

We are Walsall 2040 Borough Plan





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# Why do we need a vision for Walsall 2040?

Walsall partners have been working together for many years to address need and shape services. In a changing world, it is more important than ever that we recognise what matters most to Walsall residents, communities, businesses, and investors to meet the scale of challenges to come and create a borough that is strong, resilient, and able to thrive.

By 2040 the world could be a vastly different place technologically, economically, and socially. Many of us will be living longer and it is important that we stay fit and well, so those years are full of good mental and physical health. In 2022 we already face inequalities in wealth and health that were starkly highlighted and amplified by the COVID-19 pandemic and the cost-of-living crisis. We need to consider how public services can work with residents, businesses, and communities to close the gap and ensure equity, equality, and opportunity for all.

Many of those who will become adults in 2040 have just been born. We need to create strong prospects for their future, a thriving borough with opportunities for play, leisure, culture, education, accessible health services, decent affordable housing, and access to good jobs. Community matters and is the glue that helps keep us together, fosters good relations and create a sense of pride and place.

We know that current trends towards more digital and technologically focussed services will continue and many of us will travel, live, and work in diverse ways by 2040 and need different skills to work in different jobs than we can envisage today. We also know that the impact of climate change will be a lived reality for all of us by the middle of the century. We have looked at our data and insight and know the scale of challenges to come. We must work together to change the current direction of travel and create a borough that is a destination of choice. We are Walsall 2040 is about recognising what matters most to those who live, work, study, invest and visit so we can be ambitious and signal our intent to be a place that thrives. This borough plan will act as a key framework to ensure everything



that we do is helping to create a stronger and prosperous borough, a borough of opportunity where all can be proud.

Cllr Bird



#### Walsall in 2040 - challenges and opportunities



#### Click<u>here</u> to read more about our insight and data that shaped We are Walsall 2040

#### How we developed the vision

Partners across the borough have listened to thousands of people that live, work, study and invest in the borough. The We are Walsall 2040 engagement programme was carried out from June 2022 – March 2023 and sought a wide range of views, opinions, and priorities on what matters now and for the future of Walsall.

We co-produced activities with dozens of community groups across the borough to hear thousands of different voices, as well as filming vox pops, capturing views at libraries and leisure services, holding focus groups and circulating surveys to 10, 000 homes and hundreds of businesses and having 1-1 discussions with people at various events and festivals. Alongside that, we consulted extensively on the draft strategy framework to ensure all had an opportunity to shape the plan for the borough over the next 18 years. Over 8,300 views have been received and heard. Alongside this, we collated data and information from a variety of sources to understand what issues we have now and what challenges we may face in Walsall by 2040. The insight from the data and engaging with people have been used together to understand key priorities on our goal towards a thriving 2040 for Walsall.



# Our vision and ambitions

#### Vision:

Walsall in 2040 will be the most improved borough in the region, a vibrant place where people are proud to live and residents in all neighbourhoods have the same life chances.

We will:

- be a safe borough.
- be a healthy borough.
- be a green borough.



Principles

- We are sustainable.
- We are inclusive.
- We are local.
- We are resident focussed.
- We are honest.



#### We are thriving and happy.

By 2040 we will be a borough where all people feel safe, where communities and people do more to help each other and themselves, and children have the best start in life.

# **Child friendly Borough**

We want to create a Walsall where all children, irrespective of background or ability, have access to good education and can lead fun, safe and healthy lives. We want to ensure services are there now and, in the future, to support children and families and that they can access a range of activities to have fun, grow, learn, and thrive locally. Resilient children and thriving families are key to ensure Walsall's children can achieve their potential become successful adults from 2040 and beyond. As partners, we will focus on supporting the first one thousand days in a child's life to give them the best start. We will work together to close the gap in child poverty and educational inequalities and create a borough of opportunity for children and young people.

#### Outcomes

By 2040 all Walsall children will have the best start in life with excellent support available to families to ensure they thrive.

By 2040 we will have closed the gap and no longer be in the top 10% of areas with the highest child poverty rates.

By 2040 Walsall will be a borough of fun with opportunities for children and young people to safely play and learn across all areas of the borough.

By 2040 we will see improvement in education levels across the borough and will be the most improved borough in the region in all education and skill metrics.

By 2040 we will have closed the gap in outcomes for vulnerable children and children with special educational needs and disabilities (SEND) and be the most improved in the region.



By 2040 Walsall will be a borough of opportunity for young people with broad options for apprenticeships, graduate roles, and pathways for careers in local business.

#### We will

Work with families, so that every child starts school healthy and ready to learn.

Ensure excellent provision of education and support for all children including vulnerable children and those with special educational needs and disabilities.

Develop opportunities to prepare children and young people for career pathways that mean they can live and work locally, so talent is retained in the borough.

Identify a caring home for every child in the Council's care.

Promote activities, events, and opportunities for children to learn and play across the borough.

## **Feeling Safe**

Through our listening and engagement activities in 2022 and 2023 you told us that feeling and being safe is your number one priority. We want to create a Walsall where people feel safe in their homes, and are confident when active, day or night in neighbourhoods, villages, and Walsall town centre. The Crime and Disorder Act 1998 placed a duty on the police and local authorities to collaborate with key partners and organisations to develop and implement local crime-reduction strategies. We will continue to work together and with community leaders and groups to focus on and address the root causes of crime and ensure people are safe from the effects of crime, disorder, and anti-social behaviour. We will ensure that our regeneration plans across the borough are implemented to create a secure and safe environment where we 'design out crime.' We will target interventions to reduce crime, particularly violent and knife related crime and we will continue to effectively safeguard or children and vulnerable adults from abuse and exploitation. By 2040 we will see a Walsall where people feel safer and are safer.



#### Outcomes

By 2040 we will see reduction in all types of crime, and we will be the most improved borough in the region for anti-social behaviour and violent crime rates.

By 2040 Walsall will have the lowest rate of youth related knife crime in the region.

By 2040 we will have vibrant town centres where the built environment is designed to promote safety and wellbeing day and night.

By 2040 we will be a prevention borough where children, young people and vulnerable adults are safeguarded from abuse and exploitation.

By 2040 all people will feel safe in their homes and live free from threat of abuse and violence.

#### We will:

Work with communities to reduce crime and fear of crime.

Understand and address issues and barriers leading to anti-social behaviour within communities.

Work with young people to understand reasons for gang culture and violence.

Work with schools and communities to help children and young people understand safe behaviours.

Promote neighbourhood schemes and activities to help you participate in making your community and neighbourhoods safer.

## **Empowered Communities**

Strong and empowered communities have been shown to help people live happier and longer lives. Being active in our communities and having a voice in shaping the world around us can help to anchor us to our neighbourhoods, foster feelings of belonging, generate trust, reduce feelings of isolation and loneliness, and create a sense of physical and mental wellbeing. Empowered communities are more resilient to the challenges of everyday life and the harnessing of the abilities, skills, and strengths



available outside of public and private sector can drive forward change and improvement in local areas. We want to create a Walsall where everyone has a voice and the opportunity to get involved through volunteering and participating in community life. Those who are active in their communities feel more connected and are mentally and physically resilient and well. We have a vibrant community sector in Walsall, and it is important that we safeguard it to ensure sustainability of the community sector into the future.

# Outcomes

By 2040 public services will be shaped by and for Walsall residents who will have an active voice and be at the heart of what we do.

By 2040 we will have a strong and sustainable voluntary and community sector that plays a key leadership role in shaping and delivering services vital for Walsall life.

By 2040 Walsall will be a borough where volunteering is encouraged and celebrated and people understand how they can take part.

By 2040 Walsall will be known as a place of cohesion where communities work together, and diversity is celebrated and respected.

By 2040 Walsall will have vibrant and sustainable community spaces that act as a hub for community life.

## We will

Work with, invest in and support community groups to give you opportunities to come together and shape and deliver local services.

Promote activities, events and programmes that bring communities together.

Regularly have conversations with residents to ensure their voices are heard in service design and delivery.



Work with communities to ensure Walsall is a place of tolerance and respect where communities live happily together and have opportunities to celebrate belonging.

Promote volunteering to help you do more in your communities.



## We are healthy and well.

*By 2040 we will be a wellbeing centred borough where people are healthy and live full and active lives* 

# Living active lives

Walsall is faced with many challenges that impact on health and wellbeing. Healthy life expectancy is well below the national average and people in Walsall spend a larger portion of their lives living in poor health. The COVID-19 pandemic highlighted issues in the access and availability of health services for different communities and people with different conditions. Ageing populations and people living longer in poor health, alongside increasing moves to digital services and technology means partners must consider what health and care services look like for the future and how people can access them whatever their background, need or location. We must understand the barriers to accessing services for all our communities and ensure a local offer. We must use community assets, and local networks to develop a broader model of health and care that helps people stay well and looked after at home and within their communities and will reduce inequalities in Walsall.

The COVID-19 pandemic highlighted how pre-existing health conditions can have an enormous impact on our personal risk of ill health. In 2022/23, 71 out of every one hundred adults in Walsall are overweight or obese which is higher than the national average and by 2040 this could rise unless we work now to address it. Stopping smoking, eating healthily, maintaining a healthy weight, engaging in regular exercise, and reducing our drug and alcohol intake can have a significant impact on our current and future health. Partners must continue to collaborate with communities and residents to take a preventative approach, put health, people and wellbeing first and encourage and enable all of us to live healthy lives.



#### Outcomes

By 2040 people in all areas of the borough will live longer lives in better health, and we will have narrowed the gap in life expectancy and healthy life expectancy across all neighbourhoods.

By 2040 people in Walsall will live more physically active lives – we will be the most improved borough for smoking rates and drug addiction in the region.

By 2040 we will see a sustained improvement in air quality in Walsall particularly in Pleck and Palfrey.

By 2040 we will have excellent and accessible health services that continue to meet local needs with more people accessing community services to stay healthy and well.

By 2040 Walsall will be a wellbeing borough where those with disabilities are enabled and supported to live active lives.

#### We will

Design and deliver the right health services that meet your needs where you live.

Understand the barriers to living healthy lives and work together to address them for all communities.

Provide and share opportunities for you to do what you love to stay active and well.

Consider health in all our policy, planning and decision-making and put it at the heart of what we do to improve quality of life for all.

Promote and encourage green travel options to reduce car congestion and emissions.

# A community that cares.

People are at the heart of any community and in Walsall we want to put people at the heart of services and decisions particularly on how they live, their health and care and how they are supported as they age. We want everyone to have choice, control, and flexibility so they can live well, age well and die well. We will continue to work together to ensure excellent care provision in Walsall that is designed



and centred around the individual and their needs. We want people to be able to live independent lives and stay in their homes and communities as long as possible through provision of quality and timely support. Nationally, carers contribute approximately £135Billion in unpaid care and are the bedrock of social care support. Unpaid carers are more likely to suffer from poorer mental health and wellbeing, often struggling to manage their own needs alongside their caring responsibilities. We want Walsall to value carers and ensure our carers are supported to thrive.

## Outcomes

By 2040 all carers will be supported to meet their needs and maintain their quality of life.

By 2040 all people will be supported to live independently in their homes or communities.

By 2040 we will be known as borough with high quality care services that are flexible and local.

By 2040 Walsall will be a borough with excellent end of life care where all people have choice and control in their final days, and we will see an increase in end-of-life care in homes and communities.

#### We will

Ensure high quality care and support across the borough for all.

Ensure health and care career skills and opportunities are developed so our workforce is made up of local people with enough health and care staff for the future.

Listen to carers and help them feel supported.

## **Good mental health**

In 2022/23, 26 adults out of every one hundred people in Walsall are experiencing prominent levels of anxiety and this could increase to 37 out of every 100 by 2040 without further intervention. Through the 2021 Mental Wellbeing strategy 'Together We Can' and the Health & Wellbeing Strategy partners have committed to focus on ensuring good mental health for all Walsall residents through increasing awareness of mental health, expanding knowledge and understanding of good mental health and



ensuring all residents that need it can access support and advice and minimise risks that can contribute to low mental wellbeing. We want people to recognise the importance of mental wellbeing and to be able to access support and guidance when needed.

#### Outcomes

By 2040 mental health is recognised as equally important as physical health to ensure health and wellbeing.

By 2040 Walsall will have mental health services that are local and accessible and provide the right help to enable people to fully participate in Walsall life.

By 2040 we will see a decrease in mental illness, anxiety, and depression in Walsall as more people know how to self-care to maintain their wellbeing.

By 2040 the children of the Borough will be equipped to maintain good emotional wellbeing and resilience for later life.

By 2040 Walsall will be a dementia friendly borough known for high quality care where people can live independent lives at home and in their communities.

## We will

Work with employers to ensure staff are supported with mental wellbeing and resilience.

Promote mental health awareness and highlight where people can go to get help and support.

Ensure children and young people understand good mental health and where to go for local support.



#### We are prosperous and innovative.

*By 2040 Walsall will be a place that it is easy to get around, where people are confident to access services digitally and the economy works for everyone.* 

# **Quality homes**

Availability of quality homes of all types is vital to ensure Walsall can continue to grow and flourish economically and socially by 2040, ensuring quality of life for children, families, commuters, and older people. Good housing impacts on how people feel about where they live and the world around them. It impacts directly on people's mental health and poor-quality housing can directly affect people through ill health. New quality housing developments are required to keep key skills within the borough and attract commuters from across the region. We are focussed on building more houses of the right types in the right places and working with partners and developers to deliver homes where people can live happy, healthy lives. Alongside this, we need to ensure existing houses in the borough are maintained to a decent standard and are safe, compliant to requirements and are energy efficient. We will continue to work with social and private property owners to provide quality homes and will work with the most vulnerable in the borough to prevent or reduce homelessness and ensure we have a borough where no one needs to sleep rough.

## Outcomes

By 2040 Walsall will have implemented our housing strategy and ambitious local plan to ensure houses are in the right numbers, in the right places, of the right size to meet local choice and need and are quality, affordable, and sustainable.

By 2040 rogue property owners will have been tackled and all houses will be decent and of high quality.

By 2040 Walsall will be a borough where no one needs to sleep rough.



By 2040 homes in Walsall, whether new or existing dwellings, will be energy efficient and sustainable and Walsall will be on track towards all homes being carbon neutral by 2050.

By 2040 everyone who needs it will understand the support available to make their homes adaptable.

#### We will

Invest in building high quality affordable homes across the borough that meet local need.

Ensure new developments are part of connected communities with local services and facilities.

Work with property owners to encourage high quality private rental properties across the borough and tackle rogue landlords as well as ensuring that social houses are of a high standard and repairs are conducted quickly.

Work across the borough to ensure highest level of energy efficiency for new existing houses.

Work with developers to ensure a mix of housing schemes in key priority sites across the borough.

Eliminate rough sleeping across the borough.

# Strong economy for all

Parts of the borough (particularly in the west) are some of the most deprived areas of England. Walsall in 2022 is ranked the 25th most deprived Local Authority area in England (out of 317) with fifty-three out of every one hundred people in Walsall living in deprived areas. Deprivation has a direct link to people's physical and mental health as it determines the food we eat, the environment we live in, our access to education and skills and can impact on the type of work and jobs we do; all of which affect our wellbeing. The economy of Walsall must work for everyone to improve quality of life for all those in deprived parts of the borough. Our economic strategy developed alongside the 2040 vision will build a positive future, increasing jobs, skills and harnessing our economic assets of geography, connectivity, strong industrial sectors, and partnership working across anchor institutions. We want Walsall to be a borough of life-long learning where all people can continue to learn and adapt and innovate through accessible courses and opportunities in work. We will invest in skills development



to drive productivity across the borough, ensure young people are equipped with the skills for local jobs now and for the future. We will also maximise our exemplar legacy within certain manufacturing and industries and leverage in investment across the borough that helps us create a borough economy for all.

## Outcomes

By 2040 Walsall Borough will no longer be in the top decile (10%) for deprivation and through focussed intervention will have halved its neighbourhoods in the top 10% deprivation levels.

By 2040 Walsall will have a strong investment brand and be known as a place to do business.

By 2040 Walsall will have seen a sustained increase in jobs with more new businesses investing and growing in the borough year on year.

By 2040 Walsall will be an international centre of excellence for advanced manufacturing, modern construction, low carbon innovation, logistics and health.

By 2040 Walsall will be a borough where school leavers and graduates can choose to live and work locally with opportunity for progression.

By 2040 Walsall will be a borough of lifelong learning and will have increased adult skill levels to close the gap and be most improved in the region.

By 2040 Walsall will have embraced technology and have a workforce that is ready to meet the needs of the future economy.

By 2040 we will be a financially inclusive borough with most improved levels of debt and financial literacy in the region.



Attract investors and new businesses to the borough to create more jobs and higher skilled, better paid jobs.

Provide support to small and local businesses to help them grow.

Ensure people can get the skills they need to get into work, progress in their careers and access better paid jobs.

Increase graduate and apprentice opportunities across the borough.

Promote shopping and buying goods and services locally to residents, partners, and businesses.

Encourage partners and businesses to pay a living wage.

# **Connected Borough**

Walsall is a diverse borough with a mix of urban areas and surrounding towns and villages. The M6 bisects the borough and acts as a strategic vein carrying people, goods and services and bringing opportunities and challenges to the borough. The diverse nature of the borough means we need a mix of transport options to ensure we are connected to the wider Black Country, West Midlands region and nationally and internationally. We want the people of Walsall to be able to move around for leisure, work and for their daily lives with ease and convenience whilst ensuring high class connectivity to drive economic prosperity. We want to ensure we have a mix of transport solutions, so we are not reliant on cars to get around. Many of our journeys are short and very local so we also need to ensure now and for the future that we have available infrastructure and routes to allow people the choice in how they get around. We want Walsall to be a walking and cycling borough with the right networks, routes, and infrastructure so people can do so safely.

We want Walsall to be connected digitally and boost the benefit that technology brings to our businesses, residents, and communities. We want to ensure all those who wish to get online are supported to do so and people can access digital services and get support when and where needed. We want to improve the capability and confidence of our communities in a digital age.

#### Outcomes



By 2040 Walsall will be one of the most connected boroughs in England by rail and road with faster, quieter, and more reliable connections to new and existing destinations.

By 2040 Walsall will be a cycling borough with a network of cycling routes and facilities that are safe and secure.

By 2040 Walsall will have advanced digital infrastructure to enable novel approaches to technology, lifestyles, the way we work and drive business growth.

By 2040 we will have a digitally skilled workforce to meet business needs of the future.

By 2040 Walsall will be a cutting-edge digital borough where all residents can access digital services and are confident and capable in a digital world.

By 2040 residents will confidently consent to shared data usage across Walsall partners to drive insight and improved lives.

## We will

Invest in our road networks to reduce congestion and improve journey times.

Improve the transport offer within and across the borough.

Invest in cycling and walking routes to help people feel safe travelling by bicycle or on foot.

Improve access and skills so our residents are digitally confident.

Invest in new digital platforms and technology to improve customer services and give residents and communities greater voice and choice in local decisions.

Increase access across the borough to 5G networks and support residents getting online.

Proud of our Borough



By 2040 we will be a borough known for having vibrant clean towns with quality green spaces that we all enjoy, a place where residents and partners take responsibility to respect the environment and are climate ready, and where communities come together to celebrate their heritage and culture.

# **Clean and green**

Clean, green, safe streets with strong communities help our residents feel pride, encourage people to live active healthy lives, and can act as a draw to make destination areas. We want Walsall's streets and neighbourhoods to be thriving, safe and welcoming places where people want to live, participate, and enjoy being in the borough. The Council and partners cannot create and maintain these streets and neighbourhoods alone. We need to work with residents and communities to focus on how we can all create vibrant streets and neighbourhoods and reduce, re-use and recycle our waste. Reducing the amount of waste Walsall produces is crucial to ensure a clean and green borough that is sustainable. We will educate to raise awareness of issues that impact on streets and neighbourhoods and how our behaviour can help improve the world around us. We will enforce to curb fly tipping, dog fouling, unauthorised commercial activities that can impact the environment and eliminate unsafe behaviours that negatively affect our neighbourhoods.

During our listening and engagement events you told us that you value the green spaces and parks across the borough and that maintaining the access to, and quality of Walsall green spaces is vital to your wellbeing and feelings of local pride. Respecting nature and nurturing biodiversity are important to ensure a green borough that is sustainable. Walsall will continue to focus on protecting and safeguarding biodiversity across the borough to create habitats where all creatures can thrive.

Climate change will significantly impact on the day to day lives and wellbeing of Walsall residents by 2040 with anticipated climate effects such as increased rainfall and extreme temperatures a lived reality. We need to consider how we build climate resilience into the work of partners and communities and work to address the cause and mitigate the effects. We must plan now for a climate from 2040 and beyond. We must embrace modern technologies that reduce carbon, support development of eco-friendly homes, buildings, and infrastructure, encourage public assets to be carbon neutral, increase the number of people cycling and walking to get around, and make climate change a top priority across our plans, strategies, and programmes.



## Outcomes

By 2040 we will be a clean and green borough with highly regarded parks and open spaces and be known as a place where nature is respected and protected.

By 2040/41 Walsall will be a leader regionally in carbon sustainability with a leading net zero economy and all public sector partners will be carbon neutral in their operations with sustainable public buildings and new homes.

By 2040 we will have infrastructure in place to enable residents to be prepared to smoothly switch off fossil fuel consumption.

By 2040 Walsall will be a leader in waste technology and we will have closed the gap in our recycling rate and be known as a high performer regionally.

#### We will

Ensure that Walsall has the right infrastructure and technology to process waste and recycling.

Support residents to reduce, reuse and recycle and promote what you can do to live sustainably and reduce your carbon footprint.

Maintain our parks and green spaces for your enjoyment and safeguard our nature and biodiversity.

Promote opportunities for you to do more to look after your streets, neighbourhoods, and open spaces.

Work in partnership with businesses, communities, and public bodies to deliver our climate change ambitions and ensure Walsall is ready for the effects of a changed climate.

# Celebrate our heritage and culture.



Celebrating who we are, our culture, beliefs, our stories, and our history is important to create pride, foster cohesion and drive forward prosperity and wellbeing. As the town of a hundred trades, Walsall has a rich heritage and is surrounded by historic buildings, parks and cultural sites and has a vibrant local art and heritage scene with strong organisations and community groups. By 2040 we will have built on these strong foundations to create a distinctive and dynamic arts, heritage, leisure sector to the benefit of all our communities. We will continue to bring communities together, so all feel valued and included, recognising, and celebrating the diversity of cultures and faiths of all in Walsall.

## Outcomes

By 2040 we will have strong creative industries with programmes and events that showcase the borough's diverse arts and culture scene.

By 2040 we will have diverse leisure and tourism opportunities for all ages that make Walsall a key destination in the region.

By 2040 Walsall will have the cultural infrastructure to ensure it attracts the best talent.

By 2040 we will continue to build on our heritage and identity within the Black Country and celebrate our shared stories and legacy.

By 2040 our communities will come together to celebrate their diversity and traditions in an inclusive way.

We will



Attract investment to develop culture, heritage and sports opportunities and facilities.

Celebrate our unique heritage and history through events, activities, exhibitions, and promotions.

Promote the borough and tell you and others about what is on.

Ensure children and young people can participate in culture and heritage opportunities.

Support and promote opportunities for celebrating diversity and culture across the borough.

#### Vibrant towns

In our We are Walsall 2040 engagement you told us that you want a town centre that acts as destination for you to eat out, shop locally and participate in activities, sport, and leisure on your doorstep. You also want to retain the local offer and identities of the surrounding towns and villages. Walsall needs regeneration and a revamp of its public realm and town centres. By 2040 our regeneration plans will be a reality with a re-imagined Walsall Town Centre with a strong connected gateway between the bus and train stations and a vibrant mix of green and wellbeing spaces, leisure, retail, and culture. Our regeneration plans for Willenhall will be delivered and we will continue to look at opportunities across the borough to revamp and renew our towns and villages. We will also reenvision and create thriving local markets and create towns that act as destinations to foster a keen sense of community and engender local pride.

#### Outcomes

By 2040 we will see an increased sense of pride with people speaking highly of life in Walsall.

By 2040 our towns will be revamped with improved infrastructure where shopping and socialising locally will be the first choice for residents.

By 2040 our local towns and villages will retain their unique identity and Walsall town centre will be a reimagined destination with mixed use culture, leisure, retail, and green amenity space.

By 2040 we will have flourishing markets, festivals, and events as hallmarks of a prosperous borough.



By 2040 Walsall town centre will be a destination of choice for people to live with a keen sense of community.

#### We will

Attract investors and developers to regenerate and invest in our towns.

Create a strong Walsall brand to encourage retailers and leisure providers to the borough.

Support thriving markets across the borough and ensure a range of events and activities to draw people into town centres.

Ensure a range of travel and parking opportunities to make it easy for people to come into town centres.



How we will deliver this vision

We are Walsall 2040 is a strategy for the whole borough and sets out our vision as a place for the next 17 years. To achieve the ambitions set out it requires all of us from public agencies to private sector bodies and voluntary and community sector groups, as well as residents to do our part, work together and make Walsall a thriving borough by 2040.

Success depends on our partner agencies using our combined skills, assets, knowledge, powers, and effort to effect change. Our principles are at the heart of that change, and we must be honest about what is achievable, be inclusive in our plans and delivery, think sustainability in all that we do, be local and resident focussed so the delivery is meaningful for people's lives in Walsall. We will continue to listen to residents' views throughout the life cycle of this strategy to ensure what you want, and need is at the heart of our collective plans.

This strategy is a high-level framework for the Walsall we want to see by 2040. Underneath will be a series of supporting plans and strategies that focus on specific ambitions and themes to ensure delivery. We are reviewing our partnerships across the borough to ensure we have the right governance models to deliver against this strategic framework. We will be regularly monitoring progress against our 2040 strategy through Walsall's partnerships and through Walsall Council Cabinet and Council reports and will also produce an annual update for the public.

**Our Walsall Partners** 

Logos to be added in the design.