

CABINET

21 APRIL 2022

CORPORATE PLAN 2022-27

Leader of the Council

Simon Geraghty

Chief Executive

Paul Robinson

Recommendation

1. **The Leader of the Council recommends that Cabinet:**
 - (a) **Approves for recommendation to Council the refreshed Corporate Plan 2022-27, the four key priorities of open for Business, Children and Families, the Environment and Health and Wellbeing and their respective performance measures; and**
 - (b) **Delegates authority to the Leader of the Council for minor amendments to the text during the style and design process.**

Background

2. Worcestershire County Council's Corporate Plan, 'Shaping Worcestershire's Future 2017-2022', is due to be refreshed. This document has provided a blueprint for the organisation, setting out our core priorities and guiding how the organisation will operate, both internally and with partners across Worcestershire and beyond. It has focused our work on four key priority areas:

- Open for Business
- Children and Families
- The Environment
- Health and Wellbeing

3. These four priority areas have become the bedrock by which we do business across the County and have seen us deliver key pieces of work which we know are important to the people of Worcestershire.

4. Over the last five years we've truly become **Open for Business**, unlocking key strategic sites at Worcester Six, Malvern Hills Science Park and Redditch Gateway whilst growing our county's economy and providing jobs and opportunities for our residents. The delivery of Worcestershire Parkway Station has opened up accessibility regionally and nationally for residents and businesses.

5. We've put **Children and Families** at the heart of all we do, recognising the importance in having a great start in life. We've invested in our school estate,

providing good-quality educational facilities. We've supported families and invested in children's social care to protect at risk children where necessary.

6. Delivering growth in a sustainable way has been key to preserving Worcestershire's **Environment**. We've invested in all modes of transport to provide accessibility for our businesses, including easing congestion on our roads and delivering sustainable and active travel options. Our waste to energy plant has also helped us power homes and businesses through waste that could not be recycled.

7. Our work to improve the **Health and Wellbeing** across Worcestershire has seen ever closer working and integration with the NHS and other care providers to ensure people are provided the best, and most cost effective, service. We've adopted a preventative model, aimed at empowering people to live longer, healthier lives in their own homes for as long as possible. We know this has the best outcomes for our residents and helps us manage our resources to intervene where critically necessary.

Worcestershire Corporate Plan 2022-27

8. Through regularly engagement with our residents, business and partners, we know the four themes set out in the previous plan cover the key areas that people want to see the Council deliver on, and we are committed to continue our strong progress against each area. As such, our Corporate Plan 2022-27 is a refresh of our previous plan, with these areas continuing to be the four pillars by which we do business.

9. This refreshed document recognises the significant progress we've made over the past five years, across all four of the priority areas, and now sets out what we plan to deliver for the future. Here we've updated the content of the plan, setting out where we plan to focus our energy and efforts to ensure Worcestershire continues to be a thriving County for all.

10. On **Open for Business**, we will expand our key strategic sites to deliver more highly skilled jobs and support further business expansion. Alongside this, we will continue to invest in unlocking growth at key transport sites including Shrub Hill and Redditch Railway Stations, support our partners and deliver further digital connectivity through the provision of gigabit broadband. We will also support our partners around plans for Future High Street Fund, Towns Fund and Levelling Up proposals.

11. Our continued investment into **Children and Families** will aim to see our children's services rated as 'Good', recognising the significant journey of improvement we have been on. We will continue to invest in our school estate, including the delivery of a new secondary school and extra places to keep pace with development.

12. We know our role is to help preserve and protect our **Environment** for future generations. We have now agreed a Net Zero plan which will focus our efforts to reduce our environmental impact even further whilst still enabling us to deliver sustainable growth alongside maintaining a top-quartile quality for our roads and pavements. We will continue to invest in environmental measures that protect our natural environment, enhance our biodiversity and reduce our carbon footprint.

13. Ensuring good **Health and Wellbeing** for our residents remains a key priority for us. We'll work ever more closely with residents and communities to encourage active lifestyles, enabling people to live longer, healthier and happier lives. Our work with the NHS and other care partners through the Integrated Care System will help co-ordinate our services and ensure residents receive the right care at the right time to meet their needs.

14. To deliver against our priorities, our journey to reshape our Council alongside our communities and with our partners continues. In response to the pandemic, we've truly become an innovative, forward-thinking and flexible organisation. We intend to continue to harness the benefits and efficiencies of working flexibly, reducing our footprint, and connecting our employees more closely with the communities and partners we work with.

15. We commit to working ever closer with our communities, to build local capacity and allow people to be supported in their area. We will expand our Here2Help programme to provide a single front door of advice and guidance for people, whilst working with voluntary and community groups to strengthen local support.

16. All of this work sits within our 'One Worcestershire' approach to co-ordinating work, investment and priorities across our county. We seek to adopt new ways of working, including co-location and shared service, to embrace a joined-up approach to service delivery that best meets local needs and removes barriers between organisations. We also communicate regularly with our partners in all things we do, to ensure our services do not simply move demand to another organisation – and instead we work together to resolve issues as 'One Worcestershire'.

17. Our refreshed Corporate Plan ensures we build on the successes we've already delivered across the county and looks to focus our efforts on key areas we know matters to our communities, businesses and partners.

Legal Implications

18. There are no direct legal implications arising from this report. The Overview and Scrutiny Performance Board is reviewing the Plan at its meeting on 26 April 2022 and the Leader is attending to discuss it.

Financial Implications

19. There are no direct financial implications arising from this report. Individual projects and initiatives highlighted in the corporate plan will have their own business cases and relative implications to be considered. At all times the Council will seek to invest smartly in our county and deliver value for money for our residents.

Implications

20. There are no direct HR implications arising from this report.

Risk Implications

21. There are no direct risk implications arising from this report. Should the Council choose not to adopt the refreshed Corporate Plan 2022-27 there is a risk that we do not focus our efforts and resource on our key priorities, and therefore not deliver as effectively for our residents, businesses and partners.

Joint Equality, Public Health, Data Protection and Sustainability Impact Assessments

This report provides an overview of the Council's Corporate Plan 2022-27.

A **joint impact assessment (JIA)** screening (and any full impact assessments – if screening indicates that they are required) will be completed for any specific initiatives that arise as part of the plan.

Supporting Information

- Appendix A – Corporate Plan 2022-27

Contact Points

Specific Contact Points for this report
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Background Papers

None