



Children's Services Overview & Scrutiny Committee

Meeting to be held on: **10th November 2020 AT 6.00 P.M.**

Meeting to be held via: **Microsoft Teams**

Public access to meeting via: <https://youtu.be/3D48R8UZKNs>

MEMBERSHIP:

Chair:	Councillor M. Statham
Vice Chair:	Councillor T. Jukes
	Councillor D. Barker
	Councillor H. Bashir
	Councillor B. Douglas-Maul
	Councillor L. Jeavons
	Councillor M. Follows
	Councillor S. Neville
	Councillor L. Rattigan
	Councillor C. Statham
	Councillor S. Wade

PORTFOLIO HOLDER: Councillor T. Wilson.

Note: Walsall Council encourages the public to exercise their right to attend meetings of Council, Cabinet and Committees. Agendas and reports are available for inspection from the Council's Democratic Services Team at the Council House, Walsall (Telephone 01922 654767) or on our website www.walsall.gov.uk.

AGENDA

1.	Apologies To receive apologies for absence from Members of the Committee.	
2.	Substitutions To receive notice of any substitutions for a Member of the Committee for the duration of the meeting.	
3.	Declarations of interest and party whip To receive declarations of interest or the party whip from Members in respect of items on the agenda.	
4.	Local Government (Access to Information) Act 1985 (as amended) To agree that the public be excluded from the private session during consideration of the agenda items indicated for the reasons shown on the agenda (if applicable).	
5.	Minutes of the previous meeting To approve and sign the minutes of the meeting that took place on 15 th September 2020.	<u>Enclosed</u>
<u>Scrutiny</u>		
6.	Corporate Financial Performance – Quarter 2 (Period 5-August 2020) Financial Monitoring Position 2020/21 To provide the budget monitoring position for Period 5 2020/21.	<u>Enclosed</u>
7.	Draft Revenue Budget 2020/21 – 2023/24 To enable consultation of the draft budget proposals for services within the remit of this Committee.	<u>Enclosed</u>
8.	Right for Children transformation programme An update on progress against our Walsall Right 4 Children (WR4C) Transformation Programme and plans for further development over the next 3 years.	<u>Enclosed</u>
9.	Youth Justice Working Group Final Report To receive the final report of the Youth Justice Working Group.	<u>Enclosed</u>
<u>Overview</u>		
10.	Covid-19 update Briefing on the impact of the Covid-19 pandemic on children's routine health assessments.	<u>To Follow</u>
11.	Areas of Focus The Committee's areas of focus for the municipal year 2020/21.	<u>Enclosed</u>
12.	Forward plans To receive the Forward Plan of Key Decisions from Cabinet and the Black Country Executive Joint Committee, to identify any further matters, which Members feel, may benefit from scrutiny.	<u>Enclosed</u>
13.	Date of next meeting 14 th January 2021, 6pm. via Microsoft Teams.	

The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Specified pecuniary interests

The pecuniary interests which are specified for the purposes of Chapter 7 of Part 1 of the Localism Act 2011 are the interests specified in the second column of the following:

Subject	Prescribed description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by a member in carrying out duties as a member, or towards the election expenses of a member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Regulations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority:</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to a member's knowledge):</p> <p>(a) the landlord is the relevant authority;</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where:</p> <p>(a) that body (to a member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either:</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

Schedule 12A to the Local Government Act 1972 (as amended)

Access to information: Exempt information

Part 1

Descriptions of exempt information: England

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:
 - (a) to give any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
8. Information being disclosed during a meeting of a Scrutiny and Performance Panel when considering flood risk management functions which:
 - (a) Constitutes a trades secret;
 - (b) Its disclosure would, or would be likely to, prejudice the commercial interests of any person (including the risk management authority);
 - (c) It was obtained by a risk management authority from any other person and its disclosure to the public by the risk management authority would constitute a breach of confidence actionable by that other person.

CHILDRENS SERVICES Scrutiny AND OVERVIEW COMMITTEE

Tuesday 15th September 2020 at 6.00 p.m.

Conference Room 2, Council House, Walsall

Committee Members Present

Councillor M. Statham (Chair)
Councillor T. Jukes (Vice-Chair)
Councillor D. Barker
Councillor H. Bashir
Councillor B. Douglas- Maul
Councillor M. Follows
Councillor L. Jeavons
Councillor L. Rattigan
Councillor C. Statham
Councillor S. Wade

Portfolio Holders Present

Councillor T. Wilson - Children's
Councillor C. Towe – Education and Skills

Officers Present

Colleen Male	Assistant Director
Andrea Potts	Assistant Director
Nikki Gough	Democratic Services Officer

58/19 Apologies

There were no apologies for the duration of the meeting.

59/19 Substitutions

There were no substitutions for the duration of the meeting.

60/19 Declarations of Interest

There were no declarations of interest or party whip.

61/19 Local Government (Access to Information) Act 1985 (as amended)

There were no items to be considered in private session.

62/19 Minutes of the previous meeting

The minutes of the previous meeting held on 9th March 2020 were considered.

Resolved

That the minutes of the meeting held on 9th March 2020 be approved.

63/19 Covid-19 update

a. Impact of the Covid-19 pandemic on Children's Services.

The Portfolio Holder (Children's Services) addressed the Committee to commend the staff who had worked tirelessly during the pandemic to support families in Walsall. The adopter recruitment campaign was described to Members.

The Assistant Director spoke to the presentation and informed Members that the service had responded quickly to ensure that children were safeguarded. The Service moved to the use of Teams and WhatsApp (business use) to communicate with children and families and to ensure that the service continued to operate and fulfill its statutory obligations. Although statutory responsibilities were relaxed through the 'Coronavirus Act 2020', allowing visits to be maintained virtually.

In order to adapt, two buildings were kept open and a 'business as usual' office that was open. This provided a base for social workers to work from on a rota basis and a collection place for PPE. Initially the service experienced a drop in referrals to children's social care, this recovered quite quickly. There was an increase in referrals due to domestic violence, drug and alcohol abuse, and neglect. All children were risk assessed within two weeks of lockdown, with the highest risk children and young offenders (at risk of re-offending) continuing to receive face-to-face visits. Practice needed to be adapted to maintain relationships with families. Specific Covid-19 practice guidelines were issued to staff.

There had been a focus on staff wellbeing, to ensure that the service continued to operate well and support children and families. Staff briefings were held to ensure staff were supported and make sure staff had access to tools and ensure children could be engaged virtually.

The implementation of the Family Safeguarding model had been paused, however adult workers had already been recruited to this service. These staff were able to support the service in the increase in referrals due to their areas of specialisms (domestic abuse, alcoholism, substance misuse). Staff continued to be trained virtually in the family safeguarding model, and the model went live on 1st September 2020.

Feedback had suggested that children had preferred virtual meetings, Members were assured that the interaction with children had been meaningful. Face-to-face family time was stopped initially, and this had recently been reintroduced.

The Committee were informed that there had been positive elements that been established because of working this way. These would be taken forward where it has been proven effective. Social work recruitment had continued throughout the pandemic, this included the recruitment of social work students.

The Courts had been significantly impacted by Covid-19 as face-to-face court hearings could not take place, and it was not appropriate for hearings to take place virtually. This had impacted children's social care and the youth courts. The progression of children in care moving into a permanent family option had been affected by delays with the court system. The planning for children in care had continued, children were progressed through the system where possible such as special guardianship orders and children moving back home. Although adoption orders could not be progressed from a court perspective, children had been moved to their adoptive placements.

Innovative approaches had been taken to support families, and care leavers. The Government made laptops and IT equipment available, and the service ensured that high proportion of vulnerable children were provided with this IT equipment. Trackers were established to monitor the attendance of vulnerable children at school, with a specific focus on children with a health and care plan.

Early Help had received an increased number of referrals for support, and families were supported by the partnership. There had been a focus on partnership working to ensure that early help was effective for families. Parenting support programmes had been delivered virtually. It was important that the things that had been delivered successfully were continued and provided new and innovative ways to build better arrangements for the future.

During the pandemic 'Home to School', transport remained responsible for taking vulnerable children to school, however this was a reduced number. This service was also used to deliver welfare packs, PPE and associated support. Services were offered to NHS staff to transport staff to hospital. Guidance support, meetings and work with public health had taken place to plan and deliver Covid secure transport. This enabled the school transport service to restart safely from September.

Regular communication and shared working between Children's Social Care, Education, and Early Help had been key. Moving forward into the future the service would be built better and learn the lessons from the innovative ways of working throughout the pandemic.

A Member queried if 'Covid secure' transport was accurate due to anecdotal stories of this not being the case. Officers assured Members that this could be investigated outside of the meeting however, transport had been planned around school bubbles and in full discussions with Head Teachers.

Officers were asked why the type of referral into children's social care had changed and if this could be masking other issues. The Assistant Director stated that the referrals had changed due the closure of schools, and referrals coming from the ambulance and police service as issues emerged from crises in families. The differences in types of referrals would be expected due to the pressures on families. The picture is the same nationally and there was no evidence to suggest that families were being missed. A spike in referrals is expected now that children were returning to schools and the service was prepared for this.

A member asked for an update on locality working, Officers stated that the locality working had been progressed virtually and staff were working within their teams.

However, staff were working from within Essington Lodge at the moment as work needed to get local buildings ready had to be paused. It was noted that the benefits of locality working were not the same when working virtually.

In response to a question from Members, the Assistant Director stated that staff morale was high. Staff were credited for working tirelessly and embracing changes, staff had responded innovatively despite the challenges presented by the pandemic. Overall, the feedback from staff was that they felt supported. A Council wide staff survey had also taken place.

A Member challenged how well residential and foster carers had been supported throughout the pandemic. The Assistant Director responded to describe support provided to foster carers, through individual emotional support, drop-in support, and a network of foster carers. Residential staff had also faced challenges, however had been innovative to encourage young people with learning and education. A special focus had been placed on carers in recognition of the difficult time they had faced.

A Member queried if there had been an increase into issues with mental health and if bereavement services had been provided for children. Officers stated that the Team had adult practitioners who could offer specialist support and pick up families and children that required support because of mental health difficulties. There are existing bereavement services which children would be able to access, however the Assistant Director stated that she would determine if any further information was held in relation to this and would respond directly to the Member. A Member asked if funding for the family safeguarding model was ongoing.

Members thanked staff for all their hard work and the impressive response to the pandemic. Officers responded to explain that this was a partnership model and overseen by a Safeguarding Partnership Board. It had been fully funded by the DFE for the first year and this was reduced year on year, and the intention was it was then funded through the outcomes it achieves which would make it sustainable going forward.

The Portfolio Holder stated that young people and families would be consulted on those ways of working that had and had not worked during the pandemic. Members were reassured that staff morale was high on the agenda to ensure that they were well supported.

Resolved

That the Covid-19 Update be noted.

b. Impact of the Covid-19 pandemic on children's routine health assessments.

The Chair advised the Committee that this item would be deferred and the Accountable Officer for the CCG would providing a briefing note to Members of the Committee.

64/19 Areas of Focus

The draft areas of focus 2020/21 was considered.

Resolved

That the draft areas of focus 2020/21 was agreed.

65/19 Forward Plans

The forward plans were noted.

There being no further business the meeting terminated at 7.30 p.m. The date of the next meeting would be held on 10th November 2020.

Signed:

Date:

DATE: 10 NOVEMBER 2020

**CORPORATE FINANCIAL PERFORMANCE – QUARTER 2 (PERIOD 5- AUGUST 2020)
FINANCIAL MONITORING POSITION FOR 2020/21**

Ward(s) All

Portfolio: Councillor Wilson – Children's and Health and Wellbeing

1. Aim

To provide the budget monitoring position for Period 5 2020/21. The Chair requested that this item be considered by the Committee.

2. Recommendations

- 2.1 To note the revenue and capital forecast for the financial year end 2020/21 for the services under the remit of the committee.
- 2.2 To note the mitigating actions being taken to address the overspend.

3. Report detail – know

- 3.1 The current net revenue forecast position, after the net use of reserves and prior to any mitigating action, would be an overspend of **£0.125m**. After mitigating actions of (£0.125m) the forecast position is net nil.
- 3.2 Regular reports are prepared during 2020/21 for both Children's Services Overview and Scrutiny Committee and the Education Overview and Scrutiny Committee. For services under the remit of this committee the forecast revenue underspend is net nil as at Period 5 (August 2020). For completeness, the forecast revenue overspend for services under the remit of the Education Overview and Scrutiny Committee is net nil. This gives a total net nil position for Children's Services directorate as at 31 August 2020.

- 3.3 Reasons for the current position are shown in Table 1 below:

Table 1- Explanation of over and underspends across services	
	£m
Increased demand for taxis for children in care	0.056
Pressure relates to an increase in the number/mix of young people placed in care. The current FYE forecast of placement costs for C&YP is £26.866m. This position utilises £2.316m of the total £2.800m investment. This utilisation is £0.117m above the budgeted investment for this point in the year. If levels were to reach the average projections (inflow/outflow) of 2016/17 - 2019/20, the total forecast pressure could increase to £27.350m, which would be £0.398m above the budget (to note this includes £0.268m use of the corporate reserve). In addition to this, based on projections (inflow/outflow) as seen in 2019/20, there is a further risk of £0.822m on top of current projections if trends do not return to previous year's average assumptions. This risk is included in the overall risk assessment.	0.130
Projected overspend within the Regional Adoption Agency Contract (RAA), further work with partners and contributing local authorities underway	0.050
Underspend within Childrens Social Care, primarily relating to staffing following successful recruitment drives resulting in less agency staff being used	(0.206)
Income pressure at Stanley's nursery due to less children being able to attend in order to adhere to social distancing guidelines	0.027
Other minor variances across Childrens Services	0.068
Use of central action plan to mitigate overspends detailed above	(0.125)
Total	0.000

Table 2- Forecast Revenue Outturn 2020/21					
Service	Annual Budget £m	Year End Forecast £m	Planned Use of Reserves £m	Action Plan £m	Variance after Reserves & Action Plan £m
Children's Wide, including directorates' mitigating action plan	0.832	1.003	(0.027)	(0.202)	(0.058)
Children and young people in care costs (see table 7 for breakdown)	27.683	30.345	(2.532)	(0.000)	0.130
Children's Social Care	20.331	20.366	(0.243)	0.104	(0.103)
Early Help, Admin & Commissioning Services	6.426	6.535	(0.051)	(0.027)	0.031
Children's Services Total	55.272	58.249	(2.853)	(0.125)	0.000

3.5. Reserves

The total allocated reserves for Childrens Services in 2020/21 are £7.585m of which £2.904m has been used or committed to date.

Table 3 below details the current net use of reverses included within the forecast.

Table 3 - Summary of use of reserves and transfer to reserves				
Reserve Details	Allocated reserve £m	Use of reserve £m	Transfer to reserve £m	Balance of reserve £m
Childrens Wide	0.387	(0.027)	0.000	0.361
Children and young people in care	6.356	(2.532)	0.000	3.824
Children's Social Care	0.517	(0.257)	0.014	0.274
Early Help, Admin & Commissioning Services	0.325	(0.088)	0.037	0.274
Total Reserves	7.585	(2.904)	0.051	4.733

3.6. Risks

For the services under the remit of this committee there are a number of risks totalling **£1.957m**, which have not been included within the above forecast. At this stage the risks are not certainties and as such are not included in the monitoring as an under or overspend. High risks of **£1.766m** are included in the corporate monitoring report to CMT. If the risks become certainties, they will need to be included in the forecast position as overspends unless alternative action can be identified to mitigate these costs. A summary of the risk assessment is in table 4 below.

Table 4 – Revenue Risks 2020/21				
Risk	Value (£m)	Ongoing	One Off	Actions to manage risk
High	1.766	1.013	0.753	Childrens Services continue to review possible in year mitigations if this were to materialise. Children and young people in care budgets are under review as part of Council's MTFO plan
Medium	0.063	0.043	0.020	
Low	0.128	0.025	0.103	
Total	1.957	1.081	0.876	

The main high risks (Red risks) that could negatively impact the current forecast position if they occur are:

Table 5- High risks		
Service	Reason / explanation of risk	£m
Children's Social Care	Children's Social Care non-staffing expenditure. Potential overspends on Occupational Therapist equipment, mobile phones and Section 17 payments based on 2019/20 level of spend. Further controls and tracking underway to monitor this expenditure	0.191
Looked after Children	Additional growth in demand of young people in care resulting from COVID-19	0.753
Looked after Children	Growth in demand of young people in care based on trends over the past 4 years	0.822
	Total High Risks	1.766

3.7 Capital Summary

The total capital programme for the services under the remit of the committee is £0.312m with the current forecast position being projected to £0.312m. A summary is detailed in the table below:

Table 6- Forecast Capital Outturn 2020/21					
Service	Annual Budget	Actual Year to Date	Forecast	Year End Variance	Proposed carry forward to 2021/22
	£m	£m	£m	£m	£m
Council Funded					
Refurbishment of					
Childrens Homes	0.239	0.025	0.239	0.000	0.000
Childrens Localities	0.073	0.000	0.073	0.000	0.000
TOTAL - CHILDRENS	0.312	0.025	0.312	0.000	0.000

3.8 Capital risks

There are currently no capital risks identified

LAC FINANCIAL MONITORING POSITION FOR PERIOD 5 AS AT AUGUST 2020

Overview

Local Authorities in England have a statutory responsibility for protecting the welfare of Children and delivering Children’s Social Care. In extreme cases, Local Authorities may use their statutory powers to place children and young people in need on protection plans or even take them into care.

Pressures in regard to Children’s Social Care for Local Authorities are widely known. The most up to date information from the National Audit Office (January 2019), states that during the financial year of 2017/18 there was a total of 655,630 children and young people referred to Local Authorities because of concerns surrounding their welfare. This was a rise of over 7% since 2010/11. The report also recognised that the cost of children in care continues to rise and that 91% of LA’S overspent on their provision of Children’s Social Care during the financial year of 2017/18.

For Walsall, Social Care demand led pressures are in-line with the national picture, however extensive work has been undertaken to effectively manage demand and this is resulting in reductions of the number of children and young people receiving care, help and support by Walsall Children’s Social Care. However, the number of children and young people in care within Walsall remains high. This work, in addition to a robust Recruitment and Retention strategy, has resulted in reduced expenditure.

4.1 Children and Young People in Care of the Local Authority

It should be noted that the forecast position reported in year is calculated based on the number and mix of children and young people at a point in time and is adjusted for identified and anticipated moves. With regard to budget setting, this takes a similar approach and includes the number/mix for a full year plus an estimated cost increase following a review of historical growth.

Between March 2019 and August 2020, Walsall has seen an overall net increase of 22 Children and Young People directly in the care of the LA moving from 671 to 693, the financial impact of this has been calculated and forecast along with the current mix for this financial year. This position utilised £2.316 against investment of £2.800m.

As part of the 2020/21 budget setting process, the Council took a different approach to investment within demand led services where costs are known to be volatile. For the costs associated with children and young people in care placements, a decision was made to increase the budget by £2.800m. This increase was aligned to the rise in average costs experienced in prior years. A further specific earmarked reserve of circa £1.000m was built into the Council’s overall budget and is held corporately. The overall current forecast for children and young people in care placements requires £2.316m of the total £3.800m additional investment. This leaves a balance of £1.484m unallocated.

Table 7 details the movements in children and young people numbers along with the variances against the allocated budget for 2020/21.

Table 7

Placement	2019/20 No of Children & Young People	2020/21 No of Children & Young People – August 2020	Movement	Variance to Budget £m
Internal Fostering	165	168	3	0.207
Family & Friends	126	133	7	0.236
Pre-Adoption	13	24	11	0.024
IFA'S	233	235	2	(0.021)
External Residential	39	45	6	1.878
Secure Units / Remand	6	4	(2)	0.222
Internal Residential	8	7	(1)	0.002
Placed with Parents	59	51	(8)	0.001
NHS / Health Trust	0	0	0	0.000
Supported Accommodation	21	26	5	0.037
Respite	1	0	(1)	0.002
Directly in Care	671	693	22	2.587
Non Looked After	333	334	1	(0.079)
Total	1004	1027	23	2.508
Reserve				(2.378)
Overspend Excluding Reserve				0.130

4.2 Risks

Based upon the trend data of 2019/20 (inflow/outflow) there is a further risk of £0.822m on top of current projections if trends do not return to previous years assumptions.

Table 8 shows the historical movement in young people numbers.

Table 8
YOUNG PEOPLE NUMBERS 2016/17 TO 2020/21

Placement Group	Placement Type	2016/17	2017/18	2018/19	2019/20		2020/21				Budget Cost £m	Forecast 2020/21 £m	Variance to Budget £m	Average Cost Per Week - £
							Q1	Aug-20	Q3	Q4				
Internal Fostering	Internal Fostering	198	232	202	165		166	168			3.304	3.510	0.207	405
	Connected Care	130	109	107	126		134	133			1.498	1.734	0.236	253
Pre Adoption	Respite Care				1		0	0			0.000	0.002	0.002	129
	Pre Adoption	38	2	2	13		12	24			0.351	0.374	0.024	444
External Fostering	Independent Fostering Agency	159	186	176	233		227	235			9.154	9.138	(0.016)	758
	Temporary placement	0	0	0	0		0	0			0.000	0.753	0.753	-
	Other LA placements	0	1	0	0		0	0			0.000	(0.005)	(0.005)	-
External Residential	External Residential	37	33	32	37		41	41			7.425	8.351	0.926	3,975
	M&B Units	0	0	0	2		2	4			0.126	0.325	0.199	2,405
	Secure Units / Remands	5	2	1	6		4	4			0.076	0.298	0.222	1,363
Other	Supported Accommodation	11	13	29	12		12	19			0.468	0.537	0.069	707
	Independent Living				9		10	7			0.162	0.130	(0.032)	291
	Internal Residential	15	17	15	8		8	7			2.103	2.105	0.002	5,327
	Placed with Parents	58	48	43	59		57	51			0.000	0.001	0.001	0
	NHS / Health Trust	5	1	2	0		0	0			0.000	0.000	0.000	-
Young People in Care		656	644	609	671		673	693			24.666	27.253	2.587	770
Non Young People in Care	Special Guardianship Order	138	174	191	234		234	234			1.272	1.367	0.095	120
	Custodian/ Residence Orders	37	50	42	34		34	34			0.168	0.155	(0.013)	88
	Staying Put		46	49	20		20	20			0.115	0.115	0.000	111
	Care Leavers				26		26	26			0.181	0.181	0.000	134
	Setting Up Home				0		0	0			0.120	0.120	0.000	-
	Supported Accommodation (Non)	21	16	16	4		4	4			0.130	0.104	(0.026)	418
	Supported Accommodation - Section 17				4		4	5			0.200	0.092	(0.108)	404
	Independent Living (Non)				11		11	11			0.100	0.072	(0.028)	122
Total Non-Young People in Care		196	286	298	333		333	334			2.286	2.207	(0.079)	133
GRAND TOTAL		852	930	907	1004		1006	1027	0	0	26.952	29.461	2.508	566
Reserve												(2.378)	(2.378)	
											26.952	27.082	0.130	521

5. Financial information

- 5.1 The financial implications are as set out in the main body of this report. The council has a statutory responsibility to set a balanced budget and to ensure it has an adequate level of reserves. The council will take a medium term policy led approach to all decisions on resource allocation.

6. Reducing Inequalities

- 6.1 Services consider and respond to equality issues in setting budgets and delivering services. Irrespective of budgetary pressures, the Council must fulfil equal opportunities obligations

7. Decide

- 7.1 To approve the recommendations as set out in this report.

8. Respond

- 8.1 The Executive Director for Childrens Services, with finance in support will be working with Directors and Heads of service to review the forecast, to continue to implement mitigating actions for any further forecast overspends and to consider these financial implications in line with the council's budget setting process.

9. Review

- 9.1 Regular monitoring reports are presented to Cabinet to inform them of the impact of Covid-19 and the financial forecast for 2020/21, including an update on risks and impact on the budget for 2021/22 and beyond.

Background papers: Various financial working papers

Contact Officers:

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Sally Rowe

Executive Director, Children's Services

**Children's Services
Overview and Scrutiny Committee**

03 NOVEMBER 2020

Draft Revenue Budget 2020/21 – 2023/24

Ward(s) All

Portfolios: Cllr T Wilson – Children's

Executive Summary:

The draft revenue budget, as reported to Cabinet on 28 October 2020, includes the latest medium term financial outlook for the four year period from 2020/21 to 2023/24. It provides an updated in year position, medium term financial outlook and first draft revenue budget for 2021/22 to 2023/24, including savings proposals for consultation, and sets out the process and timescales for setting a legally balanced budget for 2021/22.

Our MTFO has been updated for all known pressures, including assumptions around the ongoing impact of Covid-19, resulting in an adjusted financial gap of £33.66m in 2021/22. The Council is legally obliged to set a one year balanced budget (2021/22), however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability. Whilst there is a significant number of savings proposals for 2021/22 and 2022/23, further options are being identified to allow for a balanced budget for 2021/22. The remaining gap reported to Cabinet on 28 October 2020 report, subject to all the policy and operational proposals within the report going on to be included in the final budget in February 2021, is £12.32m for 2021/22. A further round of proposals will therefore be presented to Cabinet on 9 December 2020.

A one year Spending Round for 2021/22 is expected later this year followed by a one year provisional local government settlement for 2021/22 around December 2020. This makes planning for future years very difficult, as funding is extremely uncertain for 2021/22 and beyond. Our current funding and cost assumptions are set out in the report to Cabinet on 28 October 2020, however they are subject to change. It should also be noted that the Chancellor cancelled the Autumn budget for 2020, which also suggests they are focusing on shorter term planning at this time. Any variation to current predictions will be addressed in the next available report to Cabinet following receipt.

This report provides an extract of the Proud draft savings proposals and Investments / Cost Pressures 2021/22 – 2023/24 by Proud Outcomes which fall within the remit of the Children's Services Overview and Scrutiny Committee for consideration.

Feedback from this Committee on the draft proposals will be reported back to Cabinet on 9 December 2020. This will inform the final draft budget to be considered by Cabinet on 10 February 2021 to be recommended to Council on 25 February 2021. Any changes to Cabinet's December draft revenue budget proposals as a result of equality impact assessments and consultation will be fed into the final budget report.

Reason for scrutiny:

To enable consultation of the draft budget proposals for services within the remit of this Committee. A formal response for policy options is required to be reported back to Cabinet on 9 December 2020. Comments on the operational proposals are also welcomed but not essential, as they are able to be delivered under delegations.

Recommendations:**That:**

1. The Committee are recommended to consider the draft revenue budget proposals attached that relate to the remit of this committee and formally report to Cabinet on the policy proposals shown in **Appendix 1**.
2. The Committee are asked to note that consultation will be undertaken on all new 2021/22 policy proposals shown in **Appendix 1**, and that feedback will be presented to Cabinet on 9 December 2020.
3. Note that further savings proposals will be presented to Cabinet on 9 December 2020 in order for a balanced budget to be delivered by February 2021. These will be reported to a future meeting of this scrutiny committee for consultation.

Background papers:

Various financial working papers.

Resource and legal considerations:

Cabinet, on 28 October 2020, were presented with a list of draft Proud revenue savings proposals for consultation and a list of growth items by Proud outcomes.

The full Cabinet report can be accessed at the following link:

[Cabinet 28.10.2020 - Draft Revenue Budget 2020/21 – 2023/24](#)

Savings proposals

The Walsall Proud Programme (WPP) is the Council's transformation programme to transform the way the Council works; Achieve Improved Outcomes and Customer Experience; Improve Staff Satisfaction and Engagement; and Improve Service Efficiency and Performance. WPP is expected to deliver the required savings for 2021/22 and beyond – the extent of savings being dependent on the pace of change and the level of ambition.

Throughout the Covid-19 period, work continued on the Programme where possible. It was also possible to identify examples of changes in working practices having taken place in response to Covid-19, which were in line with the aspirations of the Proud Programme, including introducing new ways of working, making the best use of technology, challenging existing processes and procedures, working in partnership and demonstrating the best of what our teams can achieve.

Gradually over the last 2 months, activity within the Programme has restarted. This includes preparing for employee consultations; completing outstanding design work within the Enabling Support Services; continuing with procurement activities within the Enabling Technology work stream; commencing work on the Council's Estate Strategy and providing Connected Working tools and techniques to support teams. In parallel and complementary to the Resilient Communities Service Transformation Plan (STP), as discussed below, public consultation has begun on the Resilient Communities proposals, in conjunction with the residents survey, and engagement activities have commenced with partners.

As part of the RESET process, the Council identified an opportunity to bring together the work of the Proud Programme and the work taking place in each directorate in response to Covid-19 and RESET. As part of the Outcomes, Service Levels and Delivery Models work stream, the Proud Programme has worked with services to establish a desired direction of travel for service delivery. Drawing on good practice and applying Walsall context, a number of common themes have been identified which will support the future delivery of Council services:

- Using effective marketing and communications to change behaviour.
- Using local assets and empowering communities to deliver outcomes.
- Partnering in an effective way where a Council-only response is not enough.
- Providing one, clear, unified offer for Council-only delivered services

These themes will help transformation planning for the Council as a whole, in order to best deliver the Corporate Plan priorities and outcomes. In line with this, the Proud Programme has been supporting Directors to develop three-year Service Transformation Plans (STPs) to deliver both financial and non-financial benefits.

The outcome of the Proud STP process has identified £37.63m of potential financial benefits which are classified into two categories:

1. Policy Proposals - which require an Executive decision to proceed, and which will be referred for public consultation and equality impact assessment prior to any decision being made to include these in Cabinet's final budget proposals. These total £1.6m over the two years. Policy proposals relating to the remit of this committee are shown at Appendix 1, and total c£0.6m over the two years.
2. Operational Proposals – savings which officers have delegations to implement; examples include restructures, back office savings and operational efficiencies. These total £36m over the two years. Operational proposals relating to the remit of this committee are shown at **Appendix 2**, and total c£9.7m over the two years.

Investment / cost pressures

Following a review of the MTFO / impact of Covid-19 a number of investment / cost pressures have been identified and included in the draft budget proposals totalling c£47.5m over the period 2021/22 to 2023/24. Those relating to the remit of this Committee are shown at **Appendix 3** and total c£10.2m over 3 years.

Some of the savings proposals also require investment to support delivery. These total £3.17m and will only proceed if the saving proposals are included within Cabinet's final budget report in February, once consultation and equality impact assessment on proposals has concluded.

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APPENDIX 1

Summary of Policy Proposals by Outcome 2021/22 – 2022/23 Relating to the remit of this Committee

Portfolio	Ref No	Detail of Policy Proposals	2021/22 £	2022/23 £	Total £
Children grow up in connected communities and feel safe everywhere					
Children's	P1	Change, Grow, Live Contract - bring service back in house	(122,714)	(467,714)	(590,428)
Total Children grow up in connected communities and feel safe everywhere			(122,714)	(467,714)	(590,428)
Total Policy Proposals relating to the remit of this Committee			(122,714)	(467,714)	(590,428)

APPENDIX 2

Summary of Operational Proposals by Outcome 2021/22 – 2022/23 Relating to the remit of this Committee

Portfolio	Ref No	Detail of Operational Proposals by Outcome	2021/22 £	2022/23 £	Total £
Outcome - Children grow up in connected communities and feel safe everywhere					
Children's	OP1	Efficiencies within the parenting team	(25,000)	0	(25,000)
	OP2	Review of Black Country Women's Aid contract	(94,443)	(94,443)	(188,886)
	OP3	Development of locality partnership offer in Early Help	0	(643,156)	(643,156)
	OP4	Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (children's wide)	(163,181)	0	(163,181)
	OP5	Home to school transport - route optimisation	0	(216,204)	(216,204)
	OP6	Review of current establishment and reduction in the use of agency staff, following recruitment of permanent staff	(395,763)	(747,820)	(1,143,583)
	OP7	Mother & Baby - Daisy Project	(739,980)	(443,988)	(1,183,968)
	OP8	Strengthening families, protecting children	(189,783)	(338,711)	(528,494)
	OP9	Adolescent service - Turning Point - reduce number of adolescents coming into care	(835,205)	(759,933)	(1,595,138)
	OP10	Family drugs and alcohol court	(88,183)	(136,916)	(225,099)
	OP11	Foster carer support - placement disruption	(1,717,687)	(1,554,022)	(3,271,709)
	OP12	Placement sufficiency - recruitment & retention	(150,797)	(107,712)	(258,509)
	OP13	Grandparents plus - build in for future years	(67,235)	(67,236)	(134,471)
Total Outcome - Children grow up in connected communities and feel safe everywhere			(4,467,257)	(5,110,141)	(9,577,398)
Outcome - Internal Services deliver quality and adapt to meet the needs of customer facing services					
Children's	OP29	Children's - To develop Power BI reports to create efficiencies	0	(119,961)	(119,961)
Total Outcome - Internal Services deliver quality and adapt to meet the needs of customer facing services			0	(119,961)	(119,961)
Total Operational Proposals relating to the remit of this Committee			(4,467,257)	(5,230,102)	(9,697,359)

Summary of Investments / Cost Pressures 2021/22 – 2023/24 included within the MTFO by Outcome relating to the remit of this Committee

Portfolio	Ref No	Details of Growth by outcome	2021/22 £	2022/23 £	2023/24 £
Children grow up in connected communities and feel safe everywhere					
Children's	10	Additional Looked after Children demand / cost pressures	2,948,000	3,454,000	2,559,000
	11	Troubled Families	542,000	0	0
	12	Ongoing staffing resource for Children's Commissioning and Placements function to support Looked After Children controls/savings/placement	67,500	0	
	13	Taxis for children in care	100,000	0	0
	14	Legal costs	150,000	0	0
	15	Foster care inflation	65,000	66,000	67,000
	16	Regional Adoption Agency	194,000	0	0
Total Children grow up in connected communities and feel safe everywhere			4,066,500	3,520,000	2,626,000
Total Growth relating to the remit of this Committee			4,066,500	3,520,000	2,626,000

Right for Children Transformation programme

Ward(s) All

Portfolios: Cllr Tim Wilson. Children's

Executive Summary:

This reports provides an update on progress against our Walsall Right 4 Children (WR4C) Transformation Programme and plans for further development over the next 3 years to achieve the benefits as set out within our Councils Proud Programme.

Our 3 year Transformation Plan is focussed on 3 strategic priorities to enable us to realise our vision and secure the associated benefits, these are: :

(1) Reducing our demand

- Stopping failure demand - (when we are not the right organisation to provide help we currently end up being the default position – this leads to delay and not the right help for families with complex needs) Our transformation plans aims to re-direct this demand through self-help and outline clear role and responsibilities of partnership offer of support .
- Preventing escalation of demand (demand avoidance) – helping the right families through a graduated response of evidence-based programmes (from targeted help to placement support)
- Avoidance of high cost help and support – strategic commissioning that provides the right, most cost-effective placements for our looked after children and the right packages of support for our children with SEND.

(2) Developing a highly skilled/stable workforce

- Developing our profile as an employer
- Making the job do-able and enabling our workforce to do the right thing
- Supporting our staff with an effective workforce and wellbeing strategy
- Developing a clear career pathway and succession planning
- Having a clear recruitment and retention strategy

(3) Co-ordinating and influencing the establishment of a mature WR4C partnership platform to drive the delivery of the WR4C vision.

Reducing our demand and preventing children, young people and families from needing costly statutory interventions will require a strong and mature partnership approach.

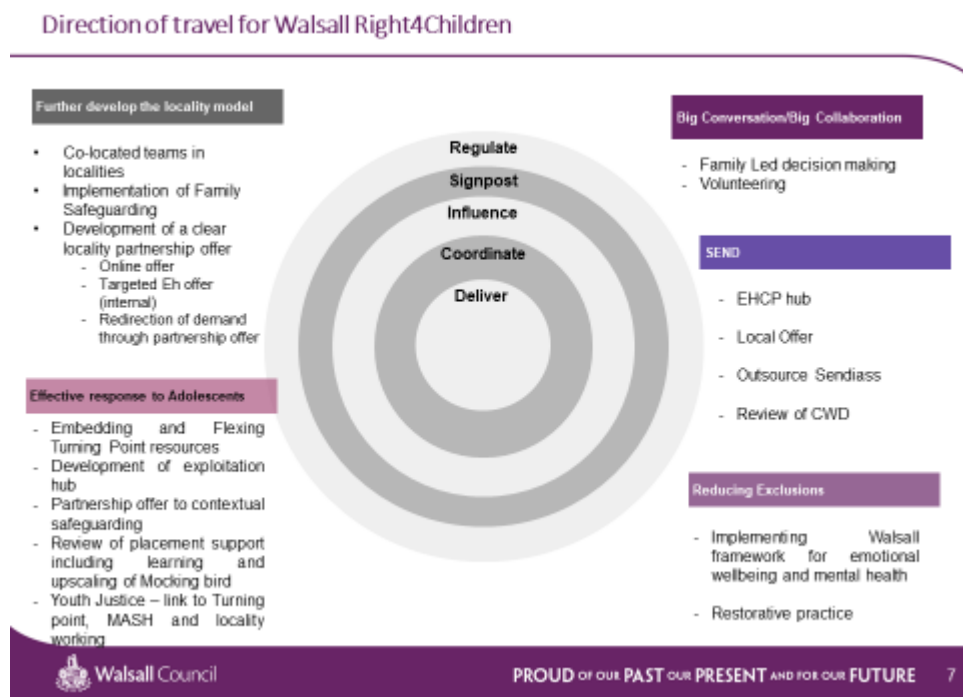
Connecting up transformation across Walsall in the interest children and families will be key including integrating services around our children and families where this makes sense for them , strategies , processes , adopting the same thresholds, removing duplication between partners and co-producing with families and the community

This work will need to link with

- Walsall Together

- Safeguarding partnership
- Walsall for all
- Safer Communities
- Resilient community
- Youth Justice Board
- Regional Violence Prevention
- Troubled Families

At the start of 2020 we set out 5 key cross directorate priorities. These 5 priorities are driven by evidence from our performance framework, Ofsted Improvement plans and our 'Big Conversations' with children, young people and families our 5 cross directorate priorities are:



Reason for scrutiny:

To provide members with a progress update of our 'Walsall Right For Children' Transformation Programme, outline our priorities and plans for the next 3 years in line with PROUD transformation benefits.

Recommendations:

For progress to be noted
For priorities and plans to be supported.

Background papers:

Scrutiny reports presented on 25 September 2018, 11th December 2018, 25th April 2019 and 10th November 2019



WR4COutcomesFramework.docx

Appendix 1 - WR4C outcomes framework

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Resource and legal considerations:

Transformation programme set out for the next 3 years is projected to secure £11.742M benefits.

Council Corporate Plan Priorities:

The 'Right for Children' Transformation Programme contributes to a number of our Council Corporate Plan priorities:

1. People: throughout the programme we have and will continue to work with children, young people and their families to ensure they have increased independence, improved health and can positively contribute to their communities.
2. Internal Focus: The programme is focussed on a whole system change to ensure that within Children's Services we are as efficient and effective as we can be.
3. Children: The primary objective of the programme is to ensure that the right support is in place so that children can have the best start and are safe from harm, happy, healthy and learning well
4. Communities: Our transformation programme will connect and strengthen relationships with Walsall communities and ensure that they are resilient with all housing needs for children and young people being met in safe and healthy places that build a strong sense of belonging and cohesion.

Citizen impact:

Our WR4C transformation contributes towards the Council's target to increase Customer satisfaction from 67% to 77% through:

- Children, young people and families' voices help shape our service design and development through our WR4C Big conversation programme.
- Our restorative approach means we work with families and therefore families understand better why we are involved and will feel that they play an active part in the plan of support
- Our work through the CAM work stream should ensure information easier to access and therefore customers will be able to self-service where relevant.
- We will be providing timely, relevant and seamless support from WBC

Environmental impact:

Not applicable for this report

Performance management:

We developed a WR4C outcome framework (see appendix1) - This framework sets out the five key priorities and the individual outcomes within each of them alongside the indicators that will be used to measure progress against each of the outcomes and ultimately whether they have been achieved and the quality assurance questions that need to be asked alongside the data to fully understand progress.

The framework aims to utilise existing service KPI's but view them through a cross directorate lens to measure our system wide success in achieving our transformation priorities.

We also recognise that our WR4C transformation can only be achieved through collaboration with partners internally and externally and this document sets out how the WR4C transformation programme links in with the wider aims of the Walsall Together partnership and Walsall Council's Corporate priorities and PROUD Transformation Programme. It also outlines how the monitoring of the outcomes will be governed in line with the existing performance and quality governance arrangements.

Reducing inequalities:

The aim of our 'Right for Children' programme is to ensure that all children have the right support, in the right place, at the right time, for as long as it is needed to enable them to be safe from harm, happy and learning well with self-belief, aspiration and support to be their best.

Our Outcome framework has a cross focus on equality and includes the following:

- a) To incorporate equality monitoring into existing processes considering all applicable 'protected characteristics'
- b) To monitor interventions/activities to progress towards improved equality of access and opportunity
- c) To monitor interventions/activities to progress towards improved equality of outcomes
- d) To use equality monitoring to develop and improve interventions/activities and to act where inequalities exist

Consultation:

Throughout the transformation programme there has been consultation with our workforce, children, young people and their families and partners most notably , our Big Conversation

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1. Building on our transformation successes

1.1 The WR4C Transformation Programme, launched in September 2018, drives forward our Children's Services vision to ensure that the right children are in the right place with the right support for as long as it's needed to ensure that they are safe from harm, happy and learning well.

In order to do this we identified that we need to:

- move away from the current process driven practice model which 'does to and for' to a more collaborative model that 'works with' families and partners.
- move away from silo working to a more integrated approach internally (across the directorate and council) and across partners.
- focus on creating resilience in families and managing risk more supportively

To realise our WR4C vision we need to do things differently:

- move to a locality model, where it makes sense to do so
- focus on connecting practitioners with communities and local resources
- get to know our children and families well to enable them to become more resilient and stay together.

1.2 Key progress between September 18 and now:

- We have undertaken our restructure within social care to implement locality working (implementing via a phased approach from January 2020) and have secured external funding to help us to implement an evidence-based model as part of our locality working
- We have refocussed resources to create a bespoke evidence-based service to support adolescents who are at risk of coming into care.
- We have implemented Mocking Bird, an evidence-based model to support placement stability for young people in Foster Care.
- We have restructured our Access and Inclusion resources
- We have held and continue to hold the 'Big Conversation' with our children and families to ensure that their views are listened to and that our transformation is co-produced with them rather than done to them.
- We are implementing Restorative Practice as our unified approach across the directorate and with partners to enable change in culture and leadership in the development of a strength-based approach with children, young people and families.
- We have implemented Right Help Right Time guidance across the partnership
- We have delivered training by Sue Williams from Hertfordshire on application of thresholds across Children's Services and the Partnership.
- We have had a drive on Social Work recruitment and have significantly reduced our reliance on agency social workers.
- We have developed our relationship with schools as a key stakeholder, partner and deliverer of provision and services.

2. Priorities driven by evidence

At the start of 2020 we set out 5 key cross directorate priorities as part of our next phase of our transformation programme. These 5 priorities are driven by evidence from our performance framework, Ofsted Improvement plans and our 'Big Conversations' with children, young people and families:

2.1 Further develop our locality model to:

It has been recognised for some time that needs of children and families differ across Walsall. While Walsall is one of the most deprived areas of the country overall, there are some areas that are more affluent whereas others suffer with huge levels of deprivation. The central approach of children's services mean that these differing needs are not always well met or understood.

Workers who are handling caseloads across the whole borough aren't able to build sufficient knowledge of or relationships with community groups and services that are active in local areas that may be able to provide support to children and families within the locality. It is also difficult for workers to fully understand the levels of need that may be based on the particular demographics of an area which can lead to a less than ideal response to need.

Moving to a locality model has already worked well in Early Help and will enable and support a more localised approach to need and relationship building, improving outcomes for children and families across Walsall.

Our key activities to achieve this are:

2.1.1 Co-locate teams across the 4 localities

Build on the success of the four Family Support Early Help hubs seeking further opportunities to co-locate teams, connecting practitioners with each other, with community resources and the families they work with.

2.1.2 Develop Family Safeguarding in Walsall

Family Safeguarding Model was launched on the 1st September in Walsall and brings a whole-system change approach in Children's Social Care to tackle the impact of the 'trio of vulnerabilities' (domestic abuse, substance misuse and mental ill-health) on children's lives. Adults and children's specialists work in a unified team to share information, to provide support and prevent families reaching crisis stage. This provides better outcomes for children by keeping families together, addressing root causes and preventing children from entering the care system, and there is a wealth of evidence available externally which supports this.

The council and its partners have been given an initial investment by the DfE of £2.4M over 3 years to fund the adult specialist workers in the model with a requirement to make this model sustainable by year 4

2.1.3 Develop an effective locality partnership offer (linked to Resilient Communities)

Working Together guidance sets out a clear partnership responsibility of identification and action to effectively support children, young people and their family's needs to prevent issues from escalation and prevent invasive social care involvement where possible. The WR4C vision is to support development of community resilience to enable us to meet the

needs of children and young people preventing or avoiding repeat entry into statutory services (social care and / or youth justice).

We are seeking to move from a reactive partnership model ie waiting for need for support has been identified either by a professional or the family themselves to proactive targeting through the use of data (from the HUB) to predict more accurately which families or communities would benefit from targeted EH and make that offer and in a more proactive way earlier and as a graduated response.

This partnership offer will need to strategically align to the Resilient Communities work stream within the PROUD programme and Walsall Together as well as to the Public Health 'Best Start' strategy and programme and seek opportunities for influencing wider partnership delivery through these two strands.

2.2 Develop an effective response to Adolescents

An inspection of Youth Justice Services in June 2019 found that assessments for youths involved in criminal activity were not joined up or robust enough and that risk of harm was not fully understood. It also found that there was significant disproportionality in the system which had an impact on the outcomes, in particular for boys from black and minority ethnic backgrounds.

There is a high number of adolescents on child protection plans or becoming looked after in Walsall and education outcomes are poor. Existing services to support adolescents are being reviewed and strengthened including a review of Turning Point and Safeguarding Partnership work to develop and implement an all age Exploitation Pathway overseen by the Children's Exploitation Panel.

Improved support for adolescents will not only reduce the risk of Walsall's youth becoming involved in or the victims of crime, but will also improve the possibility of the remaining safe at home and achieving better educational outcomes and improving their future employment and health prospects.

Our key activities to achieve this are:

2.2.1 Embed our Turning Point service

Turning Point was established at the end of 2019. The service is a multi- disciplinary team using an evidence-based model called AMBIT to support young people at risk of coming into care.

We will embed the approach as well as explore how we can flex Turning Point resource to increase capacity and extend services being provided across Children's Services benefitting more young people. We will also support the service in developing better relationships with SEND, housing support services and voluntary youth provision.

2.2.2 Develop an effective partnership offer around contextual safeguarding and exploitation.

Development of a multi-agency Exploitation Hub that is supported by an Exploitation Pathway, Risk Assessment Tool and an Exploitation Panel to promote the early identification and support of those young people at risk of exploitation . Internally this will include developing clear pathways between Youth Justice and the Exploitation Hub Secondly, we will work with partners to develop a comprehensive offer across localities to respond effectively to demand related to contextual safeguarding/exploitation

2.2.3 Develop an effective offer of support focused on securing placement stability for young people

Firstly, we will consider the potential upscaling of Mockingbird (from 3 to 6 constellations) A pilot was implemented in 2018 in Walsall and is an innovative method of delivering foster care using an extended family model which provides sleepovers and short breaks, peer support, regular joint planning and training, and social activities.

The programme improves the stability of fostering placements and strengthens the relationships between carers, children and young people, fostering services and birth families. Evidence from the evaluation of this pilot will inform our plans for upscaling including the potential development of Mockingbird for connected carers.

Secondly, we will consider developing an in-house foster care support team with additional support made to mainstream foster carers – movement of 2 p/t CAMHS SW's. Identification of 1 Targeted Youth Worker and 1 FSO.

To support carers, reduce foster placement breakdown and children moving to higher cost placements

In addition, we will work with Walsall independent placement providers to ensure all meet at least good Ofsted standards and we secure placements for Walsall young people enable to keep them close.

Lastly, we will undertake a review of our internal Residential Review to ensure we have good placement sufficiency, which meets local need.

2.2.4 Maximise resource to prevent young people from offending

We will explore how we can flex Youth Justice resources to increase capacity and extend specialist crime reduction and intervention knowledge and expertise being provided across Children's Services benefitting more young people.

Review of the Youth Justice/Social care working protocol to ensure pathways are effectively aligned (including MASH, exploitation Hub and Turning Point) and effective working practice is in place for those young people who touch both services.

Explore the development of effective partnership work with key voluntary sector providers to maximise locality resources though supporting them to secure additional funding to deliver on the crime prevention agenda. (aligned to Resilient Communities)

2.3 Reduce exclusions

Exclusions from Walsall schools were significantly higher than statistical, regional and national comparators and attendance rates were lower.

Relationships between schools and the Local Authority were not robust and exclusion rates, feedback from parents and inspection evidence demonstrated that schools were not inclusive places for children with additional support needs or behavioural issues.

Professionals in schools did not feel supported and parents were unable to access the right support to ensure that their children remained in education.

Supporting and challenging schools to be more inclusive and supporting children and parents to remain in education will ensure better educational outcomes and improve future employment and health prospects for Walsall's young people.

Our key activities to achieve this are:

2.3.1 Consultation with schools during April and May identified that schools are absolutely committed to being inclusive, but confused about what is available or how to access the right support to meet the needs of their pupils.

The Walsall emotional and wellbeing framework was developed in collaboration with education settings and partners and provides a consistent approach to communicate the strategies and menu of support available that schools can access to ensure they can create the best conditions for every child to thrive and ensure no child misses out of education.

2.3.2 We will also continue to develop Restorative Practice to ensure an inclusive response internally and across the partnership to meeting the needs of children and young people at risk of exclusion

2.4 SEND offer

In February 2019 Walsall received an Ofsted / CQC joint Local Area Inspection of SEND services. This inspection found significant weaknesses in Walsall's delivery of services for children, young people and families with SEN and the areas implementation and adherence to the SEN Code of Practice.

As a result we were required to develop a written statement of action (WWSOA) to outline how improvements would be implemented to ensure that children, young people and families with SEN receive the services and support that they need.

10 Areas of concern (AoC) were identified including the quality of EHCP provision, the quality of the Local Offer, the way in which parents and children were involved in co-production of services and poor outcomes for children with SEND.

Improving the identification of and services for children and families with SEND will not only ensure families receive the support that they need, but will improve the outcomes for children with SEND, giving them the most opportunity to move into an independent adulthood or transition into appropriate adult services.

Our key activities to achieve this are:

2.4.1 Publishing a Local Offer is a LA statutory requirement and provides information for children and young people with special educational needs (SEND) and their parents or carers in a single place. It shows families what they can expect from a range of local agencies including education, health and social care. An effective Local Offer contributes to a graduated response to support children with SEND.

2.4.2 Implementation of the Education Health and Care plan (EHCP) hub

Use of the Connected Working Programme and the implementation of an effective electronic system will assist us to increase performance and provide timely plans of support for children who meet the threshold for an EHCP

2.4.3 Outsourcing of SENDIASS – in progress

Outsourcing will provide an effective and impartial service for parents, set out in the SEND code of practice and a requirement in our WWSOA

2.4.4 Review of Social Care – Children with Disability team and Short Break provision

Review will include:

Thresholds to ensure the right children receive the right packages of support
Improve transition planning with Adult Social Care
Staffing structures to enable effective practice
Packages of support interlinked with other parts of the council (SEND/Short break)
Establishment of an All Age Disability Service

2.5 Big Conversations/Big Collaboration

The 2017 Children's Services Inspection found that children did not have a sufficient voice in the development of services. Data that is collected in relation to children's participation in their child protection planning and looked after children's reviews shows that children do not actively participate enough in the development of their care plans and decision that are made about the support that they will receive but we know that there is more work to be done in this area.

The 2019 SEND Local Area Inspection found that co-production between the LA and parents and carers was weak and was a key area for improvement.

In 2019 Walsall began the 'Big Conversation' with children and families – this enabled children and families to provide feedback about how they felt about services and the way that they were treated. This led to some immediate changes in the way that professionals interacted with children and families and also demonstrated the power of supporting children and families to have their voices heard.

Our Child Journey Audit process now considers the views of parents, carers and children where appropriate to inform service improvement. For children and in care and care leavers, we have worked with young people to develop a series of commitments and are implementing our care leaver's local offer.

Giving children and families a voice in service design and development will provide assurance that the services that are in place are the right ones to meet the needs of families in Walsall. By ensuring that children, young people and families have a say in and contribute to the development of their plans, interventions will be more effective and outcomes more positive and robust.

Our key activities to achieve this are:

- 2.5.1 Develop volunteering opportunities for parents to deliver parenting support - linked to Resilient Communities and Public Health
- 2.5.2 Development of Family Led decision making as part of early help and social care planning to empower families to drive through the change needed and secure better outcomes for their children

3. PROUD capabilities and enablers

Our WR4C programme will be depending on the PROUD cross cutting capabilities to support us to deliver the transformation and securing the benefits:

- A cross-cutting customer capability (**CAM**) that will help our customers (families, partners and external people) to access quality information easier and enable them to self-service where appropriate.
- A **Hub**, bringing together strategy, insight and data, commissioning and procurement helping us to drive evidence-based decision-making.
- More consistent business support capabilities able to provide both strategic and transactional support.

- Investment in enabling technology to continue the learning from COVID19 and develop effective and efficient practice.

4. How will we know we have made a difference?

Our newly developed outcomes framework sets out how we will provide assurance of delivery against the outcomes via a combination of

- quantitative indicators to provide information about demand, performance and outcome and
- qualitative assurance of practice via audit activity and feedback from children, young people and families.

All available information will be drawn together and analysed in order to present a rounded view of whether outcomes are being met and provide the information needed to enable evidence informed decision making.

Indicators have been categorised into three distinct categories:

How Many – these are indicators that relate to demand and enable us to monitor whether the demand for services is in the right place and reducing or increasing where expected.

How Well – these are indicators that relate to performance and look at whether children, young people and families are receiving services and support on time.

So What – these are indicators which measure outcomes for children, young people and families. As outcomes are often difficult to measure on a quantitative basis, qualitative data from audit activity and in particular feedback from children, young people and families will provide additional evidence of outcomes.

Welcome to ***WALSALL RIGHT 4 CHILDREN***

Children's Services Overview and Scrutiny Committee
10th November 2020

Transformation Overview



Walsall Council

PROUD OF OUR **PAST** OUR **PRESENT** AND FOR OUR **FUTURE**

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Transformation overview



Taking stock

Our vision and achievements to date



Looking ahead

Our transformation priorities and activities for the next 3 years



So What?

Our outcomes framework

Taking stock: Our Walsall Right 4 Children journey so far

Walsall Right for Children Vision

Our principles

- Listening and responding to the voices of children
- Restorative Practice... doing with, not for or to
- Focus on making a difference

What we will do

- We will help & support families to be their best
- We believe the best place for children is in a family home, or where this is not possible, an alternative stable and nurturing home
- We take action when children and young people need to be protected.
- We will work with our most vulnerable children and their families

Our priorities

- Locality working
- Quality of practice and support
- Improve achievement and close the gaps
- Develop a strong and stable workforce
- Review our commissioning approach

How we will do it

- Get the basics right for our children; a common sense whole system approach
- Strong leadership informed by 'what works'
- Mirror the lives and challenges of real families
- Implement evidence informed change
- Prioritise the stability of children in all aspects of their life
- Develop a culture of being proud of what we achieve

How will we know we have made a difference?

What children will tell us:

- I am protected from harm and exploitation
- Professionals know me and my family well
- I am not unnecessarily criminalised
- I am listened to and actively involved in decisions about me
- My family and I do not live in poverty, we are not hungry
- We have a home that is affordable, warm and safe
- I am supported to grow and develop and be resilient
- Education builds my confidence and prepares me for independency and adulthood

What impact we will experience from a service point of view:

- More children in full time education and less exclusions
- Reduction in reactive demand through our 'front door'
- Fewer children on a child protection plan
- Fewer children coming back for support following children's services ending support
- Reduction of children into our care
- Placement stability for our children who need to be looked after
- Reduction of children getting involved with crime
- Fewer complaints, more compliments
- Reduction in service costs
- Stable permanent workforce who feel proud working for Walsall

Our obsessions

- We develop quality connections, conversation and relationships
- We know our children and families well
- We are all champions for Walsall children



**We launched
our WR4C
vision on the
18th Sept 2018**



Right
Children

In the
right
place

At the
right
time

For
the right
amount of
time



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE
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Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

In September 2018 we created our first key pieces of our transformation journey with you based on key principles:



Staff Conference 18/09/2018

1. move away from silo working to a more integrated approach internally (across the directorate and council) and across partners
2. move away from the process driven practice model which 'does to and for' to a more collaborative model that 'works with' families and partners.
3. move to a locality model, where it makes sense to do so
4. focus on connecting practitioners with communities and local resources

Since then we have built our WR4C transformation journey driven by our core principles

Social care redesign into **locality teams** and implementation of **Family Safeguarding**

Establishment of Mocking Bird – to support placement stability of adolescents in foster care

Launched our FDAC in partnership with Dudley and Sandwell preventing vulnerable babies coming into care

Our Big Conversation

co producing our plans with children, young people and families

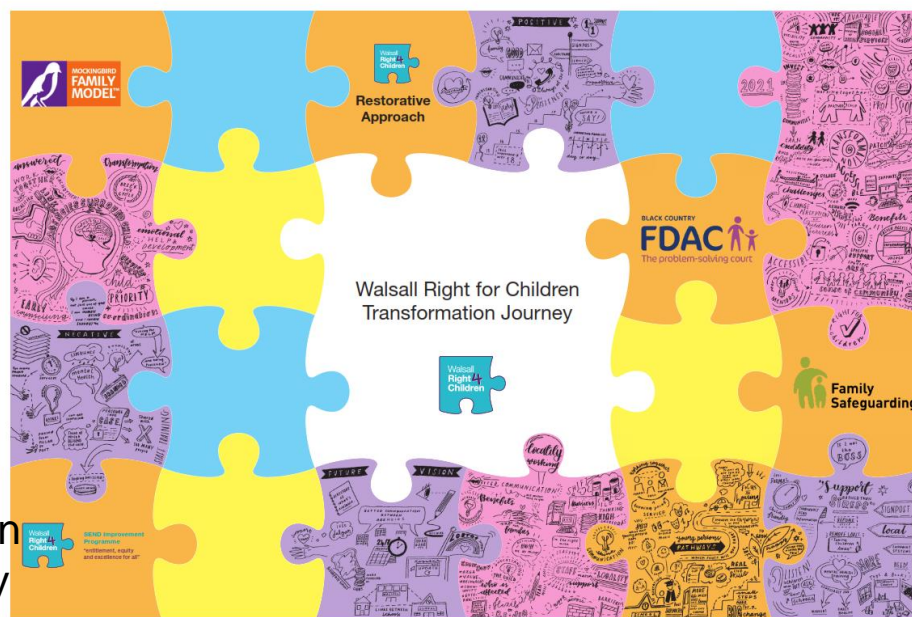
Establishment of Turning Point – to support Adolescents and prevent them from needing to come into care

Implementing Restorative Practice

To change our culture and behaviour throughout our leadership and work **WITH** families

Implementing Right Help Right Time

With partners and application of threshold training



Staff Conferences 18/09/2018 The Big Conversation Feb 2019 The Development Of: Turning Point Sept 2019, FDAC March 2020, Family Safeguarding April 2020, Mockingbird programme, WR4C Restorative Approach, SEND (2020)

Social work recruitment and retention strategy- significantly reduced our reliance on agency social workers.

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**SO WHAT –
Remember our
feedback from children
and families through
our
BIG CONVERSATION
2018**



FEEDBACK from Children, young people and partners now

Head teacher feed

I first came in
Although I
have the
ager
un
if

Emily is the supervising worker for 2 children who are allocated to me and have twice weekly contact with their mother. Emily has helped to make this aspect of the children's plan one that I don't have to **worry** about. Emily is a **breath of fresh air** and doesn't cause **ever too much trouble** (accommodating my schedule). Emily is seeking to help parents access information, working with the father's information, working with the mother's information, sharing information, etc. Emily is professional, calm, and clear and responsive. She is professional in her approach and goes beyond thorough in her work. She has taken on a lot of risks to the children and has been **the holistic picture** of the children's needs. I have numbers to oversee the children's needs. I feel that Emily is **fortunate to have her** and I feel that we all know that the tightrope is a hands of communication.

...a mom"

...t we have a social worker who is
ne ... social worker we have ever met.
...rker, I would recommend
...d us with emergency food
...nt. I offered to
...t wasn't
...e, she
...ful. She
...ide,

Head teacher feedback on partnership work with the LA

“I just wanted to take a minute to say thank you. For everything you all do, but especially for the last few months. The **ongoing support and communication** has been **exceptional** from all of your teams and all areas of the Local Authority with whom we work. I really think **we have found our rainbow** - I've been a head now for longer than I care to remember, and I genuinely don't think I have ever felt as much a **part of Walsall** as I have recently. **Together**, we have become **stronger.**”



Looking ahead

3 Strategic aims to secure the Right Help at the Right Time

Reducing our demand

- Stopping failure demand
- Preventing escalation of demand (demand avoidance)
- Avoidance of high cost help and support

Developing a highly skilled/stable workforce

- Developing our profile as an employer
- Making the job do-able and enabling our workforce to do the right thing
- Supporting our staff with an effective workforce and wellbeing strategy
- Developing a clear career pathway and succession planning
- Having a clear recruitment and retention strategy

Co-ordinating and influencing the establishment of a mature WR4C partnership platform to drive the delivery of the WR4C vision.

This work will need to link with

- Walsall Together
- Safeguarding Partnership
- Walsall for All
- Safer Communities
- Resilient Communities
- Youth Justice Board
- Regional Violence Prevention
- Troubled Families

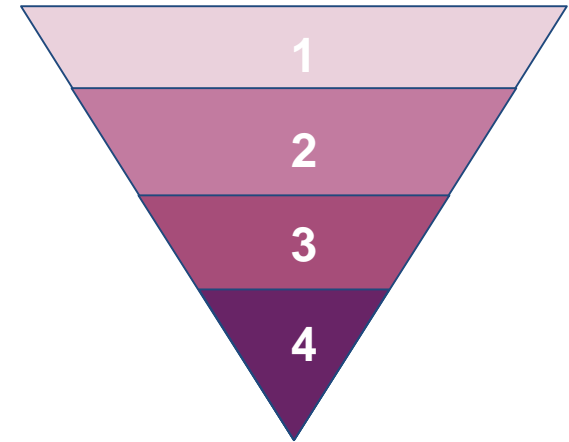
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Direction of Travel – Overall Theme

Overall Theme

As the direction of travel for each component has been developed, drawing on good practice and Walsall context, a number of themes have been identified which are common to all components. The themes can help to build a picture of the direction of travel for the council as a whole, in order to best deliver the set of ten outcomes.

- 1 Using effective marketing and communications to change behaviour.**
- 2 Using local assets and empowering communities to deliver outcomes.**
- 3 Partnering in an effective way where a council-only response is not enough.**
- 4 Providing one, clear, unified offer for council-only delivered services.**



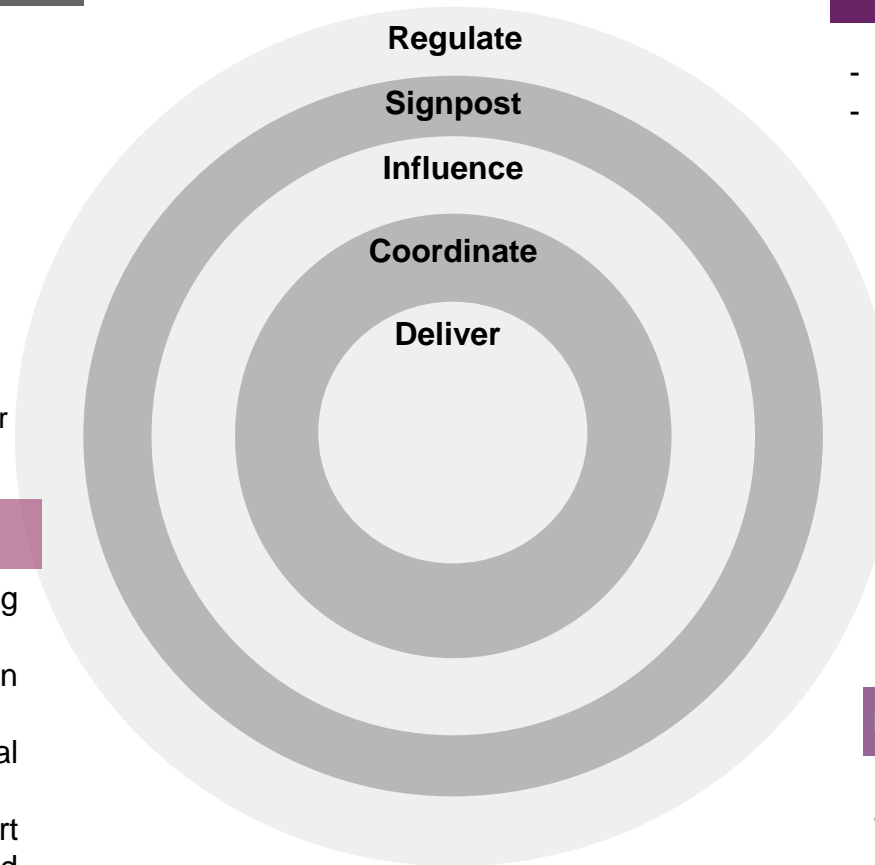
Activity towards the top of the triangle is light touch for the council and tends to reach the population universally. Activity towards the bottom of the triangle requires more resource and expertise from the council and tends to be targeted to specific groups or cohorts within the population.

Further develop the locality model

- Co-located teams in localities
- Implementation of Family Safeguarding
- Development of a clear locality partnership offer
 - Online offer
 - Targeted EH offer (internal)
 - Redirection of demand through partnership offer

Effective response to Adolescents

- Embedding and flexing Turning Point resources
- Development of exploitation hub
- Partnership offer to contextual safeguarding
- Review of placement support including learning and upscaling of Mocking bird
- Youth Justice – link to Turning Point, MASH and locality working



Big Conversation/Big Collaboration

- Family Led decision making
- Volunteering

SEND

- EHCP hub
- Local Offer
- Outsource Sendiass
- Review of CWD

Reducing Exclusions

- Implementing Walsall framework for emotional wellbeing and mental health
- Restorative Practice



So What? Our outcomes framework

Our Outcomes framework published in September 2020 will measure Indicators in 3 categories:

How Many — these are indicators that relate to demand and enable us to monitor whether the demand for services is in the right place and reducing or increasing where expected.

How Well — these are indicators that relate to performance and look at whether children, young people and families are receiving the right services and support on time.

So What — these are indicators which measure outcomes for children, young people and families. As outcomes are often difficult to measure on a quantitative basis, qualitative data from audit activity and in particular, feedback from children, young people and families will provide additional evidence of outcomes.

Walsall Right 4 Children Outcomes

Our services and support is responsive to needs of different communities (locality model)	Our response to vulnerable adolescents is effective	Children with SEND are identified and supported effectively	Children at risk of exclusions can access effective support	Our services are developed and delivered in collaboration with children, young people and families
<ol style="list-style-type: none"> 1) The needs of children and families are well understood in each locality 2) Partners are proactive in responding to these needs (graduated response) 3) Children and families have easier access to services 4) Children and families are better connected with community resources to enable them to build resilience 	<ol style="list-style-type: none"> 1) The response in meeting the needs of vulnerable adolescents is local and proactive 2) More vulnerable young people are engaged in education 3) More young people are supported in their family home 4) Fewer young people enter the Criminal Justice system 	<ol style="list-style-type: none"> 1) Children who have SEND are identified effectively 2) Children who have a SEND need receive a high quality, graduated response to their needs. 3) Children with SEND are supported through a robust local offer of support and services to reach their full potential 4) Families find it easier to access the right help 	<ol style="list-style-type: none"> 1) Children and young people feel supported to engage with education 2) Root causes of exclusions are understood. 3) Schools are more inclusive 4) Professionals and families find it easier to access the right support to ensure children remain in education 	<ol style="list-style-type: none"> 1) Children, young people and families are involved in service design and development 2) Children, young people and families are involved in developing and implementing their plans 3) Children, young people and families feel more resilient 4) Children, young people and families can provide regular feedback



Questions

Youth Justice Working Group report



As presented to the Children's Services Overview and Scrutiny Committee on 10th November 2020.



Walsall Council

Foreword from the Lead Member

Councillor M. Statham

I am pleased to present this report containing the findings of the Youth Justice Working Group. Elected Members had the opportunity meet both staff and a young service user. The Group commenced this review prior to the Covid-19 pandemic, and has held one subsequent meeting to ensure that the Group had access to the most up to date information when preparing this report.

As a group, we were impressed by the dedication of staff, and felt that this should be recognised. The young people who are supported by the Youth Justice Service have often suffered many adversities in their short lives and this impacts upon their education and, subsequently, on their opportunities for gaining employment. It is important that this be mitigated to prevent further involvement in criminal activity, to enable the young people to actively participate in adult life and realise their full potential. The working group recognised the complex nature of the issues young people face which are very often deep rooted and that there is no 'one size fits all' solution, support needs to be specifically tailored to meet individual challenges.

The Working Group hopes, that the recommendations of this Group will assist the Authority in achieving the recommended outcomes, as contained within the Her Majesty's Inspectorate of Probation report.

Terms of Reference

The draft terms of reference were discussed and agreed by a meeting of the Working Group that took place on 23 October 2019. The terms of reference were subsequently considered at a meeting of the Children's Services Overview and Scrutiny Committee on 7 November 2019.

The full version of the Working Group's terms of reference can be found at Appendix 1 to this report. The Working Group was supported by two officers:

Philip Rutherford – Group Manager - Strategic Lead for Youth Justice Services
Nikki Gough – Democratic Services Officer

Membership

The working group consisted of the following Councillors:

Councillor M. Statham
Councillor C. Statham
Councillor T. Jukes
Councillor M. Follows
Councillor H. Bashir

Methodology

The Working Group has held six meetings during its investigations, taking into account the views of four witnesses.

The Working Group has considered progress with the implementation of the following two recommendations from 'Her Majesty's Inspectorate of Prisons' (HMIP)

1. Review the budget allocation to the Youth Justice Service to determine the correct level of resource that allows the service to undertake the function well.
2. To make sure that all children and young people working with the youth justice system receive their full entitlement to education and that provision is tailored to their specific needs (post 16)

The Working Group proposed to review the actions, measures and timescales for tackling these recommendations and, in order to achieve this, adopted the following approach:

- Who do you want to see?
- When do you want to see them?
- What will you ask them?
- What other information will you want to see?

Witnesses

The Working Group met and interviewed the following witnesses:

Title
Young Person (receiving support from the Youth Justice Service)
Phil Rutherford – Head of the Youth Justice Team
Kerry Wootton – Post-16 Strategic Lead
Emma Trevis – Key Worker
Lorraine Thompson - Virtual School & Vulnerable Groups Lead

Introduction

Walsall Youth Justice Service (YJS) is a statutory multi-agency service under section 37 of the Crime and Disorder Act 1998, in partnership with the Local Authority, Walsall Children's Services, West Midlands Police, the National Probation Service and the National Health Service. The Youth Justice Service is supported by a number of partners who also contribute to the Service's agenda. The principal aim of the Youth Justice Service partnership is to prevent and reduce offending and re-offending behaviour in children and young people.

Locally, performance and outcomes for young people in the Youth Justice Service is monitored by the Youth Justice Performance and Partnership Board, which is chaired by the Executive Director of Children's Services. Strategic leaders from across the partnership attend the Board quarterly and represent the needs and risks of young people within the youth justice system. The Youth Justice Partnership has lines of accountability into the wider Safer Walsall Partnership and the Safeguarding Partnership.

Findings

HM Inspection of Probation Findings

Walsall's Youth Justice Service (YJS) was inspected by HM Inspectorate of Probation (HMIP) in April 2019. This inspection focussed on three broad areas:

- The arrangements for organisational delivery;
- Quality of court disposals work; and
- Out-of-court disposals work.

Walsall YJS was given an overall rating of 'requires improvement' by the HMIP. During the inspection, it was acknowledged that the Walsall YJS Board has a clear vision for the service, and its aims were shared by the Council and its partners. Work to prevent children re-offending was strong and assisted by good partnership work and timely access to a wide range of help and support. Staff, managers and partners are committed to providing an effective service and to improving the lives of children.

The HMIP found that Walsall's YJS had been affected by ongoing budget cuts, and noted that the Youth Justice Board had the lowest budget allocation in the region, with a further efficiency savings planned. Although the attempts made to minimise these savings were noted, the loss to the Service of the Victim Worker and the Data Analyst was highlighted with the YJS working at, and beyond capacity. This challenge was compounded by the loss of wider youth services, such as youth clubs.

The loss of the Victim Worker has meant that at times caseworkers faced a conflict of interest, as staff work with both victims and perpetrators. The loss of this post also means that there was little strategic or operational focus for victim support work. The inspection stated that this needed to improve. HMIP also noted that children and young people needed access to education, employment and training and that progress in this area had been too slow.

Financial Information

The overall budget of the Youth Justice Service has decreased by 27% over the past five years due to reductions in contributions from partners and financial savings required by the Local Authority. Between 2014/15 and 2019/20, the Council's contribution to the Youth Justice Service has been reduced by £0.100m (27%). This is due to savings allocated over 2018/19 and 2019/20, as shown below:

- 2018/19 - £0.050m
- 2019/20 - £0.050m

In 2017, savings of £0.266m were initially proposed within Youth Justice Service over two years (2018/19 to 2019/20). Following further budget consultation, it was agreed to reduce the level of saving to £0.100m. The savings of £0.050m for 2018/19 were fully achieved through the Service's relocation to the Council House from the Blakenall Village Centre, and a reduction in associated lease costs, which has saved a total of £0.123m. The remaining £0.073m was reinvested into Youth Justice staffing budgets, as agreed with the Youth Justice Board and Group Manager.

The savings for 2019/20 have been achieved by the deletion of a post following an options paper delivered to the Youth Justice Board via the Youth Justice Manager. This proposal was approved by the Board during 2018/19, delivering a full year effect in 2019/20. There are currently no future plans to allocate any further savings against the Youth Justice Service budget.

In 2018/19, there was an overall underspend of £0.089m due to:

- Holding a vacant Youth Justice Officer post in order to achieve 2019/20 approved savings, as agreed with the Youth Justice Board;
- A high number of staff within the Service are on maternity leave and there has been an inability to backfill;
- An additional £0.022m received from West Midlands Police
- Holding a reserve from 2014/15 of £0.041m.

A request to carry these funds forward to reserves in 2019/20, to pay for the agency costs associated with maternity cover was approved by the Cabinet in June 2019.

During 2019/20, £0.096m of this reserve was utilised in order to fund agency cover for an employee on maternity leave and the employment of an additional Youth Justice Officer on a temporary basis. This left a balance of £0.035m carried forward to 2020/21. No use of the reserve is currently expected in 2020/21.

There has been an increase in expenditure budget in 2020/21, which is due to staff increments, entry of new staff into pension scheme and allocation of action plan funding on a permanent basis and, as such, the Local Authority has invested ongoing funds of £0.210m to cover these committed costs.

The YJS is currently forecasting a net nil position for the end of 2020/21 and will aim to carry forward a reserve of £0.035m.

The Group noted the innovative ways in which the YJS had sought to overcome financial challenges, such as a partnership with Victim Support to mitigate against the loss of the victim worker. It was acknowledged that this would be the most effective way for the Service to work in the future due to the impact of ongoing public sector efficiency savings.

Youth Justice Grant

The Youth Justice Grant, received from the Ministry of Justice, has been reduced by 26% since 2014/15. Funding arrangements from the national Youth Justice Board are directly linked to maintaining and improving best practice and the Youth Justice grant stipulates that it cannot be used for core practice. Walsall's compliance with this requirement has reflected the national picture of adopting a flexible approach.

In February 2019, the Youth Justice Board for England and Wales confirmed that, as the Ministry of Justice is facing a tight financial settlement, the way in which the grant is distributed, or the grant conditions for 2019/20, would not change. The Group heard that the Youth Justice Board had confirmed that the Youth Justice Board Good Practice Grant would remain the same for 2020/21. In addition, the grant conditions have been relaxed due to the Covid-19 pandemic.

Other partner contributions have remained stable, including the additional Police contribution (£0.022m) and the Police and Crime Commissioner income, which has seen a small increase since 2017/18. The funding applied for and received from the Office of the Police and Crime Commissioner is subject to review each year and was due to be considered in 2020/21 as part of a wider review of Police funding to youth offending services. However, this did not take place due to the Covid-19 pandemic. Should this funding reduce it will have a direct impact upon crime prevention staffing levels, which delivers upon the conditions of grant. Any reductions in funding will pose a significant risk to service delivery.

Contributions from the National Probation Service saw a large reduction in 2016/17, following the transformation of the Service as a whole. In addition to reduced funding, resources allocated to assisting the Service were also withdrawn. However, the National Probation Service reviewed their national formula in 2020/21 and have increased the Walsall Youth Justice Service resource from 0.5 FTE Probation officer to 0.6 FTE Probation Officer + 0.25 FTE Probation Service Officer. The YJS made the decision to work in partnership with Children's Social Care and amalgamate the position into the Multi-Agency Safeguarding Hub (MASH) to improve both joint work and information sharing. This forms part of the wider transformation journey within Children's Services.

Public Health contributed £0.035m to the Youth Justice Service in 2014/15 and 2015/16 to fund the costs of a substance misuse worker. This Service ceased in 2016/17 due to reductions in Public Health budgets. However, there is now a referral pathway in place with the Beacon, to ensure a similar facility is still available

In 2017/18, the Walsall Youth Justice Board was successful in applying for funding of £0.013m through the Community Safety Partnership to develop a training programme and for participation in a Childhood Adversity Research Project with the West Midlands

Combined Authority. In 2018/19, further bids made by the Youth Justice Board in relation to Early Intervention funding in 2019/20 were also successful. This is to be used to fund positive boxing activities at a local club (£3,150) and to fund a sport coaching course for young people with a local community interest company (£6,000). Walsall Youth Justice Service have showed initiative in working with the Safer Walsall Partnership and the Police and Crime Commissioner in applying for small grants to deliver better opportunities for young people. In 2020/21, the Youth Justice Service was successful in obtaining grants to the value of £0.015m to address BAME disproportionality within the youth justice system and £0.010m to provide a much needed lived experience mentoring scheme. However these grants are 'one-offs' and do not support the infrastructure of the service and enable staff to better undertake their statutory duties. The ability to provide these opportunities benefits young people and helps them desist from offending.

There is no ongoing training budget available to provide young people with positive activities, therefore, any additional services and related costs need to be found through grants and further funding.

Youth Offending Services are funded in different ways, depending upon the funding and resourcing obligations of statutory partners and the varying wider partnerships that form the overseeing partnership management board. Therefore, exact comparisons of total youth offending service budgets is not possible. However, there are clear similarities between the ways in which services are funded, which indicates that Walsall's overall budget and individual contributions from some partners is low.

The data indicates that Walsall Youth Justice Service's overall budget is £0.875m, which is the second lowest in the West Midlands region behind Solihull. A further budget comparison has been completed by the LA finance team of Youth justice Services within the Black Country which indicated that Walsall received the lowest overall budget and had the lowest amount spent upon staffing. When reviewing the staffing budget against the number of disposals each Youth Justice Service worked with during 2019/20, Walsall worked with 25 fewer disposals than Sandwell, but 36 more than Wolverhampton and 100 more than Dudley.

When comparing the total budget against the number of disposals that were measured by the Youth Justice Board, this equates to £4,508 per disposal. This suggests that Walsall Youth Justice Service receives the second lowest funding per disposal in the region.

Demographic information of those young people ‘not in educational employment or Training’ (NEET)

The table below provides a breakdown of the young people within the youth justice system who were not receiving education, employment or training as at 5 December 2019. Although this was only a snapshot in time, it indicated the demographic composition of young people entering the youth justice system. The Group noted that:

- There is a disproportionate number of young people within this cohort who have experienced exclusion from school.
- There is a disproportionate number of young people who have had previous involvement from social care.
- There is a disproportionate number of young people with an SEN.
- There is a theme of young people in the youth justice system missing education for long periods.

Disposals, such as a Youth Caution, Referral Orders and Youth Rehabilitation Orders are imposed on a young person either by the Police or at Court following a conviction. They are considered for any young person who has committed an offence with the aim to ensure outcomes are both proportionate to the crime committed and effective in reducing the risk of further offending.

Disposals		Ethnicity		Age		Care Status		Exclusions (6 permanent)		SEN		Gender	
Youth Rehabilitation Order	6	White/British	9	16 years	7	N/A		Yes	11	No	13	Male	15
Referral Orders	11	Black/ any other ethnic background	1	17 years	6	Child In Need	1	No	8	Yes	6 (5 EHCP)	Female	4
Out of Court	2	Pakistani	1	18 years	6	Sec 20	2						
		White/Irish	2			Sec 31	2						
		Black/Caribbean	1			Previous involvement	5						
		White/European	2										
		Black/Africa	1										
		Asian/any other ethnic group	1										

Current Service Offer (Education for Young People)

Connexions and Black Country Impact

One way in which the YJS tries to help young people to break the cycle of offending is by assisting them into education or employment. The Connexions Service, which was a UK governmental information, advice, guidance, and support service for young people aged 13 to 19 (up to 25 for young people with learning difficulties and/or disabilities) was created in 2000. There was a Connexions Centre in Walsall, which had offered support and advice on topics including education, housing health, relationships, drugs and finance. Since 2012, Connexions had not been a coherent national service, following changes to the delivery of careers in England and the establishment of the National Careers Service. In Walsall, the Connexions Service had been replaced, to a lesser extent, with 'Black Country Impact'.

Black Country Impact is comprised of five key delivery partners, namely Dudley Council, Sandwell Council, Walsall Council, the City of Wolverhampton Council and Black Country Talent Match. The project is made up of £34 million funding, of which £17 million is from the European Social Fund and £17 million from the Youth Employment Initiative, plus £8 million from the Big Lottery Fund, and funding from Partners. The Black Country Impact Project helps people aged 16-29 years living in the Black Country to find a job, provide support to find a college or further education course, and offers free training for skills development. Young People can sign up for the following support:

- Apprenticeships
- Traineeships
- Training courses
- Coaching
- Work placements
- Self-employment advice, including social enterprises
- Customised training and more.

Young People have access to advice and guidance through a key worker. Additional items such as personal protective equipment, interview clothes, childcare and travel can also be provided to support young people.

At the time of investigation by the Working Group, a Black Country Impact worker was based in the Youth Justice office one day per week to support this group of young people. Bespoke provision can be purchased for young people in the youth justice system to enable them to access education and training. Provision is tailored to individuals to enable those with complex issues to access provision.

The Group was advised that attendance at employment or education (unless stipulated as part of an intensive supervision and surveillance programme reserved for young people as an alternative to custody) could not be enforced as part of the reoffending plan but development meetings could be, and young people were offered interview skills workshops and opportunities to participate in different projects. However, by enforcing appointments, young people could be escalated up the criminal

justice system if they failed to comply. It was not possible to incentivise participation in education or training through payment due to funding restrictions.

Members were concerned that since careers, advice and guidance has become the responsibility of schools, young people within the youth justice system who did not attend education or training, do not have access to this provision. Compounded with this, young people in the youth justice system need additional support to access opportunities due to confidence, self-esteem, and lack of social skills. Often, they lack the basic literacy and numeracy skills as they have may have missed schooling or they have struggled with a SEN. Another major issue was that this group of young people often have is a lack of aspiration and motivation. This may be compounded by the time lost by these young people (who are within the youth justice system and may be in an educational setting) due to the Covid-19 pandemic, which could make it more difficult for them to return to education, catch up on schoolwork and achieve qualifications.

The Virtual School

The Virtual School is responsible for liaising with and working in partnership with agencies to support the education of looked after/vulnerable children. The Virtual School for looked after children is not a teaching institution; it is “a model by which the Local Authority provides services and support for the education of looked after children and a constructive challenge to those providing the services”. The Virtual School works closely and in partnership with other schools, Health, Impact Advisors and Social Care, so that there is an holistic and comprehensive approach to the support of looked after children in all areas of their lives.

In Walsall, the team has provided support to the Youth Justice Team for almost two years. This support has consisted of a ‘Key Worker’ providing one day per week dedicated to working on youth justice cases, including tracking and monitoring the education of all young people. Consideration has been given to decide whether young people need an Education Health and Care Plan (EHCP) to ensure that they receive the correct help. It is acknowledged that poor behaviour is a barrier to young people accessing education, and young people in the youth justice service have found it difficult to be in educational settings and are at high risk of exclusion from school. The need for early intervention for these children has been stressed to ensure that they are equipped to enter education and training.

‘Personal Education Plans’ (PEPs) for looked after children, identify any issues and further support that may be needed by the child. Members questioned if this approach could be trialled for young people within the youth justice system. Members also acknowledged that the Virtual School was a good partner to the Youth Justice Team and suggested that they continue to work closely together in the future to maximise opportunities for young people in the youth justice system.

Charlie's Story (name changed to protect identity)

The Working Group met with a young person, who shall be referred to as Charlie for the purpose of this report. Charlie is an eloquent and aspirational 15 year old, and it was noted by the Group that his was not actually a typical profile of a child within the youth justice system. However, his risk-taking and offending behaviour was, and he had links to drugs, criminal exploitation and knife crime. Charlie has moved to the area from London with his mother and siblings to start a new life. He had been involved in criminality in London and this had led to his involvement with the Youth Justice team in Walsall. Charlie spoke positively about his experience of the Walsall Youth Justice Team; he felt that staff in Walsall went above and beyond to help him. The Group heard that this young person required a significant amount of support from his Youth Justice Officer. This high level of support could place considerable pressure on staff capacity and wellbeing of team members.

The Group heard that Charlie had a difficult background having experienced 'adverse childhood events' whilst living with his father, and he had been diagnosed with Attention Deficit Hyperactivity Disorder and had negative experiences of school. This was a common profile for children within the Youth Justice System, and often made attendance and participation at school difficult for them. Charlie was keen to study but was not able to access education, as schools were reluctant to admit him due to his record of offending. Through the Virtual School, an application had been made for Charlie to every school in Walsall. Charlie felt that he had much to offer and did not want to be judged on his criminal record. It was noted that if Charlie was to access education, he would need to receive continued support in order to succeed and that this would require additional resources.

Through the Youth Justice Team, Charlie accessed positive activities and early help offerings such as bike maintenance, fishing and boxing, which helped to occupy him whilst he was out of school. However, without the structure and discipline of school he was vulnerable to becoming involved in criminality again.

Further to their meeting with Charlie, the Group were advised that he had an episode of being 'missing'. Before this event, a school place had been secured for him; however, it was unlikely that this could be progressed even though he had now returned. This provided evidence of the difficulties and challenges in place for this profile of children when accessing education and training. The Group heard that despite his aspirational attitude, Charlie had continued to be involved in criminal behaviour and had periods when he was missing from home.

Conclusions

The Working Group considered the inspection recommendations and heard evidence in relation to these. Members of the Group acknowledge that there are many challenges to ensuring that all children and young people supported by the youth justice system receive their full entitlement to education and that provision is tailored to their specific needs. These challenges come from adverse events, special needs (often unidentified) and behavioural problems experienced by the young people, and from educational settings, organisations and employers who may not feel equipped to deal with these compounded issues. The Covid-19 pandemic is likely to exacerbate difficulties with maintaining attendance, and accessing education, for young people within the Youth Justice Service. National funding should be accessed, where possible, to mitigate the impact of the pandemic for young people within the youth justice service. The Group considered that the Virtual School might be best placed to assist the Youth Justice Service to liaise with schools to progress this.

A restricted financial position for the service makes achieving the improvements difficult. However, the Service is progressing further partnerships and identifying opportunities to meet its responsibilities whilst further funding is not available.

The report identified that there is a dedicated workforce who are committed to improving the outcomes for children and young people known to the Youth Justice system. The Youth Justice Service is in a strong position to deliver the recommendations of the inspection, as it is supported by strong staff, governance arrangements, and is closely working with partnership agencies (both statutory and community organisations) to achieve these outcomes.

Recommendations

HMIP Recommendation 1: To make sure that all children and young people working with the youth justice system receive their full entitlement to education and that provision is tailored to their specific needs

Working Group recommendations:

1. A mentor scheme is established for young people supported by the youth justice system, to raise their aspirations and provide them with positive role models.
2. The Local Authority should consider providing apprenticeships (with tailored support in place) to be available for children in the youth justice system.
3. Consideration is given to incentivising local employers to provide training and employment opportunities to young people in the youth justice system.
4. Socially minded organisations should be identified to work in partnership with the Youth Justice Service to offer training and employment to young people.
5. Given that young people in the youth justice system are often unable to access education, careers advice should be made readily available to them, which would include closer working with the Local Authority's Access team.
6. The Youth Justice team should maximise the partnership with the Virtual School to develop and trial Vulnerable Personal Education Plans (VPEPs) for young people in the youth justice system in order to tailor education to their specific needs.
7. The 'Virtual School' be requested to contact schools to encourage access the Coronavirus (COVID-19) catch up premium to further support young people within the youth justice Service.

HMIP Recommendation 2: Review the budget allocation to the Youth Justice Service to determine the correct level of resource that allows the service to undertake the function well.

Working Group recommendations:

1. Commitment should be sought from a wide range of partners to meet the needs of the youth justice service in order to improve outcomes for young people.
2. The Youth Justice System continue to work with the 'Virtual School' to explore further support that could be provided to looked after young people in the youth justice system.

Appendix 1

Work Group Name:	Youth Services Working Group
Committee:	Children's Services Overview and Scrutiny Committee
Municipal Year:	2019-2020
Lead Member:	Councillor M. Statham
Lead Officer:	Philip Rutherford
Support Officer:	Nikki Gough
Membership:	Councillor M. Follows, Councillors C. Statham, T. Jukes, and H. Bashir, Councillor M. Statham.
Co-opted Members:	

1.	Context
	<p>In April 2019, Walsall received a Her Majesty's Inspectorate of Probation (HMIP) single inspection in youth offending and a rating of 'requires improvement'.</p> <p>At its meeting on 24th September the Children's Services Overview and Scrutiny Committee agreed that a working group should be established to carry out a more in-depth examination of the improvement plan.</p>
2.	Objectives
	<p>The working group propose to review the actions, measures and timescales for tackling recommendation 1 and 2 (with a focus on post 16 education) as contained within the HMIP inspection report.</p> <p>3. <i>Review the budget allocation to the Youth Justice Service to determine the correct level of resource that allows the service to undertake the function well.</i></p> <p>4. <i>To make sure that all children and young people working with the youth justice system receive their full entitlement to education and that provision is tailored to their specific needs</i></p> <p>And to submit a report and recommendations to the meeting of the Children's Services Overview and Scrutiny Committee to be held on 23rd April 2020.</p>
3.	Scope
	<p>Initially the group would like to invite the following to attend a meeting of the working group</p> <ul style="list-style-type: none"> • Group Leader - Youth Justice • The Post 16 Strategic Lead. • Black Country Impact <p>In order to consider recommendations 1 and 2 (with a focus on post 16 education) the Group request the following;</p> <ul style="list-style-type: none"> • Information on the current post 16 education offer,

	<ul style="list-style-type: none">Statistics on post-16 education/benchmarking (if available) and comparison to pre-16 educationWhat else could the partnership do?Any other information that may be useful for the group in their deliberations and evidence gathering.																											
4.	Equalities Implications																											
	The working group will ensure that its recommendations will take into account the different strands of equality and ensure that no group is disadvantaged.																											
4.	Who else will you want to take part?																											
	Think about who else, other than lead officers and members, it would be useful to include either as part of the working group or to bring information at specific points. For example- partners, stakeholders, other authorities.																											
5.	Timescales & Reporting Schedule																											
	<table><tr><th>Date</th><th>Action</th><th>Who</th></tr><tr><td>1st Meeting Wednesday 23rd October</td><td>Prepare terms of reference. Information session.</td><td>Working group</td></tr><tr><td>Thursday 7th November</td><td>Approve terms of reference</td><td>CS O&S Committee</td></tr><tr><td>Wednesday 13th November</td><td>Review information in relation to recommendation 1 and 2.</td><td>Working group</td></tr><tr><td>Thursday 5th December</td><td>Review information in relation to recommendation 1 and 2.</td><td>Working group</td></tr><tr><td>Wednesday 15^h January</td><td>Review information in relation to recommendation 1 and 2.</td><td>Working group</td></tr><tr><td>Thursday 13th February</td><td>Review information in relation to recommendation 1 and 2.</td><td>Working group</td></tr><tr><td>Thursday 12th March, 6pm</td><td>Review final report</td><td>Members of Working Group</td></tr><tr><td>Thursday 23rd March 2020.</td><td>Present final report/ recommendations</td><td>CS O&S Committee</td></tr></table>	Date	Action	Who	1 st Meeting Wednesday 23rd October	Prepare terms of reference. Information session.	Working group	Thursday 7 th November	Approve terms of reference	CS O&S Committee	Wednesday 13 th November	Review information in relation to recommendation 1 and 2.	Working group	Thursday 5 th December	Review information in relation to recommendation 1 and 2.	Working group	Wednesday 15 ^h January	Review information in relation to recommendation 1 and 2.	Working group	Thursday 13 th February	Review information in relation to recommendation 1 and 2.	Working group	Thursday 12 th March, 6pm	Review final report	Members of Working Group	Thursday 23 rd March 2020.	Present final report/ recommendations	CS O&S Committee
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Thursday 12 th March, 6pm	Review final report	Members of Working Group																										
Thursday 23 rd March 2020.	Present final report/ recommendations	CS O&S Committee																										
6.	Risk factors																											
	Are there any obstacles that can be predicted? For example, is it dependent on other organisations outside your control and duty to																											

	cooperate? Identifying these factors early and how they will be mitigated should help minimise their impact.		
	Risk	Likelihood	Measure to Resolve
	Being unable to cover all identified themes within the available time	High	Organise a schedule of meetings to plan ahead
	Officer time available to support the working group may limit its ability to deliver the outcomes desired	Medium	Ensure that the working group is focused and able to deliver its objectives within the timescales.

Children's Overview and Scrutiny Committee Work Programme 2020/21

Committee date	15th September	10th November	14th January	18th March
<i>Report to ED</i>		<i>22nd October</i>	<i>31st December</i>	<i>25th February</i>
<i>Report to Democratic Services</i>		<i>30th October</i>	<i>5th January</i>	<i>9th March</i>
Recruitment and retention of social workers				
Exploitation (partnership update)				
Regional Adoption Agency				
Family Safeguarding Model				
FDAC				
Evaluation of summer activity programme		Briefing paper-circulated outside of mtg.		
Right for Children transformation programme				
Performance item			Q1 and Q2	
Finance - Draft revenue and capital budget 2021/22				
Update on children's routine assessments		Briefing paper		
Youth Justice Working Group		Final report		



FORWARD PLAN OF KEY DECISIONS

**Council House,
Lichfield Street,
Walsall, WS1 1TW**
www.walsall.gov.uk

5 October 2020

FORWARD PLAN

The forward plan sets out decisions that are termed as “key decisions” at least 28 calendar days before they are due to be taken by the Executive (Cabinet). Also included on the plan are other decisions to be taken by the Cabinet (“non-key decisions”). Preparation of the forward plan helps the Council to programme its work. The purpose of the forward plan is to give plenty of notice and an opportunity for consultation on the issues to be discussed. The plan is updated each month with the period of the plan being rolled forward by one month and republished. Copies of the plan can be obtained from Democratic Services, Walsall MBC, Council House, Walsall, WS1 1TW helen.owen@walsall.gov.uk and can also be accessed from the Council's website at www.walsall.gov.uk. The Cabinet is allowed to make urgent decisions which do not appear in the forward plan, however, a notice will be included on the agenda for the relevant Cabinet meeting which explains the reasons why.

Please note that the decision dates are indicative and are subject to change. Please contact the above addressee if you wish to check the date for a particular item.

Cabinet responsibilities are as follows

- Leader of the Council – Councillor Bird
- Deputy Leader, Regeneration – Councillor Andrew
- Deputy Leader, Resilient Communities – Councillor Perry
- Adult social care – Councillor Martin
- Children's – Councillor Wilson
- Clean and green – Councillor Butler
- Education and skills – Councillor Towe
- Health and wellbeing – Councillor Craddock
- Personnel and business support – Councillor Chattha

The Cabinet agenda and reports are available for inspection by the public 7 days prior to the meeting of the Cabinet on the Council's website. Background papers are listed on each report submitted to the Cabinet and members of the public are entitled to see these documents unless they are confidential. The report also contains the name and telephone number of a contact officer. These details can also be found in the forward plan.

Meetings of the Cabinet are open to the public. Occasionally there are items included on the agenda which are confidential and for those items the public will be asked to leave the meeting. The forward plan will show where this is intended and the reason why the reports are confidential. Enquiries regarding these reasons should be directed to Democratic Services (helen.owen@walsall.gov.uk).

“Key decisions” are those decisions which have a significant effect within the community or which involve considerable expenditure or savings. With regard to key decisions the Council’s Constitution states:

- (1) A key decision is:
 - (i) any decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council’s budget for the service or function to which the decision relates or
 - (ii) any decision that is likely to have significant impact on two or more wards within the borough.
- (2) The threshold for “significant” expenditure/savings is £250,000.
- (3) A decision taker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of this Constitution.

Dates of meetings

2020 28 October
9 December

2021 10 February
17 March
21 April

FORWARD PLAN OF KEY DECISIONS

NOVEMBER 2020 TO FEBRUARY 2021 (5.10.20)

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
43/20 (7.9.20)	Corporate Financial Performance and Covid-19 update – To report the financial position and impact on Covid-19	Cabinet (Non key decision)	Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk	Internal	Councillor Bird	9 December 2020
44/20 (7.9.20)	Draft Revenue Budget and Capital Programme 2020/21 – 2023/24 – To provide an updated outline budget plan and options for further consultation, and update on consultation to date	Cabinet (Non key decision)	Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk	Council tax payers, Business rate payers, voluntary and community organisations	Councillor Bird	9 December 2020
32/20 (3.8.20)	Treasury Management mid-year position statement: To note and forward to Council the mid-year position statement for treasury management activities 2020/21, including prudential and local indicators	Cabinet (Non key decision)	Richard Walley 07500 819796 richard.walley@walsall.gov.uk	Internal	Councillor Bird	9 December 2020
36/20 (7.9.20)	Corporate Plan delivery Quarter 2: To report performance monitoring information relating to the priorities and outcomes included in the Corporate Plan	Cabinet (Non key decision)	Helen Dudson helen.dudson@walsall.gov.uk	Internal	Councillor Bird	9 December 2020
33/20 (7.9.20)	Black Country Joint Committee Collaboration Agreement: To enter into the Supplementary Deed of Variation to the BCJC Collaboration Agreement	Cabinet (Key decision)	Kelly Valente 07768 387580 kelly.valente@walsall.gov.uk	Internal	Councillor Bird	9 December 2020
3/20 (6.1.20)	Strategic development at Moxley Road, Darlaston Private session: Report contains information relating to the	Cabinet	Joanne Nugent 01922 654752	Internal	Councillor Andrew	9 December 2020

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	financial or business affairs of any particular person	(Key decision)	joanne.nugent@walsall.gov.uk Joel Maybury 01922 654748			
8/20 (3.2.20)	Black Country Transport Team Collaboration Agreement: To approve the agreement to facilitate the delivery of a strategic transportation function across the four Black Country local authorities	Cabinet (Non key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	9 December 2020
27/19 (8.7.9)	A34 Walsall to Birmingham SPRINT (Bus Rapid Transit) scheme – Phase 1: To approve the sprint scheme	Cabinet (Key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	9 December 2020
68/19 (2.12.19)	West Midlands Enhanced Partnership Scheme: To approve a plan to improve bus travel in the A34 Walsall to Birmingham corridor through delivery of a new SPRINT service.	Cabinet (Key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	9 December 2020
43/18 (8.10.18)	Lighting Invest to Save: To consider proposals for a major investment in the highway lighting infrastructure by replacing all existing lighting with energy efficient LED lighting	Cabinet (Key decision)	Paul Leighton 07831 120871 paul.leighton@walsall.gov.uk	Public, Walsall Public Lighting Ltd., industry companies, internal	Councillor Andrew	9 December 2020
30/20 (3.8.20)	Bloxwich and Walsall Town Deal Acceleration Programmes: To update Cabinet on the successful application and approve the necessary delegation to finalise and submit the Town Deal Investment Plans to the government on or before the deadline of 29 January 2021	Cabinet (Key decision)	Mark Lavender 07951 620333 mark.lavender@walsall.gov.uk	Internal	Councillor Andrew	9 December 2020
49/20 (5.10.20)	Council tax reduction or discount exemption penalties: To introduce financial penalties for failure/late notification of changes of circumstances that would affect a resident's entitlement	Cabinet (Non key)	Mark Fearn mark.fearn@walsall.gov.uk	Internal	Councillor Andrew	9 December 2020

35/20 (7.9.20)	Preparing for Adulthood policy: To approve a new policy to deliver timely and robust plans for young people preparing for adulthood	Cabinet (Key decision)	Jeanette Knapper jeanette/knapper@walsall.gov.uk	Internal, SEND Improvement Board, Health operational partners and CCG	Councillor Martin	9 December 2020
48/20 (5.10.20)	Access and Inclusion: Response to report and recommendations of Education Overview and Scrutiny Committee	Cabinet (Non key)	Sharon Kelly 01922 652895 sharon.kelly@walsall.gov.uk	Internal	Councillor Towe	9 December 2020
50/20 (5.10.20)	Public Health contracts: To approve extension of existing public health core contracts and commence consultation to reconfigure lifestyle services	Cabinet (Key decision)	Stephen Gunther stephen.gunther@walsall.gov.uk Adrian Roche adrian.roche@walsall.gov.uk	Internal	Councillor Craddock	9 December 2020
26/20 (3.8.20)	Information Governance Framework policy: To approve the framework policy which has been updated throughout the Covid-19 lockdown to include the changes required for mobile working alongside the Council's technology changes.	Cabinet (Key decision)	Paul Withers paul.withers@walsall.gov.uk	Internal	Councillor Chattha	9 December 2020
45/20 (7.9.20)	Corporate Financial Performance and Covid-19 update – To report the financial position based on 9 months to December 2020 and impact on Covid-19	Cabinet (Non key decision)	Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk	Internal	Councillor Bird	10 February 2021
46/20 (7.9.20)	Corporate Budget Plan 2020/21 – 2023/24, and Treasury Management and investment Strategy 2021/2022: To approve the final budget and Council tax for approval by Council	Cabinet (Key decision)	Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk	Council tax payers, Business rate payers, voluntary and community organisations	Councillor Bird	10 February 2021 25 February 2021
47/20 (7.9.20)	Corporate Plan delivery – Quarter 3 monitoring: To report performance monitoring information relating to the priorities and outcomes included in the Corporate Plan	Cabinet (Non key decision)	Helen Dudson helen.dudson@walsall.gov.uk	Internal	Councillor Bird	10 February 2021

51/20 (5.10.20)	High Needs Funding Formula: To approve changes to the formula to be used for the allocation of High Needs Dedicated Schools Grant funding for the 2021/22 academic year	Cabinet (Key decision)	Andy Crabtree Mohammed Irfan 01922 652330	Schools Forum	Councillor Towe	10 February 2020
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BLACK COUNTRY EXECUTIVE JOINT COMMITTEE

FORWARD PLAN OF KEY DECISIONS

Published up to March 2021 (for publication 02/11/2020)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
06/07/2020	Birchley Island Site Assembly PRIVATE SESSION - Not for publication by virtue of paragraph 3 of Schedule 12(A) of the Local Government Act1972 (as amended)	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to a Grant Agreement with Sandwell Council to deliver the Local Growth Fund (LGF) funded elements of the Birchley Island Site Assembly project with delivery to commence in the 2020/21 financial year.	Papers TBC – Alison Knight alison.knight@sandwell.gov.uk	Sandwell Council	09/12/2020
07/09/2020	Black Country Enterprise Zone - Approval Historic Revenue costs PRIVATE SESSION - Not for publication by virtue of paragraph 3 of Schedule 12(A) of the Local Government Act1972 (as amended)	Approve that Dudley Council actual historic revenue costs are recovered in the year that they were incurred. Approve that Single Accountable Body (SAB) actual revenue costs are recovered in the year that they were incurred. Approve that historic revenue costs of Walsall Council and Wolverhampton Council are recovered over a 10-year period, from 2020/21 to 2029/30.	Papers TBC – Simon Neilson simon.neilson@walsall.gov.uk	Walsall Council	09/12/2020
07/09/2020	Black Country Enterprise Zone - Approval Future Revenue costs PRIVATE SESSION - Not for publication by virtue of paragraph 3 of Schedule 12(A)	Approve that each Local Authority may claim from 2020/21 to 2024/25 for development funding. Approve that the SAB may claim from 2020/21 to 2024/25 for programme management costs. Approve that the PMO may from 2020/21 to 2024/25 for programme management costs.	Papers TBC – Simon Neilson simon.neilson@walsall.gov.uk	Walsall Council	09/12/2020

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE

FORWARD PLAN OF KEY DECISIONS

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Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
	of the Local Government Act1972 (as amended)	<p>Approve that from 2025/26 onwards each Local Authority, the SAB and the PMO (the “entities”) may claim a reduced maximum to the end of the relevant EZs to cover monitoring and compliance costs. This will end at 31 March 2038 for Walsall Council, Wolverhampton Council and Sandwell Council, and end at 31 March 2042 for Dudley Council, the SAB and the PMO.</p> <p>Approve that from 2021/22 to 2024/25, Wolverhampton Council can claim towards the Transport Director costs, on behalf of all Local Authorities.</p>			
05/10/2020	Supplemental Deed of Variation to the Black Country Joint Committee Collaboration Agreement	Approve the Supplemental Deed of Variation Relating to the Collaboration Agreement in Relation to the Black Country Executive Joint Committee City Deal and Growth Deal dated the 7 May 2014, and in doing so approve the Governance Principles: Enterprise Zones.	Papers TBC – Simon Neilson simon.neilson@walsall.gov.uk	Walsall Council	09/12/2020
05/10/2020	Programme Management and Single Accountable Body Admin Costs Proposal Approval PRIVATE SESSION - Not for publication by virtue of paragraph 3 of Schedule 12(A)	Approval of capital allocations from the identified Growth Deal over programming (formerly the Growing Places Fund) for <ul style="list-style-type: none"> • Walsall Council to carry out its role as Accountable Body to the Growth Deal and other LEP programmes; • the Black Country Consortium for the Management and Administration functions of the Black Country Local Growth Deal, and; 	Papers TBC – Simon Neilson simon.neilson@walsall.gov.uk	Walsall Council	09/12/2020

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE

FORWARD PLAN OF KEY DECISIONS

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Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
	of the Local Government Act1972 (as amended)	<p>•Walsall Council to cover the costs of the external legal and technical fees in support of managing the programme.</p> <p>Endorse that the administrative costs of supporting effective programme delivery and ongoing monitoring of schemes continue and are funded through the Growth Deal over programming.</p>			
05/10/2020	Growth Hub – Peer Networks Programme	Approval for the Accountable Body (Walsall Council) to enter into a grant agreement with the Black Country Consortium Ltd to deliver the Growth Hub Peer Networks Programme.	Papers TBC – Simon Neilson simon.neilson@walsall.gov.uk	Walsall Council	09/12/2020
05/10/2020	Accessing Growth – Springfield Interchange Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Wolverhampton City Council, to deliver the Local Growth Deal Fund (LGF) funded elements of the Accessing Growth Springfield Interchange project with delivery to continue in the 2020/21 financial year.	Papers TBC – Richard Lawrence Richard.Lawrence@wolverhampton.gov.uk	Wolverhampton City Council	09/12/2020
02/11/2020	School of Architecture and Built Environment – Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with the University of Wolverhampton, to deliver the Local Growth Deal Fund (LGF) funded elements of the School of Architecture and Built Environment project with delivery to continue in the 2020/21 financial year.	Papers TBC – Richard Lawrence Richard.Lawrence@wolverhampton.gov.uk	Wolverhampton City Council	17/02/2021

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE

FORWARD PLAN OF KEY DECISIONS

Published up to March 2021 (for publication 02/11/2020)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
02/11/2020	Elite Centre for Manufacturing Skills – Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with the University of Wolverhampton, to deliver the Local Growth Deal Fund (LGF) funded elements of the Elite Centre for Manufacturing Skills project with delivery to continue in the 2020/21 financial year.	Papers TBC – Richard Lawrence Richard.Lawrence@wolverhampton.gov.uk	Wolverhampton City Council	17/02/2021
02/11/2020	Fab Kit Fab Lab – Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Sandwell College, to deliver the Local Growth Deal Fund (LGF) funded elements of the Fab Kit Fab Lab project with delivery to continue in the 2020/21 financial year.	Papers TBC – Alison Knight alison.knight@sandwell.gov.uk	Sandwell Council	17/02/2021
02/11/2020	Dudley Advanced Construction Centre – Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley College, to deliver the Local Growth Deal Fund (LGF) funded elements of the Dudley Advanced Construction Centre project with delivery to continue in the 2020/21 financial year.	Papers TBC – Helen Martin helen.martin@dudley.gov.uk	Dudley Council	17/02/2021
02/11/2020	Advanced Science Engineering and Technology – Change Request	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Halesowen College, to deliver the Local Growth Deal Fund (LGF) funded elements of the Advanced Science Engineering and Technology project with delivery to continue in the 2020/21 financial year.	Papers TBC – Helen Martin helen.martin@dudley.gov.uk	Dudley Council	17/02/2021

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE **FORWARD PLAN OF KEY DECISIONS**

Published up to March 2021 (for publication 02/11/2020)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
02/11/2020	Dudley Canal Trust (Trips) Limited – Change Request	Approval for Sandwell Council to proceed to amending the funding repayment schedule with the Dudley Canal Trust (Trips) Limited, funded from within the Growing Places Fund (GPF), with delivery to continue in the 2020/21 financial year.	Papers TBC – Helen Martin helen.martin@dudley.gov.uk	Dudley Council	17/02/2021