impact on the protected characteristics as set out in the equality legalisation, albeit they should have a positive impact.</p>			
7	<b>How may the proposal affect each protected characteristic or group?</b> <b>The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.</b>		
<b>Characteristic</b>		<b>Affect</b>	<b>Reason</b>  <b>Action needed</b> <b>Yes</b>
<b>Age</b>		<p>Meeting the aim of the Plan should have a positive impact on all of the protected characteristics and therefore it is important to have regular progress reports to Cabinet to ensure that action taken by the council and decisions taken by Cabinet meet the aim.</p> <p>Quarterly reporting planned of progress made over the year would there is due consideration of the actions taken to reduce inequalities and maximise potential.</p> <p>Additionally they should consider any positive or negative impacts on the protected characteristics.</p>	
<b>Disability</b>			
<b>Gender reassignment</b>			
<b>Marriage and civil partnership</b>			
<b>Pregnancy and maternity</b>			
<b>Race</b>			
<b>Religion or belief</b>			
<b>Sex</b>			
<b>Sexual orientation</b>			
<b>Other (give detail)</b>			
<b>Further information</b>			
8	<b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.</b>		(Delete one) <b>yes</b>
The proposal sets out the strategic ambition for the Council for the next three-years; should inform all other plans, policies and strategies and have a positive effect.			
9	<b>Which justifiable action does the evidence, engagement and consultation feedback suggest you take?</b>		
A  ✓		<b>No major change required</b>	

	B	Adjustments needed to remove barriers or to better promote equality Are you satisfied that the proposed adjustments will remove the barriers identified?
	C	Continue despite possible adverse impact For important relevant proposals, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact. Consultation may suggest a change of action, but some actions will be required regardless of consultation e.g. budget savings. Mitigating actions may be required to minimise impact identified through consultation.
	D	Stop and rethink your proposal Actual or potential unlawful discrimination is identified; the proposal will need reviewing immediately. You may need to consult with appropriate officers including your executive director, finance or Equality, Safety and Wellbeing.

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome

Where the assessment indicates a potential negative impact (B, C or D in question 7), identify how you will reduce or mitigate this impact. The full impact of a proposal will only be known once it is introduced, so always set out arrangements for reviewing the actual impact of the proposals e.g. 6 month or 12 months after implementation.

Identify who the monitoring will be reported to and what it is part of e.g. service monitoring or project monitoring. Then ensure the outcome of each action is added, this is just as important as identifying the potential impact.

Update to EqIA	
Date	Detail

Use this section for updates following the commencement of your proposal.

## Contact us

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