

Cabinet – 24 October 2018

Draft Revenue Budget and Capital Programme 2018/19 – 2021/22

Portfolio: Councillor M. Bird – Leader of the Council (Lead Portfolio)

Related Portfolios: All

Service: Finance – council wide

Wards: All

Key decision: No

Forward plan: No

1. Summary of report

- 1.1 This report summarises the four-year draft revenue budget and draft capital programme, including cash limits for the four years to 2021/22.
- 1.2 The 2018/19 budget was approved by Council on 28 February 2018, and is monitored throughout the year to address key risks and pressures as they arise. A number of pressures have emerged during 2018/19 that has required action to be taken to limit the council's financial exposure. Further action is being taken to ensure the budget is balanced at the year-end, with a sufficient level of reserves to manage existing liabilities and emerging risks arising in 2019/20 onwards. This report includes an update on the current 2018/19 financial position, along with financial health indicators at Appendix 1, and prudential indicators at Appendix 2.
- 1.3 The report covers the four year period 2018/19 to 2021/22, including:
 - The current year's revenue and capital position,
 - Addressing the impact of the current year's revenue pressures on 2019/20 on an ongoing basis,
 - Draft revenue proposals in relation to 2019/20, and a balanced draft budget, along with,
 - Draft cash limits in respect of the following two years to 2021/22, and,
 - A balanced draft capital programme for 2018/19 to 2021/22.
- 1.4 2019/20 is the final year of the four-year (2016/17-2019/20) settlement offer, which Walsall signed up to in 2016. Beyond this date, funding is extremely uncertain.
- 1.5 A further report will be presented to Cabinet in December which will cover the following:
 - An assessment of the 2019/20 financial Settlement and any revisions required to the draft revenue budget and capital programme as a result, and
 - Feedback from scrutiny consultation, which will be considered by Cabinet in formalising its final budget to Council in February 2019.

- 1.6 The Council is legally obliged to set a one year balanced budget (2019/20), however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability.
- 1.7 The council's Medium Term Financial Strategy (MTFS), approved by Cabinet on 11 July 2018, is the framework within which the council's financial planning and management is undertaken and its budget set. The main objectives of the Strategy are to set out how the council will structure and manage its finances now and in the future and to ensure this approach facilitates delivery of the council's aims and objectives.
- 1.8 To ensure the budget process is informed by a clear purpose and key council priorities, the Corporate Plan and objectives have been used to shape the proposals contained within this report.
- 1.9 The draft capital programme for 2019/20 totals £70.34m. It sets out new capital investment funded from the council's own resources of £13.25m (funded by capital receipts and borrowing) and externally funded schemes of £57.09m (funded by capital grants) and represents a balanced programme for 2019/20. In addition, the report sets out a further two years of indicative proposals to 2021/22.
- 1.10 Despite reductions in capital funding in recent years and going forward, the draft capital programme contains significant investment into highways, education, and into adult social care and housing to support vulnerable households through Health through Warmth and provision of aids and adaptations. A reserve list of new projects is also included, where funding could be redirected in-year if it becomes available.
- 1.11 The final budget, including any changes arising from consultation arrangements, tax base changes and the final allocation of direct Government funding and other specific grants will be presented to Cabinet on 13 February 2019 for recommendation to Council, and this will be considered by full Council on 28 February 2019.

2. Recommendations

Cabinet are requested to:

- 2.1 Note the latest forecast overspend for 2018/19 of £2.40m. Action continues to be taken, and there is confidence that sufficient ongoing and one-off actions will be identified to bring the position back in line with the approved Budget.
- 2.2 Approve the passporting of 2018/19 grants as set out in section 3.3.8.
- 2.3 Approve the amendments to the 2018/19 capital programme as set out in section 3.3.9.
- 2.4 Note the quarter 2 financial health indicator performance as set out in Appendix 1, and prudential indicators at Appendix 2.
- 2.5 Note the financial assumptions and projections within the draft revenue budget, the uncertainty around final funding, and that these assumptions may change as the budget progresses.

- 2.6 Note the 2019/20 to 2021/22 provisional directorate revenue cash limits as set out.
- 2.7 Refer this report to all overview and scrutiny committees, to enable their comments to be considered by Cabinet in December 2018 in advance of Cabinet proposing the final budget in February 2019.
- 2.8 Refer draft revenue policy proposals for 2019/20 as set out in this report and appendix 5a for stakeholder consultation (where required), and for equality impact assessment, with feedback on these informing the final budget.
- 2.9 Endorse the operational savings for 2019/20 set out in appendix 5b of this report, and instruct officers to implement these under officer delegations, subject to any required consultation, equality impact assessment, and any changes arising as a result of the latter two.
- 2.10 Note that the medium term financial outlook position assumes an increase in council tax of 2.99% in 2019/20 and future years, the assumed level of “reasonableness” in respect of referendum principles, and that any changes to those principles, as set by the Secretary of State, may change the overall budget.
- 2.11 Note that the level of contingency funds and general reserves will need to be in line with the levels set out within the council’s MTFs, the final level to be based on a detailed risk assessment, which will be reported to Cabinet in February 2019.

3. Report detail

3.1 Key Timeline

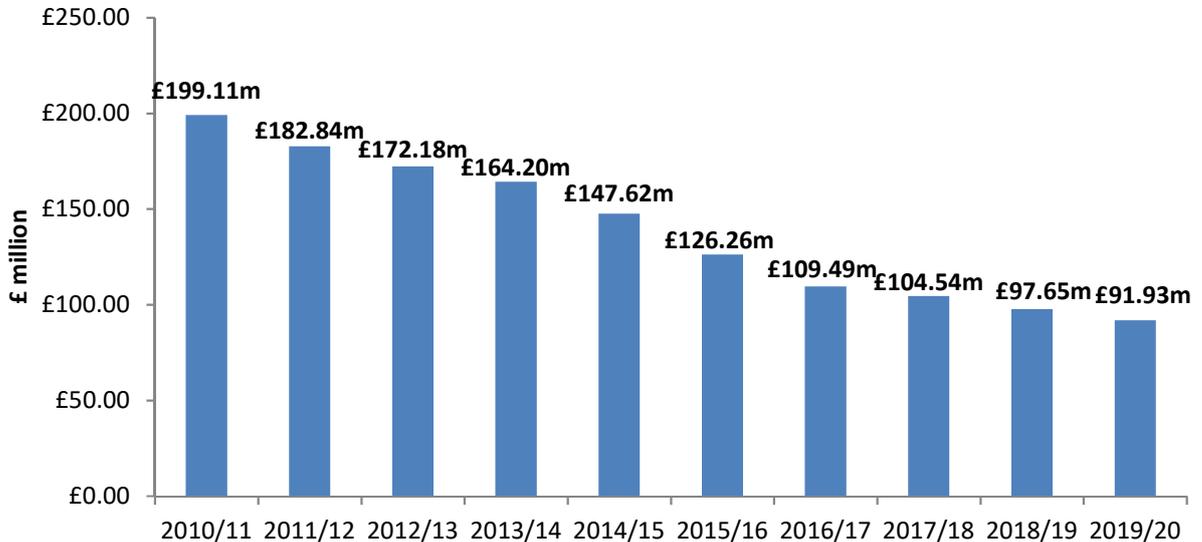
- 3.1.1 The budget setting timetable of key reporting dates, following publication of this report, is as follows:
- Review of the options by overview and scrutiny committees from 25 October to 26 November 2018, and feedback to Cabinet on 12 December 2018.
 - Stakeholder consultation between 25 October and 21 December 2018.
 - Budget briefings for political groups and independent members, as required.
 - Cabinet on 12 December 2018 to receive the draft Government Core grant settlement.
 - Council tax base to be approved by the Chief Finance Officer by January 2019.
 - Receipt of the final settlement late January / early February 2019.
 - Recommendation of the final budget, in light of consultation, equality impact assessments and the final settlement, by Cabinet on 13 February 2019
 - Council set the final budget and council tax levels on 28 February 2019.

3.2 Walsall’s Financial Context

- 3.2.1 Like all other public sector bodies, Walsall has seen government grant funding reduce since the Emergency Budget of 2010 when the Government set out its initial plans to reduce the overall Government deficit. This has continued in successive government Spending Reviews. This is expected to continue at least until 2019/20.
- 3.2.2 Government austerity measures have meant our direct funding has reduced considerably from 2010, with a loss of core revenue funding (revenue support grant, top up grant and business rates, net of rolled in grants) of c£107m to 2019/20.

Walsall signed up to the Governments multi-year settlement to 2019/20 to aid our budget planning, but there remains considerable uncertainty in government funding post 2019/20.

Core Funding 2010/11 to 2019/20



- 3.2.3 By 2020/21 local government was expected to become fully self-funding, with core revenue support grant ceasing and the introduction of 100% localisation of business rate retention (BRR), (as opposed to the current 49%). However, Government has changed its plans, with a target of 75% now in place. The Government expected that national increases in growth in rate yields would fully offset the reduction in core funding. The reality is that many deprived councils, such as Walsall, due to its relative need and business rate yield, will be unable to fully cover this funding shortfall.
- 3.2.4 From 2017/18, Walsall has been part of the West Midlands Combined Authority (WMCA) 100% business rate retention (BRR) pilot. Government agreed that this would be at 'no detriment' to participating authorities; however, there remains some uncertainty as to the future final impact of national policy in respect of BRR.
- 3.2.5 The council's second largest source of funding is council tax (c19% of the council's gross spend is funded from council tax), which continues to be subject to Government restrictions on the amount that can be raised from this income stream, previously through 'capping', and now through the referendum principles. The draft budget currently assumes council tax increases of 2.99% over the next three years, in line with current referendum principles.
- 3.2.6 2019/20 is also the final year of the multi-year settlement. The future financial environment therefore continues to be challenging for councils for 2020/21 and beyond, with significant uncertainties in future grant, including public health, better care fund, etc. One of the major thrusts has been that local authorities can now keep a share of the business rates generated within their area rather than pooling for national redistribution, however this benefit is limited by other parts of the funding mechanism, such as Government top slicing of funds to meet new burdens, safety net authorities, national capitalisation targets, etc.

3.2.7 Additionally, as part of BRR, the Government is consulting on transferring additional responsibilities to local authorities. This could lead to further pressures if these are not fully funded.

3.2.8 Alongside reductions in funding, the council also faces increasing cost pressures, due both to increasing demand (for example, as a result of welfare reforms reducing individuals disposable incomes further, larger numbers of older people requiring support to remain independent, etc) and new burdens imposed by Government, but without the corresponding full funding given. The following summarises initiatives, demand and other pressures that have and will continue to have financial implications for the council over the coming years:

- Continued reductions in core government grant funding, for example:
 - Impact of full business rate retention (BRR) as part of the West Midlands pilot, and changes to the Government's intention to move to 75% retention for all non-pilots by 2020/21.
 - Impact of the Government's next Spending Review during 2019, which is expected to include a 'Fair funding' review of council services, to include the setting of new baseline funding allocations.
 - Public Health grant – this is expected to be transferred fully into BRR from 2020/21, and become un-ringfenced. There is limited intelligence as to how this will impact. Once subsumed into BRR, a significant chunk of this could be lost in future funding reviews.
 - Continuation or otherwise of integrated better care fund grants.
- Increases in demand:
 - From an ageing population is putting strain on Local Authority systems both in financial and operational terms. For example, adult social care packages and placements costs have risen by £12.34m from £56.21m in 2010/11 to £68.55m in 2018/19.
 - For looked after children, and the associated impact on numbers of social workers, and costs, required to support these children. There were 488 in March 2011, compared to 623 in October 2018.
- Emphasis on joined up working - ongoing pressure for the Authority, local NHS and partners to further integrate services in line with the Government's national agenda.
- Continued capping of council tax increases, restricting our flexibility in generating income.
- Welfare reform, including universal credit.
- Increased corporate costs, including in relation to pay and pensions.

3.2.9 Since the Emergency Budget, the council has reduced its spending by £173m, and needed to save a further c£20m to be able to balance the budget in 2019/20. In considering future resource allocation, funding for the development of services will need to be met from the redirection of existing resources, reducing existing spend and the identification of new or revised income sources. The council will need to do things differently and do different things, and in some case stop doing things that are not in line with corporate priorities.

3.3 2018/19 Corporate Financial Performance - Update

3.3.1 The 2018/19 budget was approved by Council on 28 February 2018, and is monitored and reported throughout the year to address key risks and pressures as they arise. Cabinet receives regular financial reports to allow it to oversee the financial performance of the council.

3.3.2 A number of significant risks and pressures have emerged during 2018/19 that has required action to be taken to limit the council's exposure, mainly within Adult Social Care and Children's Services. These are being managed via a combination of one-off actions (use of earmarked reserves, use of one-off grant, Every Penny Counts exercise) and ongoing actions (review of existing budgets and realignments where feasible). After corrective action, there remains a predicted variance above budget of c£2.40m.

3.3.3 Table 1 summarises the 2018/19 budget and the draft outturn after successful delivery of corrective actions.

Directorate	Net Budget £m	Year end forecast After Corrective Action £m	Forecast Variation to Budget (Under) / Over £m
Adult Social Care	59.41	61.54	2.13
Children's Services	53.39	53.63	0.24
Economy & Environment	30.34	30.54	0.20
Resources & Transformation	29.07	28.91	(0.16)
Services Position	172.21	174.62	2.40
Capital Financing	18.67	18.67	0.00
Central budgets	(75.90)	(75.90)	0.00
Total council tax requirement	114.99	117.39	2.40

3.3.4 The main variances are as follows and these have been reported extensively to Cabinet and Scrutiny during the year:

- *Adult Social Care (ASC)* - currently forecasting an overspend of £3.86m prior to corrective action, primarily arising from increases in care package costs and loss of income (c£4m) and costs in relation to the community alarm service, whilst it is under review (£880k). This is offset by a staffing underspend of £190k following a detailed review of vacant posts and agency cover, and additional one off funding of £895k allocated by Central government. ASC have identified mitigating actions of £1.73m to further reduce the overspend, leaving a remaining pressure of £2.13m.
- *Children's Services* - The current forecast overspend prior to mitigating action is £2.51m. The use of reserves and in year actions reduce this to £240k. The main pressures continue to be children's social care demand pressures, including

increases in the need for legal support, social care support and social care assessments, along with demand for home to school transport.

- *Economy and Environment* - currently forecast to be overspent by £197k. This primarily relates to pressures within the domestic and garden waste collection service, co-mingled waste contract, asset management saving delays and depot cost pressures; offset by underspends on other disposal costs, including tonnage and performance fees; and over achievement of leisure centre income.
- *Resources and transformation* - currently predicting an underspend of £157k. This is mainly within Money Home Job and ICT, offset by continuing pressures within IFM for centralised maintenance and energy costs.

3.3.5 The above potentially impacts on general reserve balances. General reserves were £15.23m as at 1 April 2018. A year-end overspend of £2.40m would reduce reserves to £12.83m. Council accepted the recommendation of the S151 Officer in February 2018 to maintain an opening general reserve of not less than £14.6m. As the current level is forecast to be below the level required as at 1 April 2019, then replenishment would be required if the outturn position is not brought back in line with budget. At this point, management are confident this will be the case, mitigating any replenishment required.

3.3.6 The final level of reserves recommendation in respect of 2019/20 will be reported to Cabinet and Council in February 2019, and will be subject to a comprehensive and ongoing risk assessment of the robustness of budget estimates, the robustness of saving delivery plans, and an overall assessment of the level of current and future risk facing the organisation.

3.3.7 A number of pressures are ongoing and these have been incorporated into the draft revenue budget, as follows:

- *Adult Social Care (c£4.77m)* – primarily relating to a shortfall in 2018/19 demand management savings, and a reduction in continuing health care income.
- *Children's Services (c£1.45m)* – in relation to home to school transport, social care pressures including legal support, assessment support and social care support; and a part non delivery of in year administrative support savings.
- *Economy and Environment (c£1.34m)* – deferral of asset management savings to 2020/21, pressures within the domestic and garden waste collection services, management savings, depot costs pressures, and the extension of the parking contract.

3.3.8 Passporting of specific grants

Notification has been received of the following un-ringfenced s31 grants and Cabinet are asked to approve the passporting of these to Children's services:

- 30 hour delivery grant of £67,856 for Early Years.
- Extended personal adviser duty implementation grant of £13,462 for SEN.
- Extended rights to transport grant of £5,600 for home to school transport.
- KS2 assessment grant of £11,917 for school improvement.

3.3.9 Capital Programme 2018/19

The capital programme as reported to Cabinet on 5 September 2018 totalled £109.26m. Table 2 summarises amendments recommended for approval, resulting in a programme of £110.55m.

Table 2 : Amendments to Capital Programme 2018/19	
Project	£m
Capital programme 2018/19 per Council 5 September 2018	109.26
Council Funded Resources	
Digital Mailroom	0.11
Broadway West Playing Fields	(0.06)
Clayhanger Park	0.06
Oil Tank Gala Baths	0.01
Improvement works to facilities within the Arboretum	0.11
Match funding for Highways Maintenance - potholes	0.26
Aids and Adaptations	(0.37)
Externally Funded	
National Productivity Investment Fund Programme (NPIF) reduction in funding	(0.05)
NPIF Programme for junction and cycling improvements - Ring Road Improvements	(0.70)
NPIF Programme for junction and cycling improvements - Cycling Improvements	0.27
M6 J10 Resilience Package (NPIF)	0.28
Bloxwich North Park and Ride (NPIF)	0.15
Additional Highway Maintenance pothole funding	0.26
Disabled Facilities Grant	0.80
Rethinking Parks Programme	0.12
Clayhanger Park S106	0.04
Revised capital programme 2018/19	110.55

3.3.10 Financial Health Indicators

Appendix 1 contains financial health indicator performance as at quarter 2. The primary purpose of these is to advise Cabinet of the current financial health of the authority in order to provide assurance to them.

3.3.11 Prudential Indicators

Appendix 2 contains the prudential indicators as at quarter 2. The primary purpose of these is to provide assurance to Cabinet that the authority is borrowing and investing in a sound and prudent manner. Indicators are approved by Council on an annual basis.

3.4 Draft Revenue Budget 2019/20 to 2021/22

3.4.1 The medium term financial outlook has been constructed using known and estimated pressures, and best professional judgements. It is recognised that these assumptions may change and assumptions are reviewed frequently, robustly risk assessed and

updated as appropriate. These assumptions are underpinned by a set of core financial principles (as set out in the MTFS) which include:

- A. Our financial planning will be inextricably linked to the council's strategic and corporate planning process. Our financial plans will reflect the councils' key strategic priorities and refreshed transformation programme.
- B. A longer-term approach to financial planning and budget setting, allowing for a more strategic focus to service re-design and savings aligned to the longer term priorities of the council.
- C. A focus on the need to deliver significant efficiencies savings over the four year period.
- D. A prudent assessment of future resources and cost pressures, provisions and reserves required to mitigate future liabilities.
- E. Maximisation of income and external funding and prompt collection of income

3.4.2 In considering resource allocation, funding for the development of services will need to be met from the redirection of existing resources and the identification of new or revised income sources. The council will need to be a leaner, more focussed organisation. The process considers:

- The council's priorities – what does it want to do, to what standard and what results does it want to achieve.
- The methods of service delivery that will deliver value for money (e.g.: in-house, partnerships, outsourcing).
- The organisational structure that is needed to support the above.
- The level of council tax increases (subject to Government direction and referendum levels) and what this means for the council's overall budget.
- Income that can be generated (through the charging policy, increased charges, new charges, new grants, etc.).
- The levels of reserves and contingencies required for financial prudence and to proactively manage the council's risks (set out by the S151 Officer).
- The use of unringfenced grant – it is assumed that all unringfenced grant is pooled to support the corporate good, unless Cabinet approve otherwise during the budget process.
- Stakeholder consultation and lobbying.

3.4.3 Following national and local changes since the 2017/18 to 2020/21 budget was set in February 2018, the four year forecast has been rolled forward (2021/22 added), reviewed and updated. This report includes saving proposals and service cash limits for 2019/20 and provisional cash limits for 2020/21 and 2021/22. 2019/20 has been reviewed and adjusted to reflect ongoing changes in council demand during the current year and updated projections of future demand. This includes pressures which have resulted in a 2018/19 overspend, which are being corrected on an ongoing basis.

3.4.4 The budget is an evolving process, with recognition that proposals may change as the budget develops. The council awaits publication of the draft settlement for 2019/20, which may have implications on the current proposals. Any changes resulting from this will be reported in the final draft budget report to Cabinet on 13 February 2019.

3.4.5 Council Tax Requirement 2018/19 to 2021/22

The predicted change in council tax requirement from 2018/19 to 2021/22 is shown in table 3.

Table 3: Council Tax requirement 2018/19 – 2021/22 (Movements)				
	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Council tax Requirement	108.47	114.99	119.27	123.71
Cost Pressures:				
Investment/cost pressures (appendix 4)	14.81	14.40	11.29	5.64
Pay changes – centrally held	2.24	5.57	5.83	5.34
Savings required:				
Savings / Efficiencies (including continuation of 2018/19 action plans)	(12.43)	(19.98)	(0.85)	0.00
Further provisional savings requirement	0.00	0.00	(13.09)	(7.56)
Other movements / funding changes:				
Other changes including grants / income	(3.42)	(3.86)	14.80	3.12
Fall out of one off investment	(2.32)	0.00	0.00	0.00
Core Funding changes	6.89	5.72	(17.21)	(1.11)
Collection fund (surplus) / deficit	4.06	1.95	0.00	0.00
Transfer to / (from) reserves	(3.31)	0.48	3.67	(0.83)
Revised Council Tax Requirement	114.99	119.27	123.71	128.31
Council Tax Increase	4.99%	2.99%	2.99%	2.99%

3.4.6 Summary of detailed assumptions and Investment

The following key financial planning assumptions are included and are based on best professional estimates. The draft budget for 2019/20 also includes provision for investment and cost pressures of £14.40m, as shown in Appendix 4, which are proposed to address service demand pressures linked to council priorities in the council's Corporate Plan, and the prioritisation of key services.

1. *Changes in Government funding;*

- Core government funding as published in February 2018 for 2019/20, the last year of the four-year period, adjusted for actual changes in business rates income. Comparison of actual business rates income compared with what the Government anticipated the council to collect, along with provision for appeals against rate valuations, means that actual income is lower than Government estimates.
- 100% Business Rates Retention (BRR) and therefore no Revenue Support Grant.
- Business rate income assumed to be inflated broadly in line with RPI for 2019/20, changing to CPI in 2020/21.
- Core funding via top up grant is expected to reduce to £17m by 2019/20 – around half of what it was in 2017/18. Due to uncertainty beyond 2020, no further reduction has been assumed for 2020/21 or beyond.
- The Autumn Budget is expected to outline Government spending priorities for 2019/20.

2. *Changes in other specific grants, fees and charges income;*

- New Homes Bonus - predicted reduction over the next 2 years as the grant will be paid over a reduced period from 6 to 4 years. Recent media reports suggest further reductions, unknown at the point of despatch of this report, which may worsen the position.
- Public Health (PH) - predicted reduction over the next 2 years, with the grant rolling into Business Rates in 2020/21 and becoming unringfenced. It is assumed that the grant, following roll-in, continues with an annual reduction equivalent to those in 2016/17+ (c2.4% p.a.). However, as it becomes unringfenced, then there is considerable risk that it may be cut even further.
- Improved Better Care Fund 1 (iBCF1) is assumed to continue beyond 2020/21, with allocations assumed to continue at 2019/20 levels (c£20m p.a.), as we await announcements. There is a risk that this may not continue or may reduce.
- iBCF2 falls out at the end of 2019/20, with a built in cost pressure of £3.2m in 2020/21 onwards to fund ongoing activity.
- Benchmarked increases in fees and charges, flexed for local conditions.
- Housing Benefit grant expected to reduce annually as we move to Universal Credit.
- Discretionary Housing Payments - expected reduction of 20% per annum.
- Other grants are expected to continue at current levels.

3. *Provision for pay and pensions (corporate cost pressures) and inflation;*

- An annual pay increase and provision for pay increments.
- Impact of pension auto-enrolment and tri-annual employer pensions contributions based on the latest valuation information, with best professional assumptions in relation to the next valuation for 2019.
- Provision for contractual increases.
- No provision for general inflation – services are required to manage this within existing budgets.

4. *Demand and demographic changes within Adult Social Care and Children's Services (demand led cost pressures);*

- Increases in placements/costs for Looked after children.
- Increased care packages/costs within Adult Social Care arising from an increased ageing population
- Management and inclusion of ongoing service pressures from the current year (2018/19).

3.4.7 Collection Fund

The collection fund is accounted for separately to the revenue general fund and accounts for income collected from council tax and business rates. In January of each financial year, an in-depth appraisal is undertaken to assess the estimated level of collection (as aggregated to include that relating to the current and previous years); the likely balance of the fund; and to advise the precepting authorities (Fire and Police) of their share of the council tax surplus/deficit to enable them to take this into account in their own budget calculations. The results of the assessment in January 2019 will be included in the final budget report to Cabinet on 13 February. The draft budget includes:

- a) An increase of 2.99% in 2019/20 and the following two financial years to 2021/22 to remain within referendum limits.
- b) A council tax collection rate of c97.8%.
- c) No change to the council tax reduction scheme.

3.4.8 Gap/Savings Requirement

The council's medium term financial outlook has been updated to reflect predicted changes to direct government funding and other known cost pressures (contractual inflation, pay, pensions revaluation, income projections, etc.), resulting in a revised requirement to make changes to service delivery to meet a four year funding shortfall of c£54m as follows:

2018/19 - £12.43m (no change)
2019/20 - £19.98m
2020/21 - £13.94m
2021/22 - £ 7.56m (further year added to rolling MTFO period)

A number of the 2019/20 savings were part of the budget plan approved by Council in February 2018, the majority of which were operational (can be implemented through officer delegations). These are approved and are included within the directorate cash limits at Appendix 3 - these savings total £10.79m. The balance relates to £2.2m policy savings requiring consultation (appendix 5a) and £4.96m new operational savings (appendix 5b). Additionally, a further £2.03m of existing action plans to manage the 2018/19 pressures have been reviewed and can continue into 2019/20 - base budget realignments have been done within Children's Services and Adult Social Care to reflect this.

There is a further £13.94m of savings required in 2020/21 and £7.56m in 2021/22. Elsewhere on the Cabinet agenda tonight is a report in relation to the refreshed transformation programme – Walsall Proud Programme. It is expected that this will incorporate an organisational wide programme of change activity, with the breadth and pace of this being such that this will contribute significantly to delivering the required savings in 2020/21 and 2021/22.

3.4.9 Savings

The budget is a revolving process and since published in 2018 for future consultation, the new administration has reviewed the MTFO and a number of changes have been made to published draft 2019/20 proposals, including:

- Updates to the medium term financial outlook for technical changes in relation to the national pay award and pay harmonisation,
- Removal, reduction or rephrasing of some published 2019/20 savings proposals, which are no longer fully considered deliverable in that year, detailed below,
- Managing the impact of ongoing 2018/19 financial pressures on 2019/20+, and new emerging pressures, as set out in previous sections,
- New investment priorities in relation to clean and green services (free bulky collection trial, additional street cleansing operative in Walsall town centre, offer of a trial period for extended opening hours of household waste recycling centres, and appointment of a voluntary sector coordinator to assist with improving attitudes towards litter and empowering local communities to take action to improve their environments) and One Walsall.

- New savings to replace removed, reduced and rephased published 2019/20 savings.

Changes arising from Cabinet's review of the savings proposals are set out below and are reflected in the list of revised savings proposals contained at appendix 5. The draft revenue budget contains 9 policy proposals (appendix 5a), which require stakeholder consultation and equality impact assessment. 1 of these will be subject to Council consideration in January (council tax premium), the others will be considered further by Cabinet once formal consultation and equality impact assessments have been completed.

As stated, a number of the 2019/20 savings originally contained within the draft budget reported to Cabinet in February 2018 have been amended, as follows:

- Improving demand management for adult social care - reduced by £2.85m as the original £4.2m is now not considered fully achievable, following the review of the panel process.
- Demand for SEN transport - removed (£200k) as demand has not reduced.
- LAC demand management - removed (£1.8m) as LAC numbers remain stable, and recruitment of social workers remains a challenge.
- Children's wide front line administrative support - removed (£403k). Non-social care support is being reviewed as an alternative.
- Clean and green service waste collection and recycling and removal of proposal for a further review of collections (£412k removed).
- Drug and alcohol service – saving reduced from £500k to £350k due to equality impact assessment. Remaining saving is subject to further consultation.
- Removal of savings in relation to reduction in maintenance of road signs (£64k), road drainage (£72k) and road markings (£32k).
- Re-phasing of 'transforming our assets' to 2020/21 (£850k).
- Fleet service redesign (£40k) removed, as this was implemented in 2018/19.
- Parking warden contract (£50k) removed as no longer considered deliverable.
- Regeneration management and business support savings removed (£66k).

This report contains £19.98m of revenue savings/efficiencies/budget realignments. Those marked as policy savings are for onward consultation with the public and stakeholders prior to Cabinet presenting their final budget recommendations in February 2019.

1. Policy Proposals - with a direct impact on services, and which require an Executive decision to proceed, these will be referred for specific public consultation and equality impact assessment prior to any decision being made to include these in Cabinet's final budget proposals. Policy proposals are shown on Appendix 5a, with further details at Appendix 6, and these total £2.2m.
2. New Operational Proposals – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies. These are shown at Appendix 5b, and total £4.96m.
3. Approved Savings - shown in the cash limits at Appendix 3 of £10.79m.
4. Continuation of the 2018/19 Action Plan to address ongoing pressures - £2.03m – as shown in the cash limits at Appendix 3.

Indicative cash limits by directorate are shown at Appendix 3, with the summary of investment / cost pressures at Appendix 4.

The outcome of consultation with Scrutiny Committees will be reported to Cabinet on 12 December 2018. This will inform the final draft budget to be considered by Cabinet on 13 February 2019 to be recommended to Council on 28 February 2019. 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.

3.5 **Draft Capital Programme 2018/19 to 2021/22**

- 3.5.1 Capital programme resources are limited. The financing for capital investment is heavily reliant on grants and other funding received from the Government. The success that Walsall has had in securing a wide range of external funding may be harder to achieve as many of the sources of funding may stop or reduce.
- 3.5.2 The remaining flexibility is currently through capital receipts and borrowing. Capital receipts projections however are limited, and fully dependent on when council assets are sold. Earmarking of capital receipts beyond what we are statutorily obliged to do is not recommended without overall strategic consideration of the entire capital programme. Use of unsupported borrowing incurs ongoing revenue debt charges and impacts on council tax payers.
- 3.5.3 Capital allocations and grants from Government and other sources have not yet been provided, therefore best estimates have been used, based on published information to date. Any further reduction in funding will require amendments to the draft programme.
- 3.5.4 Despite the above difficulties, significant investment is planned and funded over the four years 2018/19 to 2021/22. The council is able to fund existing commitments and has, through prioritisation of bids and resources and sound treasury management, been able to support new investment into key services, and areas of capital investment need.
- 3.5.5 The capital programme is presented in three parts:
- Council funded programme - funded by the council's own resources, through borrowing, revenue contributions and receipts.
 - Externally funded programme - funded from capital grants and third party contributions.
 - Leasing Programme – funded from revenue – to be included in the budget report to Cabinet on 12 December.
- 3.5.6 Table 4 shows the draft capital programme against predicted available resources:

Table 4: Draft Capital Programme 2018/19 to 2021/22

	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
<u>Anticipated Capital Resources</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Capital Receipts	1.50	1.50	1.50	1.50
General Borrowing	16.61	5.43	5.40	5.40
Borrowing for ICT schemes	5.90	2.95	0.00	0.00
Borrowing/reserves for Public Realm	5.00	0.23	0.00	0.00
Revenue contribution to capital – burial levy	0.13	0.04	0.04	0.04
Revenue contribution to capital – carbon management reserve	0.00	0.05	0.00	0.00
Prior year underspends	0.72	2.36	0.00	0.00
Cash Flow adjustment / carry forwards	16.24	0.69	1.73	1.18
External Funding - grants	64.45	57.09	46.14	12.87
<i>Total Estimated Resources</i>	110.55	70.34	54.81	20.99
<u>Capital Schemes</u>				
Prior Year Approvals	7.64	4.98	0.56	0.34
Rolling Programme Schemes	3.67	3.12	3.31	3.32
New capital bids	18.51	4.40	4.05	3.71
In year adjustments / carry forwards	15.53	0.00	0.00	0.00
Council wide essential works	0.75	0.75	0.75	0.75
<i>Total council funded schemes – Appendix 7</i>	46.10	13.25	8.67	8.12
External Funded schemes – Appendix 8	64.45	57.09	46.14	12.87
<i>Total Draft Capital Programme</i>	110.55	70.34	54.81	20.99
Funding shortfall (surplus)	0.00	0.00	0.00	0.00

3.5.7 The list of schemes included in the draft capital programme for 2019/20 to 2021/22 are shown by Directorate at appendix 7 (council funded) and appendix 8 (externally funded), and summarised in table 5 as follows:

Table 5: Draft Capital Programme by directorate

Directorate	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Adult Social Care	2.15	0.00	0.00	0.00
Children's Services	31.90	15.77	7.29	6.76
Economy and Environment	55.80	45.19	41.72	7.65
Resources and Transformation	20.60	8.63	5.05	5.83
<i>Centrally Held budgets</i>	0.10	0.75	0.75	0.75
<i>Total draft capital programme</i>	110.55	70.34	54.81	20.99

**Centrally held relates to funding to support essential works, including health and safety e.g. LSVT retained housing land, asbestos removal, statutory testing, legionella, fire risk, demolition of redundant buildings, planned maintenance, risk management and self-insured property damage.*

3.5.8 Council funded schemes identified in appendix 7 are a refresh of the draft programme reported to Council in February 2018, along with additional schemes deemed as being high priority. For 2020/21 onwards, the full impact of these projects will be reviewed, and funding revisited as part of the rolling annual budget process. There may be a number of schemes that will require match funding in year to secure external resources, which will be reviewed in year and funds drawn down as projects are confirmed.

- 3.5.9 Capital receipts projections are based on professional estimates of property colleagues. Any additional receipts received in year (excluding those earmarked for specific schemes) will be considered to fund those projects on the reserve list at appendix 9, subject to approval.
- 3.5.10 Borrowing is funded from the council's own resources – generated through savings, and/or paid for via council tax. Councils are allowed to borrow in accordance with the Treasury Management Code of Practice. The current capital financing cash limit is forecast to be able to support £8.61m of borrowing to fund high priority items in 2019/20.
- 3.5.11 As well as those in the draft programme, there are a number of large capital schemes that are in development or planning stages. It is expected that as individual business cases are developed and considered by Cabinet and/or Council, they are then included in the latest update of the capital programme if they are deemed to be a high priority and affordable. Funding for these will need to be identified and may be through a combination of borrowing and/or other contributions. Where practical, a payback agreement will be implemented, whereby projects should, wherever possible be self funded over the life of the project and beyond. These will include essential upgrades to the Council's ICT requirements.
- 3.5.12 For externally funded schemes, where a bidding process is required, it is assumed the full cost of the project is met from external grant and/or third party contributions. If it becomes clear during the process that this is not the case, the project cannot proceed if the external funds cannot be sourced.

4. Council Corporate Plan priorities

- 4.1 Resource allocation is an annual cycle aiming to support delivery of council priorities within available resources. It aims to achieve this through the delivery of efficiencies, income reviews and service reviews and redesign to redirect existing and reducing resources to areas of high council priority.
- 4.2 In order to meet the council's purpose and vision, the council will be focussing its' energy over the next four years on the following key priorities, recognising that it must do so with decreased and decreasing resources and concentrating efforts on those most in need:
- **Economic growth** for all people, communities and businesses.
 - **People** have increased independence, improved health and can positively contribute to their communities.
 - **Internal Focus** – all council services are efficient and effective.
 - **Children** have the best possible start and are safe from harm, happy, healthy and learning well.
 - **Communities** are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.
- 4.3 The financial constraints the council must operate within means that, in the short term, difficult decisions have to be made, with reductions to some services that the council would otherwise wish to protect.

5. Risk management

- 5.1 The budget process is governed by the overarching medium term financial strategy and corporate plan. Risk management is an integral part of this activity and is embedded in budget preparation, monitoring and forecasting to enable potential budget variances and risks to be identified early and addressed.
- 5.2 There is a still uncertainty around Government funding for 2019/20 and beyond, despite the take up of the Government's multi-year settlement. The medium term financial outlook continues to be regularly reviewed to ensure all predicted changes are reflected.
- 5.3 There is a risk that funding will reduce more than anticipated or that further pressures will emerge, which will require the council to identify further savings prior to setting the budget in February 2019. As the need for savings increases, the council's ability to protect services from being reduced or actually ceasing diminishes.
- 5.4 The budget is risk assessed and this is used to formulate the recommended level of contingencies and reserves. The outcome of this will be reported to Cabinet and Council in the final budget report.

6. Financial implications

- 6.1 The Council must set a balanced budget to meet its legal requirements. A four year plan provides for sounder financial planning and management of financial risk.

7. Legal implications

- 7.1 Under the Local Government Act, an authority must set a council tax and balanced budget, giving 14 days' notice of the council tax level prior to the date of billing. The council must set a budget before 11 March of each year. This will include the S151 Officer's report that deals with the robustness of the budget and the adequacy of the reserves for which the budget provides, together with an assessment of risk. At this point in time, prior to receipt of the government settlement, consultation feedback and equality impact assessment outcomes, the 2019/20 budget is balanced, with the outcome of the council 'stocktake' being used to refresh the transformation programme to deliver efficiencies for 2020/21 and 2021/22.
- 7.2 The collection fund and council tax base are governed by Statutory Instrument 2012 No.2914 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The council is legally obliged to set the council tax base and notify the precepting authorities by 31 January each year.

8. Property implications

- 8.1 Any direct property implications as a result of service redesign and revenue savings options are included within the individual plans within this report.

9. Health and Wellbeing implications

- 9.1 This report is prepared with consideration of health and wellbeing implications and Marmot principles. Individual policy changes consider health and wellbeing implications and these are set out, as applicable, within individual policy papers appended to this report.

10. Staffing implications

- 10.1 There will be staffing implications arising from this report and consultation with employees and unions will be undertaken in accordance with legislative requirements and the council's required procedures.
- 10.2 Staff affected will be supported as appropriate throughout the process and the number of compulsory redundancies will be minimised wherever possible.

11. Equality implications

- 11.1 Equality impact assessments are undertaken on service and organisational change options as they develop and on the overall budget and any implications reported as they arise, to allow Cabinet to consider and make any revisions required.
- 11.2 Assessing the impact of proposed organisational changes and changes to policies, procedures and services is a positive opportunity for the council to ensure good decisions are made, based on robust evidence. It is clear that the decisions taken by individual services do not operate in isolation. Thus, when making policy, it is important not just to look at the potential impact of individual measures, but also to ensure that their interaction is properly understood and that the cumulative impact is taken into account. Understanding the cumulative impact on protected groups should be a pre-requisite of any policy making process.
- 11.3 Under the Public Sector Equality Duty an analysis of impact on equality must contain sufficient and suitable information to enable the council to;
- demonstrate it has given 'due regard' to the aims of the equality duty in decision making
 - consider ways of mitigating or avoiding any adverse impacts.
- 11.4 The council uses an Equality Impact Assessment (EqIA) to check the lawfulness of council decisions in relation to the impact on people with certain characteristics protected by the Equality Act 2010. An EqIA must contain relevant data and sufficient analysis to enable Members to understand the equality implications of a proposal and any alternative options before any decisions are arrived at.
- 11.5 Initial screening EqIAs have been carried out on options to indicate whether full EqIAs will be required. Full EqIAs identify the outcomes, and their potential impacts, and document the reasons for this decision. There are four possible outcomes:
- A. No major change required:
When no adverse impact is identified and all opportunities to promote equality have been taken
 - B. Adjustments are needed to adverse impact to better promote equality
 - C. Continue despite possible adverse impact:

Compelling reasons will be needed and mitigating actions may be required to minimise adverse impact

D. Stop and rethink the proposal:

When an EqIA shows actual or potential unlawful discrimination and needs to be reviewed immediately

- 11.6 If adjustments are needed or a potential adverse impact is identified, an action plan is developed to show how this will be mitigated or in exceptional circumstances, justified. EqIAs will be considered by Cabinet members, prior to any decision being made as to the final proposals to be included in the final Budget report to Council.

12. Consultation

- 12.1 Section 138 of the Local Government and Public Involvement in Health Act 2007 places a general duty on every local authority in England to take such steps as it considers appropriate to secure that representatives of local persons (or of local persons of a particular description) are involved in the exercise of any of its functions, among other things by being consulted about the exercise of the function. The 2010 Equality Act, whilst not imposing a specific duty to consult, lays a requirement to have due regard to the equality impact when exercising its function.
- 12.2 Consultation is an integral part of the budget process and arrangements are in hand to consult with a wide range of stakeholders (i.e. councillors, council tax payers, service users, and potential service users as appropriate, business rate payers, voluntary and community organisations, etc.). A range of qualitative and quantitative research methods will be used to gather feedback and understand the impact savings proposals may have on individuals and communities.
- 12.3 A number of the saving proposals were consulted upon as part of the 2018/19 budget, or have in year been reported to Cabinet, and decisions taken on their inclusion or otherwise. Consultation will be undertaken on new 2019/20 proposals as they develop and findings presented to Cabinet. Findings along with equality impact assessments will be reported to Cabinet for their consideration and to inform Cabinet's final budget recommendations to Council in February 2019.

Summary of Appendices:

- 1 Financial Health Indicators Quarter 2, 2018/19
- 2 Prudential Indicators Quarter 2, 2018/19
- 3 Indicative Cash Limits by directorate 2018/19 – 2021/22
- 4 Summary of Investments / Cost Pressures 2019/20 – 2020/21
- 5a Summary of policy savings proposals 2019/20 for consultation
- 5b Summary of new operational savings proposals 2019/20
- 6 Supporting information for policy savings
- 7 Draft Capital Programme 2019/20 – 2021/22 – council funded
- 8 Draft Capital Programme 2019/20 – 2021/22 – external funded
- 9 Draft Capital Programme 2019/20 – 2021/22 – reserve list

Background papers: Various financial and working papers.

Corporate Financial Performance – Cabinet 5 September 2018

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James Walsh
Assistant Director – Finance (CFO)

16 October 2018



Councillor M. Bird
Leader of the Council

16 October 2018

Financial Health Indicators – Qtr 2 2018/19

Treasury Management	2017/18 Actual	2018/19 Target	2018/19 Actual
Average Interest Rate (Borrowing)			
- Excluding OLA	3.26%	3.76%	3.38%
- Including OLA	3.42%	3.91%	3.53%
Gearing Effect on Capital Financing Estimates	3.47%	5.00%	3.61%
Net Borrowing Costs / Council Tax Requirement and NNDR contribution	4.57%	12.5%	4.73%
Capital Financing Requirement (£m)	351.593	367.661	367.661
Authorised limit for external Debt (£m)	362.390	442.096	442.096
Investment Rate Average	1.32%	1.00%	1.24%

Balance Sheet Ratios	2013/14	2014/15	2015/16	2016/17	2017/18 Post-Audit
Current Assets : Current Liabilities	2.75	2.44	1.77	1.86	1.03
Useable Reserves : General Revenue Expenditure	0.53	0.66	0.57	0.63	0.65
Long Term Borrowing : Tax Revenue (Using both council tax and NNDR for tax revenue)	1.71	1.69	1.45	1.41	1.20
Long Term Assets : Long Term Borrowing	1.98	2.10	2.29	2.29	2.34
Total School Reserves : Dedicated School Grant	0.09	0.09	0.07	0.05	0.05

Revenues Performance % collected for financial year	2016/17 Actual Collected in total @ 30.09.18	2017/18 Actual Collected in total @ 30.09.18	2018/19	
			Profiled 2018/19	Actual 2018/19
Council tax %	97.2%	96.1%	51.7%	51.7%
Total Council Tax collected (£m)	£111,571,831	£118,580,417	£67,900,000	£67,895,646
National Non Domestic Rate %	98.4%	98.4%	57.3%	57.3%
Total NNDR collected (£m)	£71,019,658	£69,831,605	£42,200,000	£42,253,258

Debtors and Creditors Performance	2017/18 Actual	2018/19	
		Target	Actual Qtr
Sundry Debtors Collection – Average number of days to collect debt	24 days	30 days	23 days
Average number of days to process creditor payments*	11 days	14 days	10 days

Management of Resources Service Analysis	2018/19		
	Target	Actual	Variance
Children's Services	53,394,631	53,629,631	235,000
Economy and Environment	30,341,899	30,538,653	196,754
Adult Social Care	59,412,525	61,537,310	2,124,785
Resources and Transformation	29,066,594	28,910,078	(156,516)
Council Wide	40,424,955	40,424,955	0
NNDR/Top Up	(97,654,687)	(97,654,687)	0
Total Net Revenue Expenditure	114,985,917	117,385,940	2,400,023
General Reserves	Minimum £6.2m Maximum £15.5m	N/A	N/A
Council Funded Capital Expenditure	46,100,768	39,343,275	(6,757,493)
External Funded Capital Expenditure	64,444,886	64,067,906	(376,980)
Total Capital Expenditure	110,545,654	103,411,181	(7,134,473)
Capital Receipts	2,081,800	1,019,513	(1,062,287)

Management of Resources	Pre-audit 2017/18		
Service Analysis	Target	Actual	Variance
Children's Services	99,899,320	101,546,519	1,647,199
Economy and Environment	47,904,884	47,149,865	(755,019)
Adult Social Care	67,102,350	67,240,674	138,324
Resources and Transformation	14,715,678	14,185,945	(529,733)
Council Wide	(16,610,459)	(17,341,497)	(731,038)
NNDR/Top Up	(104,540,337)	(104,540,337)	0
Total	108,471,436	108,241,169	(230,267)
General Reserves	Minimum £6.2m Maximum £15.5m	15,226,035	N/A
Council Funded Capital Expenditure	42,537,293	28,036,740	(14,500,553)
External Funded Capital Expenditure	61,109,314	51,823,004	(9,286,310)
Total Capital Expenditure	103,646,607	79,859,744	(23,786,863)
Capital Receipts	2,600,000	2,018,190	(581,810)

Notes to Management of Resources

The figures for 2017/18 represent the actual budget and spend for each area within the authority. This will include all internal recharges such as office accommodation, central support services, and accounting adjustments for pension liability in line with FRS17 and capital charges. Capital charges and pension liability year end transactions can change substantially at year end as this is when revaluations of assets and figures from the actuary are received and budgets updated to reflect any changes.

The figures reported for 2018/18 are presented as budget for monitoring. This is where we exclude some internal recharges such as office accommodation, central support services, capital charges and accounting adjustments for pension liability in line with FRS17 and include within the area which manages them. For example all central support services costs are shown within Resources and Transformation. The reason for this is that only the service that manages the area will be able to report on any forecast under / overspend.

What this tells us

Treasury Management	
Average Interest Rate (Borrowing)	The average interest rate we are paying on the money we have borrowed compared to our target.
Gearing Effect on Capital Financing Estimates	Shows how a 1% increase in interest rates would affect the total interest cost to the council.
Net Borrowing Costs / Tax Requirement	Borrowing not financed by a grant from government, as a proportion of our Net Revenue Expenditure
Capital Financing Requirement (£m)	How much money we currently borrow to finance our capital programme.
Authorised limit for external Debt (£m)	The maximum amount of debt we should have at any one time
Investment Rate Average	The average interest rate we are receiving on the money we have invested.

Balance Sheet Ratios	
Current Assets : Current Liabilities	Our ability to meet our liabilities
Useable Reserves : General Revenue Expenditure	If our reserves are adequate to meet potential future variations.
Long Term Borrowing : Tax Revenue Using only council tax for tax revenue Using both council tax and NNDR for tax revenue	The effect of long term borrowing on our budget.
Long Term Borrowing : Long Term Assets	This allows us to understand the relationship between the money we borrow and the assets we have as they both change over time.
Total School Reserves : Dedicated School Grant	If schools reserves are at an appropriate level.

Revenues Performance	
% Collected for Financial Year	As a percentage the amount of council tax we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that its related to, but this won't be included in this figure
Council Tax (%)	
National Non Domestic Rate (%)	As a percentage the amount of Business rates we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it related to.
Total Council Tax Collected (£m)	This tells us the amount of council tax we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it relates to, but this won't be included in this figure.
Total NNDR Collected (£m)	This tells us the amount of Business Rates we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it relates to, but this won't be included in this figure.
Sundry Debtors Collection Average number of days to collect debt	How long on average it takes us to collect money owed to us.
Average number of days to process creditors payments	How long on average it takes to pay our bills.

Management of Resources	
Service Analysis	
Children's Services Economy and Environment Adult Social Care Resources and Transformation Council Wide	Shows our forecast for how much we will spend on these services compared to what we planned and compared to how much we spent in the previous year.
General Reserves	Our forecast year end position on reserves against our opening balance.
Contingency	How much we have set aside and for unplanned expenditure, and how much we have left to spend.
Capital Expenditure	Forecast of our spend on capital programmes against our target
Capital Receipts	Forecast of how much money we expect to receive from selling some of our assets, against our target.

Prudential Indicators – Qtr 2 2018/19

National Indicators – as per CIPFA Prudential Code

Ref	Prudential Indicator Description	2017/18 Actual £m	2018/19 Target £m	2018/19 Actual £m	Variance to Target	
PrI 1	Capital Expenditure	75.498	110.04	104.55	-5.490	-5%
PrI 2	Ratio of financing costs to net revenue stream	8.75%	4.50%	4.50%	0.00%	0%
PrI 3	Estimates of the incremental impact of new capital investment decisions on Council Tax	£12.90	£24.14	£24.14	0.000	0%
PrI 4	Capital Financing Requirement	351.593	367.661	367.661	0.000	0%
PrI 5	Authorised Limit for external debt	362.390	442.096	442.096	0.000	0%
PrI 6	Operational Limit for external debt	329.445	401.905	401.905	0.000	0%

Ref	Prudential Indicator Description	2017/18	2018/19
PrI 7	Gross Borrowing exceeds capital financing requirement	No	No
PrI 8	Authority has adopted CIPFA Code of Practice for Treasury Management	Yes	Yes

Ref	Prudential Indicator Description	2017/18 Actual £m	2018/19 Target £m	2018/19 Actual £m
PrI 9	Total principle sums invested for longer than 365 days must not exceed	14.0	25.0	9.0

Ref	Prudential Indicator Description	Upper Limit	Lower Limit	Actual 2017/18	Actual 2018/19
PrI 10	Fixed Interest Rate Exposure	95.00%	40.00%	93.85%	93.94%
PrI 11	Variable Interest Rate Exposure	45.00%	0.00%	6.15%	6.06%
PrI 12	Maturity Structure of Borrowing:				
	Under 12 months	25.00%	0.00%	26.22%	16.73%
	12 months and within 24 months	25.00%	0.00%	12.31%	12.12%
	24 months and within 5 years	40.00%	0.00%	21.03%	21.62%
	5 years and within 10 years	50.00%	5.00%	11.34%	11.17%
	10 years and above	85.00%	30.00%	29.10%	38.37%

Local Indicators

Ref	Prudential Indicator Description	2017/18 Actual	2018/19 Target	2018/19 Actual	Numerical Variance to Target	% Variance to Target	Met
L1	Full compliance with Prudential Code.	Yes	Yes	Yes	N/A	N/A	Y
L2	Average length of debt.	13.14 years	Lower Limit 15 Years, Upper Limit 25 Years	15.46 years	N/A	N/A	Y
L3a	Net borrowing costs as % of net council tax requirement.	7.61%	7.67%	7.63%	-0.04	-0.52%	Y
3b	Net borrowing costs as % of Tax Revenue.	4.57%	12.50%	4.73%	-7.77	-62.16%	Y
L4	Actual debt vs. operational debt.	99.66%	85.00%	82.14%	-2.86	-3.37%	Y
L5	Average interest rate of external debt outstanding excluding former WMCC debt	3.26%	3.76%	3.38%	-0.38	-10.11%	Y
L6	Average interest rate of external debt outstanding including former WMCC debt	3.42%	3.91%	3.53%	-0.38	-9.72%	Y
L7	Gearing effect of 1% increase in interest rate (expressed as the potential increase to the rate shown in L6 i.e. shows what the rate included in L6 would change to).	3.47%	5.00%	3.61%	-1.39	-28%	Y
L8	Average interest rate received on STI vs. 7 day LIBID rate.	0.76%	0.50%	0.76%	0.26	52.00%	Y
L9	Average interest rate received:						
L9a	AT call investments.	0.23%	0.20%	0.34%	0.14	70.00%	Y
L9b	Short Term Investments.	1.06%	0.70%	1.06%	0.36	51.53%	Y
L9c	Long Term Investments.	1.85%	1.05%	1.82%	0.77	73.33%	Y
L10	Average interest rate on all ST investments (ST and AT call)	0.65%	0.65%	1.02%	0.37	56.92%	Y
L11	Average rate on all investments.	1.32%	1.00%	1.24%	0.24	24.00%	Y
L12	% daily bank balances within target range.	100%	99.00%	100%	1.00	1.01%	Y

Indicative revenue cash limits by directorate 2018/19 to 2021/22

The following table summarises indicative cash limits by directorate, subject to approval of proposed revenue investment and savings proposals.

1. Adult Social Care Directorate

- **Adult Social Care Portfolio**

Care services for older people and people with learning disabilities, people with physical disabilities and people with mental health needs, health partnership, commissioning and CCG/health interface lead supporting people, protection for vulnerable adults, transition arrangements between Children's and Adult Social Care.

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Opening cash limit		59,770,305	57,647,692	59,173,399
Base budget adjustments including funding changes *		(5,297,908)	470,000	
Investment / Pressures – see Appendix 4		6,307,656	6,333,500	3,440,140
Approved Savings				
Improving demand management for Adult Social Care		(1,218,750)		
Income contributions - new clients		(515,000)		
Less Policy Savings proposals for consultation – see Appendix 5a		(26,794)		
Less New Operational savings proposals – see Appendix 5b		(1,371,817)		
Less Provisional Savings requirement			(5,277,793)	(2,863,962)
Adult Social Care draft cash limit	59,770,305	57,647,692	59,173,399	59,749,577

**Mainly an increase in iBCF grant income in 2019/20*

2. Children's Services Directorate

- **Children's and Health and Wellbeing Portfolio**

Services for children in need of help and protection, children looked after and care leavers, early help, schools meals commissioning, involvement of children and young people, transition arrangements between Children's and Adult Social Care, Walsall Children's Safeguarding Board and Chair of Corporate Parenting Board.

- **Education and Skills Portfolio**

Schools and education services, interagency cooperation, involvement of children and young people, special educational needs, disabilities and inclusion. Adult learning.

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Opening cash limit		62,485,455	61,278,790	61,506,137
Base budget adjustments including funding changes *		(1,869,234)	235,055	235,256
Investment / Pressures – see Appendix 4		3,822,857	3,702,141	2,012,500
Approved Savings				
Review and reduce Youth Services and align functions to the 0-19 Early Help locality model		(110,572)		
Cease or identify alternative funding to support School Improvement Services		(135,599)		
Review and reduce Early Help 0-19 model		(100,000)		
Review and reduce Children's Social Care Workforce Training & Practice Development		(44,744)		
Review demand for SEN short breaks		(140,000)		
Reduce agency social workers		(227,000)		
Review and reduce Children's Youth Justice Services or identify alternative contributions		(50,000)		
General efficiencies across directorate		(43,135)		
Less Policy Savings proposals for consultation – see Appendix 5a		(841,000)		
Less New Operational savings proposals – see Appendix 5b		(1,468,238)		
Less Provisional Savings requirement			(3,709,849)	(2,013,127)
Children's Services draft cash limit	62,485,455	61,278,790	61,506,137	61,740,766

*Mainly general efficiencies across the service and traded service income

3. Economy and Environment Directorate

- **Leader of the Council Portfolio**
Emergency planning, West Midlands Combined Authority, Association of Black Country Authorities and Black Country Joint Committee.
- **Children's and Health and Wellbeing Portfolio**
Public health, Health and Wellbeing Board.
- **Clean and Green Portfolio**
Gateways and corridors, pollution control, waste strategy, refuse collection, recycling, street cleaning, parks and the council's vehicle fleet.
- **Community, Leisure and Culture Portfolio**
Leisure and culture services including the New Art Gallery, libraries, sports and museums, Cemeteries and crematoria, public protection.
- **Regeneration Portfolio**
Economic development, physical development, markets, property and asset management, Black Country Consortium, sub regional regeneration issues. Town and district centres, planning policy and local development framework. Strategic housing role. Traffic and transportation, car parks, strategic transport and highways. Business liaison and skills.

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Opening cash limit		39,546,546	37,286,759	52,004,914
Base budget adjustments including funding changes *		123,846	17,189,060	
Investment / Pressures – see Appendix 4		2,567,865	314,954	(725,668)
Approved Savings				
Forest Arts – full year effect of 2018/19 saving		(185,000)		
New Art Gallery – full year effect of 2018/19 saving		(50,000)		
Reduction in Healthy Child 5-19 in school services		(100,000)		
Re-commissioning of 0-5 services		(400,000)		
Reduce scope of infection control services		(20,000)		
Energy saving from major street lighting invest to save (subject to a separate Cabinet report)		(450,000)		
Increase cost of parking permits by £1 a month		(6,000)		
Restructure of Traffic Management Team to deliver permit scheme		(25,000)		
Increase Crematoria fees further (6%)		(180,000)		
Registrars – full year effect of 2018/19 saving		(30,000)		
Cemeteries management restructure		(70,000)		

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Staff savings within regulatory / enforcement		(100,000)		
Staff savings in Public Health		(102,000)		
General efficiencies across Planning, Engineering and Transportation		(10,000)		
Introduce new Asset Management practices		(25,000)		
Reductions in services provided by Economy & Environment Directorate Support		(24,000)		
Operational efficiencies across Economy and Environment including management savings		(60,000)		
Review of investment portfolio			(500,000)	
Transformation work based on the 'our assets' theme reviewing council assets			(350,000)	
Less Policy Savings proposals for consultation – see Appendix 5a		(1,164,500)		
Less New Operational savings proposals – see Appendix 5b		(1,949,998)		
Less Provisional Savings requirement			(1,935,859)	(1,511,730)
Economy and Environment draft cash limit	39,546,546	37,286,759	52,004,914	49,767,516

**Public Health grant expected to move into business rates retention from 2020/21*

4. Resources and Transformation Directorate

- **Leader of the Council Portfolio**

Overall responsibility for Council strategy, the corporate plan, communications and public relations, government relations and liaison with local MPs and West Midlands leaders. Transformation and digital. Finance including payroll and pensions, insurance, risk management, policy led budgeting. Financial Regulations, Audit, Legal and Democratic Services, Performance. Member Development.

- **Community, Leisure and Culture Portfolio**

Locality co-ordination, community development, engagement and consultation, community associations, voluntary and community sectors, Community Safety, community cohesion, Safer Walsall Partnership.

- **Personnel and Business Support Portfolio**

HR, equalities, procurement, facilities management, complaints, information governance, print and design, catering, cleaning, caretaking and Town Hall events.

- **Regeneration Portfolio**

Money Home, Job.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Opening cash limit		34,640,498	28,247,355	26,330,872
Base budget adjustments including funding changes *		(116,045)	145,000	(250,000)
Investment / Pressures – see Appendix 4		116,804	106,016	96,228
Approved Savings				
Reduction in grant to Citizens Advice Bureau		(45,966)		
Review and restructure in Finance and Financial Administration		(65,003)		
Review of structure / additional income		(62,433)		
Restructure of Human Resources		(102,197)		
Efficiency savings across Procurement		(17,340)		
Walsall Proud Programme (to be allocated)		(5,000,000)		
Review & efficiencies across Money Home Job		(764,000)		
Less Policy Savings proposals for consultation – see Appendix 5a		(168,168)		
Less New Operational savings proposals – see Appendix 5b		(168,795)		
Less Provisional Savings requirement			(2,167,499)	(1,176,181)
Resources and Transformation draft cash limit	34,640,498	28,247,355	26,330,872	25,000,919

*Relates to additional income in Money Home Job in 2019/20, transformation management in 2020/21 and removal of local elections for one year only in 2021/21.

There is an additional corporate saving of £311k in relation to Treasury Management.

APPENDIX 4

Summary of Investments / Cost Pressures 2019/20 – 2020/21

Detail of investment / cost pressure	2019/20 £	2020/21 £	2021/22 £
Adult Social Care			
Demand / cost pressures	2,247,000	3,016,000	3,035,000
Increased cost of telecare maintenance	130,000	0	0
Head of Customer Transformation - Transformation Channel shift work stream	37,500	37,500	0
Fall out of Better Care Funding - iBCF2 grant	0	3,280,000	0
Demand management placement and package costs – part non delivery of 2018/19 saving	1,391,186	0	0
Income reduction and increase in placement / package costs	2,501,970	0	0
Impact of Care Act implementation	0	0	92,140
Systems and brokerage support	0	0	313,000
Total Adult Social Care	6,307,656	6,333,500	3,440,140
Children's Services			
Demand / cost pressures	1,709,884	2,000,000	2,000,000
Ongoing staffing resource for Children's Commissioning and Placements function to support Looked After Children controls/savings/placement function	0	112,500	112,500
Less Children's Social Care recruitment and retention programme - associated with caseload guarantees and agreed as part of 2017/18 budget setting	(254,000)	(255,000)	(100,000)
Education Services Grant fall out	791,000	815,000	0
Fall out of troubled families grant	0	1,029,641	0
Home to school transport	630,000	0	0
Children's Social Care demand pressures	655,000	0	0
Temporary childcare income shortfalls	23,500	0	0
Support to Children's transformation programme	151,040	0	0
Administrative services (2018/19 shortfall)	116,433	0	0
Total Children's Services	3,822,857	3,702,141	2,012,500
Economy and Environment			
Contractual inflation	227,949	233,560	239,313
Extension of economic growth programme (2 years)	1,000,000	0	(1,000,000)
Fall out of leasing recharge for extended vehicles	3,690	81,394	35,019
Domestic waste collection pressures	377,226	0	0
Unachieved savings – asset management expansion of council's investment portfolio – rolled forward to 2020/21	400,000	0	0
Unachieved savings – management efficiencies	100,000	0	0
Expansion of parking warden contract for 2 years	65,000	0	0
Street Cleansing – ongoing extra operative in Walsall Town Centre as approved by Cabinet 05/09/18	50,000	0	0
Voluntary sector coordinator post – ongoing impact as approved by Cabinet 05/09/18	34,000	0	0

Detail of investment / cost pressure	2019/20 £	2020/21 £	2021/22 £
Garden waste collections – reinstatement of 2 weekly garden waste collections from April 2019 as approved by Cabinet 05/09/18	160,000	0	0
Depot costs	150,000	0	0
Total Economy & Environment	2,567,865	314,954	(725,668)
Resources and Transformation			
Reduction in Council Tax administration grant	48,195	43,376	39,038
Reduction in Housing Benefit administration grant	68,609	62,640	57,190
Total Resources and Transformation	116,804	106,016	96,228
Corporate			
Capital financing - review of debt portfolio	580,881	328,864	315,493
Revenue implications of capital programme	500,000	500,000	500,000
National pay award - pay harmonisation	500,000	0	0
Total Corporate	1,580,881	828,864	815,493
Total Investment/Cost Pressures	14,396,063	11,285,475	5,638,693

Policy Proposals 2019/20 for Consultation

Detail of Policy Saving / Efficiency	2019/20 £
Adult Social Care	
Concessionary travel (see Appendix 6a)	(26,794)
Children's Services	
Review of residential short break provision for children and young people with a disability (see Appendix 6b)	(172,000)
Review of contracts within Toxic Trio for perpetrator and counselling services – this will be subject to a future Cabinet decision, and therefore a policy paper is not required at this stage	(109,000)
Review of home to school transport for service users post 16 years of age (see Appendix 6c)	(560,000)
Economy and Environment	
Investigate the possibility of an alternative delivery mechanism markets. This is part year effect and a further £19,500 will be realised in 2020/21. (see Appendix 6d)	(19,500)
Reduction in public health investment in drug & alcohol treatment services (see Appendix 6e)	(350,000)
Review specialist falls prevention service (see Appendix 6f)	(295,000)
Reduce capacity in sexual health services (see Appendix 6g)	(500,000)
Resources and Transformation / Corporate	
Increase council tax premium charge - Government are introducing increased council tax premium charges on empty properties. For 2019/20 it will increase to 100% premium on all properties empty for 2 years or more. The current premium is 50%	(168,168)
TOTAL POLICY PROPOSALS	2,200,462

New Operational Proposals 2019/20

Detail of Operational Saving / Efficiency	2019/20 £
Adult Social Care	
Review of the number of direct payments due to the implementation of Community Based Services	(79,774)
Review of Better Care fund – including for carers	(154,000)
Dudley Walsall Mental Health Trust management fee	(110,000)
Review service level agreements : Older People, Gateway North West, Autism, Disability Community Hub, Housing Support, Empowerment, Engagement and Decision Making	(122,476)
Review of Home from hospital / crisis response contract	(60,840)
Review in Open objectives portal licence costs	(25,000)
Release of remaining Hollybank budget	(100,000)
Adult Social Care car allowances budget realignment	(76,000)
General efficiencies across directorate	(82,000)
Deferred payments income review	(124,727)
Managing the community care market (CM2000)	(437,000)
Children's Services	
Review of Supported Accommodation Framework	(300,000)
General efficiencies across directorate	(138,238)
Additional traded income within Information Services	(30,000)
Review administrative services across Children's directorate and efficiencies expected through the implementation of new ICT functionality	(200,000)
Continuation of managed Looked after children placements along with the introduction of a Resource Allocation Panel approach to care packages	(300,000)
Review of preventative services and cessation of casual pool	(500,000)
Economy and Environment	
Library service – review of operational costs across the service	(160,000)
District libraries review of staffing	(107,820)
Review of the W2R contract & tonnages / performance of HWRC contract	(700,000)
General efficiencies across the directorate	(78,178)
Fee review directorate wide	(5,000)
Resident parking permit increase	(5,000)
Funding from earmarked reserves to offset short term pressure of APCOA contract for 2019/20 and 2020/21 until contract is tendered.	(65,000)
Reduce scope of healthy lifestyle services	(395,000)
Traffic management - additional income	(25,000)
Introduction of a street and road works permit scheme	(25,000)
Staff related costs – travel	(1,500)
Asset management efficiencies / capitalisation of costs	(20,000)
Acting Living Centres – additional income	(362,500)
Resources and Transformation	
Additional income from realignment of budgets and full cost recovery of traded services across the directorate	(168,795)
Total New Operational Savings	(4,958,848)

PORTFOLIO: ADULT SOCIAL CARE**SERVICE AREA AND DIRECTORATE:** Adult Social Care - Commissioning***Proposal: Ending Concessionary Travel Top up Scheme*****1. Financial Proposal**

	2019 / 2020
	£
Estimated Saving	(26,794)
Revenue Investment	0
Net Saving	(26,794)
Capital investment	0

2. Description of the Proposal

2.1 West Midlands Combined Authority (WMCA) operates a concessionary travel scheme. WMCA can issue concessionary travel passes to people of fare paying age who qualify under any of the seven categories of disability defined by the Transport Act (2000).

The 7 categories are:

- **Category A** Blind or partially sighted
- **Category B** Profoundly or severely deaf
- **Category C** Without speech
- **Category D** Disability or injury which has a substantial effect on the ability to walk
- **Category E** Does not have arms or has long-term loss of the use of both arms
- **Category F** Learning disability
- **Category G** A medical condition not mentioned above which prevents a person from obtaining or holding a UK driving licence

2.2 To apply a citizen must:

- Have a disability that is long term or expected to last at least 12 months
- Be aged 5 or above
- Be a permanent resident in Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall or Wolverhampton

2.3 A concessionary pass can be used on local buses anywhere in England and on most buses, trains and Metro within the Network West Midlands area. The concessionary pass can be used Monday to Friday after 9.30am and any time Saturday, Sunday and bank holidays.

- 2.4 **This concessionary travel scheme is funded in partnership with local authorities. This will continue to be funded and is not affected by this proposal.**
- 2.5 If a citizen wishes to pay for a journey before 9.30am, they can pay each time they travel or they can buy a Pre 09.30 ticket (valid only within the Network West Midlands area). At present, Network West Midlands charge £1 per day for pre 9.30am journeys.
- 2.6 Financial help towards Pre 09.30 travel costs may be available if a citizen needs NHS treatment at a hospital, other NHS centre or a private clinic and have been referred by an NHS consultant. Costs can be claimed at the NHS hospital or clinic at the time of their appointment.
- 2.7 Walsall Adult Social Care has for a number of years offered to pay for Pre 09.30 top up tickets at an accumulative cost of up to £26,794 per annum.
- 2.8 In previous consultation in 2016 there were 36 individuals consulted. We are awaiting current figures from Network West Midlands.
- 2.9 Our intention is to end Walsall Council funding for Pre 09.30 top up payments.

3 Implications Associated With Proposal

3.1 Council Corporate Plan Priorities

The Council is facing a significant budget challenge and is required to consider the feasibility of non-statutory services in line with budget commitments.

This proposal will not impact on the council delivering its corporate priorities in relation to Economic Growth, People, Internal Focus, Children and Communities.

3.2 Customers

The discretionary top up (difference between off peak and peak travel pass cost) by the Council is not a statutory duty and other Local Authorities have stopped paying these top-ups. Consumers are able to purchase the additional top-up directly with Network West Midlands at a cost of £1 per day.

As stated in Section 2 customers may also be able to claim transport costs for attendance at hospitals and clinical appointments. The majority of people requiring to travel before 9.30am as opposed to wishing to would be due to attending employment in which case they could afford £1 per day or attending education for which they could also apply for support with transport costs.

3.3 Employees / Staffing

The administration of top-up has been incorporated within the existing staff team of the First Stop Shop. This would release staff time to address other priority areas. There is no saving assumed and therefore no implications on staff resources.

3.4 Partners

Network West Midlands will continue to operate the concessionary scheme as described in Section 2.

3.5 Economic Implications

None.

3.6 Environmental Implications

None.

3.7 Health and wellbeing implications

The impact on an individual is a maximum cost of £5 per week for 52 weeks of the year less bank holidays.

3.8 Other Council Services

Consultation will be required with First Stop Shop who currently administer the scheme. We will need to consult with the Welfare Services team to consider whether the proposal would lead to an increase in referrals.

3.9 Procurement / Social Value Implications

Not applicable as there is no procurement exercise resulting from this proposal.

4. Associated Risks / Opportunities

4.1 If the council continues to operate the scheme it will continue to incur a cost of up to £26,794 per annum.

4.2 If the council ends this subsidy then individual citizens will have their individual/household income reduced by up to £5 per week.

4.3 If an individual considers themselves to be in financial hardship as a result of this proposal they could consider a welfare assessment or a request for independent advice.

5. Legal Implications

5.1 Legal Services advised that as the Pre 9.30 Top Up Concessionary Passes scheme is a discretionary provision, the council is entitled to withdraw the scheme providing sufficient consultation has been carried out prior to withdrawal.

6. Consultation and Customer feedback

6.1 When discontinuing the Concessionary Travel Top Up Scheme was proposed previously a consultation exercise was carried out with the then 36 recipients of the scheme.

6.2 Letters were sent to each of the 36 individuals and 7 responses were received back. It was found that 4 of those consulted used their Pre 09.30 top up pass to access health appointments (which could be claimed back from the NHS as per section 2). 2 respondents stated that they used the pass to travel to work and the removal of the scheme could lead to them having to give up their employment. Others stated that they would be happy to contribute towards the cost.

7. **Reducing Inequalities Implications**

7.1 A full equalities impact assessment will be carried out.

PORTFOLIO: CHILDREN'S AND HEALTH AND WELLBEING**SERVICE AREA AND DIRECTORATE: Children's Services*****Proposal: Review of residential short break provision for children and young people with a disability*****1. Financial Proposal**

	2019 / 2020
	£
Estimated Saving	(172,000)
Revenue Investment	0
Net Saving	(172,000)
Capital investment	0

2. Description of the Proposal

- 2.1 The local authority has a responsibility to provide short break services and make it clear how families can access these. Schedule 2 to the Children Act 1989 and the Breaks for Carers of Disabled Children Regulations 2011 require local authorities to provide services which are designed to give respite breaks for carers of children with disabilities in order to assist carers to continue to provide care or to do so more effectively.
- 2.2 Walsall Children's services has, since October 2013, delivered residential short breaks for children and young people with a disability in Bluebells which is a purpose built home providing 6 beds. While this has met the majority of needs, there is a small cohort of young people whose needs are met in provision purchased from external providers in neighbouring authorities.
- 2.3 The eligibility for Residential Short Breaks is determined through an assessment of need undertaken by their allocated social worker from the Children with Disabilities Team. Referrals are made to Bluebells with approval and review of these packages undertaken by the Complex Care Panel. In addition to planned short breaks, young people known to the service can be accommodated at times of crisis; there have also been occasions when this has happened for children and young people with disabilities not receiving planned short breaks to try and prevent family breakdown. This aims to provide support, while the family is in crisis to prevent them coming into care or has on a number of occasions supported looked after children within their foster placement to prevent placement breakdown.
- 2.4 There are currently 26 children and young people who receive regular short breaks at Bluebells, of these 3 young people are Wolverhampton residents and access the service through an inter-authority Agreement. Children and young people receive different packages of care, ranging from 12 to 84 nights a year.
- 2.5 In the next 12 months, 5 young people, including 1 from Wolverhampton will turn 18 and move on from the service. This equates to a further reduction of 228 nights a year. However, there will be a corresponding demand from younger children newly

referred to the service and changes in some of the lower care packages, which tend to increase as children become teenagers with potentially more challenging behaviours.

- 2.6 The demand for Bluebells has reduced since it opened in 2013, with families receiving short breaks in the home or community. In July 2015 there were 32 children and young people receiving support at Bluebells.
- 2.7 The proposal is to respond to the reduction in demand for residential short breaks at Bluebells by reviewing the availability of the service and reducing the opening times to 4 days out of 7 (including weekends) during term time with the flexibility to open during the week during school holidays. This will ensure children and young people with disabilities and their families are supported with overnight short breaks which offer positive opportunities to families; while ensuring these are delivered in a more efficient manner, responding to changes in demand in the settings in which short breaks are delivered.
- 2.8 However, in relation to children and young people accessing this service, a further review of overnight residential short breaks will be undertaken to look at current and future need for this support; and this will be discussed as part of the consultation process.

3. **Implications Associated With Proposal**

3.1 **Council Corporate Plan Priorities**

Children have the best start and are safe from harm, happy, healthy and learning well.

The provision of short breaks supports the Corporate Plan priority by ensuring that children and young people and their families receive positive residential short break opportunities, which support them living within their families. Thereby supporting Children's Services aim that; 'The right child, in the right place, at the right time for the right amount of time.'

3.2 **Customers**

The council has a responsibility to provide a range of short breaks and make it clear to families how they can access these.

In summary, the Short Breaks Regulations require local authorities to do three things:

- to ensure that, when making short break provision, they have regard to the needs of different types of carers, not just those who would be unable to continue to provide care without a break;
- to provide a range of breaks, as appropriate, during the day, night, at weekends and during the school holidays; and
- to provide parents with a short breaks services statement detailing the range of available breaks and any eligibility criteria attached to them.

Residential short breaks have traditionally been provided at Bluebells, with a small number of children and young people accessing a similar service in the external market if their needs cannot be met in house, there are currently 4 young people whose need is met in this way.

An options paper was considered by Children's Services Divisional Management Team, which identified a range of options, including out-sourcing the service. Service mapping indicates that there is not a local provider who could meet the range of needs currently met by Bluebells. It is also difficult to confidently cost the impact of this as nightly residential short break rates are often then inflated by additional staff costs. These are often required to undertake particular areas of support around personal care or when supporting children and young people in activities outside of the short break home.

3.3 Employees / Staffing

There is a staff team employed at Bluebells comprising 19 posts, including 8 FTE's and 11 posts working different part time hours.

3.4 Partners

Work is required with Adult Services to plan implications for transition of young people as they move on from Bluebells and in to independence. Discussions will need to take place with Walsall CCG to identify impact on the health needs of children and young people with disabilities in any changes to residential short break services. Sandwell and West Birmingham CCG contributes 50% towards a specific placement at Bluebells.

Formal discussions will take place to review the service delivered to children and young people from Wolverhampton to look at how these needs can be met within the reconfigured service.

3.5 Economic Implications

None specifically identified as part of this proposal.

3.6 Environmental Implications

None specifically identified as part of this proposal.

3.7 Health and wellbeing implications

This proposal supports the retention of this crucial support service for children and young people with disabilities and their families. The intention is to re-shape the service in response to the reduced demand by establishing a set pattern of weekly short breaks operating over a 4 day period each week offering weekend breaks. It is proposed to extend this service during the school holiday period to 7 days a week to ensure that families receive support at times which can be pressured for them.

This proposal supports the council's duty to promote health and wellbeing by strengthening and maintaining families; giving every child the best start in life and enabling them to maximise their capabilities and have control over their lives.

3.8 Other Council Services

The Short Breaks budget provides a range of community based after school and holiday club provision, including buddys to support inclusion of children and young people with a disability in mainstream activities and the purchase of a limited number

of residential short breaks provided by independent sector providers. There is a potential impact on these short break services along with a possible increase in the frequency of which external residential short break provision will need to be purchased. Work is needed to scope this impact in further detail as savings are also planned from this budget.

3.9 **Procurement / Social Value Implications**

This will be addressed as part of any required procurement.

4. **Associated Risks / Opportunities**

4.1 Further work is required to establish any impact on individual children, young people and their families. It is envisaged that the proposed reduction in opening times for Bluebells will not result in a reduction in the number of nights outlined in current care packages; although there will be some changes to the nights that children and young people will be receiving the service. Therefore there is no planned change in the quantity of the service rather a change in how this is delivered. This risk will be mitigated by review of current care plans to ensure these do not result in a reduction in service unless indicated by an assessment of need.

4.2 The reduction in the opening times will also limit the ability to respond to crisis or emergency situations for families currently accessing Bluebells. There have been several occasions where families are at crisis point and require additional support at short notice. This can help to prevent admissions to care by supporting families and enabling the young person to return home in a planned way with a package of support in place.

5. **Legal Implications**

5.1 The Short Breaks Regulations provide further detail on how local authorities must perform their duty in the Children Act 1989 ("the 1989 Act") to provide, as part of the range of services they provide for families, breaks from caring for carers of disabled children to support them to continue to care for their children at home and to allow them to do so more effectively.

5.2 Residential short breaks can be provided under s20 or s17 of the Children Act 1989. Children and young people receiving in excess of 75 nights a year will be looked after under s20, an IRO appointed and a short break plan drawn up.

6. **Consultation and Customer feedback**

6.1 Comprehensive consultation was undertaken in 2016 with families around short breaks proposals, which aimed to review the short breaks, provided outside of Bluebells. A consultation plan for the current savings proposal is being developed.

7. **Reducing Inequalities Implications**

7.1 A full equalities impact assessment will be carried out.

PORTFOLIO: CHILDREN'S AND HEALTH AND WELLBEING**SERVICE AREA AND DIRECTORATE:** Children's Services - Children's Commissioning**Proposal: Review of home to school transport for service users post 16 years of age.****1 Financial Proposal**

	2019 / 2020
	£
Estimated Saving	(560,000)
Revenue Investment	0
Net Saving	(560,000)
Capital investment	0

2. Description of the Proposal

- 2.1 The current Home to School Transport budget is £2m, which provides both statutory and non-statutory (post-16) transport. Currently 626 children and young people receive help with Home to School Transport and of these, 62 are aged 16 to 18 years and 35 are aged 19 plus, however numbers change every year due to age and individual needs. There continues to be growth in eligible numbers of pupils of all ages and the over-spend of this budget continues.
- 2.2 There is no statutory duty to provide home to school transport for young people aged 16 – 18 (academic year 12 & 13) with special educational needs and disabilities (SEND) and the duty for those young people with SEND aged 19+ is to provide "assistance", however this is not defined.
- 2.3 The current home to school transport assistance offer is the same for the 62 young people aged 16 to 18 with SEND as it is for the 35 young people with SEND aged 19+, the offer is;
- Transport by Taxi, Mini Bus or Coach, which is either;
 - Door to Door or
 - Bus stop
 - Independent Travel Training
 - Personal Transport Budget
 - Independent bus pass

Whatever the travel assistance, low income students are required to pay £300 a year towards the cost. Those who do not meet the low income criteria are required to pay £600 a year towards the cost. These contributions can be paid by instalments.

- 2.4 This proposal has two options;
- *Option 1 -*
 - SEND 16-18 year olds - Cease all forms of travel assistance
 - SEND aged 19+ - Cease all travel assistance by taxi, mini bus or coach and continue to offer travel assistance through;

- Independent Travel Training
- Personal Transport Budget
- Independent bus pass

- *Option 2 –*

- SEND 16-18 & 19+ year olds - Cease all travel assistance by taxi, mini bus or coach and continue to offer and travel assistance through;

- Independent Travel Training
- Personal Transport Budget
- Independent bus pass

2.5 The current cost of travel assistance for the 97 young people with SEND is £560k;

- 62 young people with SEND aged 16 -18 costs £386k
- 35 young people with SEND aged 19+ costs £174k

2.6 The two options would have the following financial implications;

- *Option 1* - If travel assistance was only offered to the 35 young people aged 19+ with SEND in the form of;

- Independent Travel Training
- Personal Transport Budget
- Independent bus pass

This would cost the Local Authority (35 x £600) £21k instead of £560k, so a full year saving would be £539k.

- *Option 2* - If travel assistance in the form of;

- Independent Travel Training
- Personal Transport Budget
- Independent bus pass

Was offered to all 97 young people with SEND aged 16+, this would cost the Local Authority (97 x £600) £58k instead of £560k, so a full year saving of £502k.

Note: Potential savings would be part year, from the start of the 2019/20 academic year commencing September 2019.

2.7 This proposal will require a review of the Home to School Transport Policy in consultation with service users, stakeholders and others. The council has a duty to publish its transport strategy by 31 May each year.

3. **Implications Associated With Proposal**

3.1 **Council Corporate Plan Priorities**

These proposals are intended to promote and encourage greater independence whilst keeping children safe.

3.2 Customers

This proposal takes into account children with exceptional circumstances, where disability / mobility needs are greater than the need to adhere to guidance. However, approximately 97 young people will no longer be eligible for school transport via taxi, mini bus or coach should the proposal be approved.

3.3 Employees / Staffing

There are no staffing implications for this proposal.

3.4 Partners

There is no impact or responsibilities on other partner agencies regarding any transport costs or services. There may be some traffic management issues for schools to address as there may be more parent vehicles arrive and less livery vehicles accessing schools.

3.5 Economic Implications

Encouraging children and young people and their families to travel independently may lead to a reduction in commissioned services from independent travel providers. E.g. bus and taxi companies.

3.6 Environmental Implications

There are no implications in this report.

3.7 Health and wellbeing implications

The most relevant Marmot principles for this proposal is the enabling of all children and young people to maximise their capabilities and control over their lives. The overall intention of the Home to School Transport Policy is to ensure that:

- Learners are able to access education of their choice.
- If support for access to education is required this will be assessed, provided or enabled where possible.
- Proposals to develop Independent Travel Training in Walsall will encourage the acquisition of important life skills. Child who are more able to walk to school will have greater opportunity to do so under parent supervision and thus contribute to healthier activity for the family.

3.8 Other Council Services

These proposals will decrease some support service activity but will increase other activity (Independent Travel Training, Personal Transport Budgets).

3.9 Procurement / Social Value Implications

A compliant procurement process will be followed, if required, following consultation.

4. Associated Risks / Opportunities

The proposal aims to meet the needs of those children and young people with additional home to school transport needs and safely promote independent travel through a structured travel training programme.

Savings forecasted are based on 2018 / 19 data. Actual savings are dependent on numbers and ages of the new cohort of children from September 2019.

The proposed withdrawal of Home to School transport for Post 16/18 was considered by Cabinet in February 2017 but rejected and a parental contribution scheme was introduced instead.

14 West Midlands Local Authorities currently continue to provide support to post 16's with most having an annual contribution made by parents / carer.

The withdrawal of travel assistance contained within this proposal is likely to be contentious.

There is likely be very high public and education establishment opposition and legal challenge.

The current transport policy published in May 2018, sets out the entitlement for 2018/19, therefore service users have a reasonable expectation to receive the support as set out in the policy until that policy is revised.

5. Legal Implications

5.1 The council will continue to meet all statutory duties in relation to school transport.

The 1996 Education Act requires local authorities to ensure suitable travel arrangements are made, where necessary, to facilitate a child's attendance at school. This applies to home to school travel arrangements and does not relate to travel between educational institutions during the school day.

The Act defines eligible children as – children of compulsory school age (5-16) if their nearest school is beyond 2 miles (if below age 8) or beyond 3 miles (aged between 8-16).

“Special Educational Needs, disability or mobility eligibility – children who cannot be expected to walk to school because of their mobility problems or because associated health and safety issues related to their special educational needs (SEN) or disability and should be assessed on an individual basis. Usual transport requirements (i.e. statutory walking distances) should not be considered when assessing children eligible due to SEN or disability. Parents are responsible for ensuring their children attend school regularly.

5.2 The Education Act, 1996, Section 509(1) obliges Local Authorities to make transport arrangements **if they consider it necessary** to facilitate a pupil's attendance at school. Section 509(2) of the Act states that if the Local Authorities considers transport to be necessary, it must be provided free of charge.

Section 508C of the Act gives Local Authorities discretionary powers to make school travel arrangements for other children not covered by section 508B. **Such transport does not have to be provided free of charge.**

- 5.3 The SEND Code of Practice 2015 says that the Local Offer must include information about arrangements for transport provision; including those up to age 25 with an Education Health and Care plan, and this should include Local Authorities' policy statements. Each Local Authority must have clear general policies relating to transport for children with special educational needs or disabilities that must be made available to parents and young people. Such policies will set out the transport arrangements that are over and above those required by the Education Act 1996 (Section 508B).
- 5.4 Local Authorities have a duty to prepare and publish by 31 May each year, an annual transport policy statement specifying the arrangements for the provision of transport or otherwise that the authority considers it necessary to make to facilitate attendance of all persons of sixth form age receiving education or training (section 509AA of the Education Act 1996).
- 5.5 When a student with an Education, Health and Care Plan starts a new course of education, who is above the age of 19 and below the age of 25 years, an additional assessment is made (reflecting the council's obligations under both the Care Act 2014 and the Education Act 1996, s508F) to determine whether it is necessary for the council (rather than the student/family) to make their own travel arrangements.

6. **Consultation and Customer feedback**

- 6.1 Consultation was undertaken in 2016 to;
- Review & cease under-mileage transport arrangements
 - Cease all short break transport
 - Cease all post 18 transport
- 6.2 The 2019/20 Consultation plan is being developed but will include consultation with;
- Head Teachers of the special schools
 - Parents/carers
 - Service Users
 - Parent partnership group
 - Partners including the SEND Team
 - Public consultation
- 6.3 Consultation information will be available
- online via the Local Offer pages,
 - through The Link ,support websites for families of young people with SEND,
 - Family Information Service and Parent Voice.
 - council web site
 - Letters posted to all 650 home to school transport users.
 - public meetings

7. **Reducing Inequalities Implications**

- 7.1 A full equality impact assessment will be carried out.

PORTFOLIO: REGENERATION

SERVICE AREA AND DIRECTORATE: Economy and Environment – Clean and Green

Proposal: Investigate the possibility of an alternative delivery mechanism for the markets in Walsall, Willenhall and Bloxwich. This is a part year effect in 2019/20 and a further £19,500 will be realised in 2020/21.

1 **Financial Proposal**

	2019 / 2020	2020 / 2021
	£	£
Estimated Saving	(19,500)	(19,500)
Revenue Investment		
Net Saving	(19,500)	(19,500)
Capital investment		

2. **Description of the Proposal**

- There are a number of options whereby a budget saving could be made assuming that the 3 markets continue to operate. Whilst there is a proposed option for the new Walsall market operating from the Bridge/Park Street and Bradford Street, this is on hold pending the new Town Centre Masterplan. Consultants have been appointed and will be working on determining priorities for the Masterplan.
- Savings for 2019/20 will be delivered from operational savings centred around street cleaning and waste disposal. A full review of options for alternative service delivery models will take place between January and September 2019, with implementation from April 2020.
- Capital or revenue investment requirements will be determined by the review.

3. **Implications Associated With Proposal**

3.1 **Council Corporate Plan Priorities**

Economic Growth for all people, communities and businesses.

Our town and district centres offer a distinctive and vibrant mix of retail, leisure, business, community and cultural opportunities, and new housing.

Having a market contributes to helping local high streets. The market provides a focal point for communities, act as a boost to the local economy, and help generate pride and a sense of belonging.

3.2 **Customers**

The review will determine the value of markets within the community and their place in the Town Centre Master Plan, changes in the way people perceive town centres, shopping and the technological age with impacts such as internet shopping. Consideration being given to continental markets, indoor market provision, seasonal (Christmas) markets, reviewing frequencies, opening times, and social values.

3.3 **Employees / Staffing**

There is no impact for full time staff at this stage in the process.

The markets service currently employs 5 agency workers – 4 markets operatives and 1 markets officer. A restructure/redesign of the current markets team would be considered as part of the review in conjunction with Clean & Green operational services, reviewing synergies and crossover of activity within waste and street cleansing operations.

3.4 **Partners**

A market has been present in Walsall since the 1200's, although Walsall is not a market authority. Any review of the service would include the market traders, plus Bescot Market Promotions who currently support Willenhall market in the erection and dismantling of stalls.

3.5 **Economic Implications**

There are no economic implications currently identified with this proposal.

3.6 **Environmental Implications**

None arising from this report.

3.7 **Health and wellbeing implications**

None arising from this report.

3.8 **Other Council Services**

Consideration would be given to town centre street cleansing regimes within Clean & Green and potential opportunities/synergies across the services subject to any rationalisation of market cleansing, waste disposal and recycling.

3.9 **Procurement / Social Value Implications**

None currently arising from this report.

4. **Legal Implications**

None currently arising from this report.

5. **Consultation and Customer feedback**

Further consultation with stall holders and customers would need to be undertaken for the medium to long term depending on the future direction of the service.

6. **Reducing Inequalities Implications**

An equality impact assessment is likely to be required.

PORTFOLIO: CHILDREN'S AND HEALTH AND WELLBEING**SERVICE AREA AND DIRECTORATE:** Economy & Environment – Public Health***Proposal: Reduce Drug and Alcohol Treatment Services*****1 Financial Proposal**

	2019 / 2020
	£
Estimated Saving	(350,000)
Revenue Investment	0
Net Saving	(350,000)
Capital investment	0

2. Description of the Proposal

- Public Health commissions Walsall's drug and alcohol treatment and recovery services from the national Public Health ring-fenced grant. The programme is delivered through a range of voluntary sector and statutory service contracts; the core contract being specialist drug and alcohol recovery treatment which is delivered by national charity 'Change, Grow, Live' (CGL). Other service elements include Black Country YMCA (Glebe Centre homeless services) and primary care services (GPs and Pharmacists)
- A saving of £460,000 was realised when services were re-commissioned in 2014. This was achieved by integrating Walsall's four previous delivery agencies into a single main provider, (CGL) with a new contract start date in July 2015 for a three year period, ending in March 2018, with options to extend by two further twelve month periods. This contract represents 88% of the overall programme budget.
- The proposed cumulative impact, if these savings are agreed, is £743,000 which represents a 23% reduction to the programme budget. (Year 1 £143k, Year 2 £250k and Year 3 £350k). The magnitude of these savings means there needs to be a reduction in the scope and range of services offered through the main contract. Accepting that any reduction in other smaller contracts could impact disproportionately on the service provision.
- The reduction will be achieved through working with the existing providers to reduce the scope of the drug and alcohol services that are presently delivered.
- Following this £350k saving, the remaining budget to fund drug and alcohol treatment services is £3.37m.

Although the three-year plan has already been consulted on, the original saving target for 2019/20 was £500k. Following this consultation, stakeholders asked that we stop and re-think. This has been done and the savings target has been amended to £350k. The £350k is made up of:

- £191k reduction from core treatment service contract.
- £100k delivered from Public Health Transformation funding redirected from Money, Home Job.

- £39k from the rehabilitation in-patient budget.
- £20k from the associate commissioning arrangement with Walsall CCG.

Given the change to the savings plan, formal stakeholder consultation will be included in the consultation process. So as not to pre-determine the outcome of the statutory consultation process the implementation of any savings will only be delivered if Cabinet make the decision in February 2019. This will have a non-recurrent financial pressure due to any redundancy and management of change processes, which can only be initiated following this decision, meaning the process will not be concluded until May 2019.

Public Health grant specifies local authorities' requirement to improve the take up, and outcomes from, its drug and alcohol misuse treatment services when setting its spending priorities.

In addition drug and alcohol services offer mandated court imposed community treatment orders in partnership with the National Probation Service. Also under the Health and Social Care Act (2012), local authorities have a duty to reduce health inequalities and improve the health of the local population by ensuring that there are services to reduce the misuse of drug and alcohol services.

3. **Implications Associated With Proposal**

3.1 **Council Corporate Plan Priorities**

The council's Corporate Plan has been informed by three key thematic needs assessments:

- Joint Strategic Needs Assessment (JSNA)
- Economic Needs Assessment; and
- Safer Walsall Community Safety Assessment

The Corporate Plan priorities which drug and alcohol treatment services contribute to are listed below:

- Improving health and wellbeing, including independence for older people and the protection of vulnerable people;
- Creating safe, sustainable and inclusive communities;
- Improving safeguarding, learning and the life chances for Children and Young People raising aspirations; and
- Create a modern, dynamic and efficient workforce designed around what residents need.
- The Impact of the proposal is likely to limit the opportunities for the programme to contribute to these priorities.

3.2 **Customers**

Although not a statutory service the council has a duty under the requirements of the Public Health England grant to increase the uptake of drug and alcohol treatment. These are specialist services that are not available elsewhere in the Borough. Alternative options to make the savings have been explored and exhausted, including ceasing public health funding for the drug and alcohol day centre, limiting drug and alcohol expertise in the Multi Agency Safeguarding Hub (MASH), and a reduction in preventative services in primary care.

3.3 **Employees / Staffing**

No implications for staff directly employed by Walsall Council. However, to deliver the first two years savings, 7 posts have been lost across the drug and alcohol system. To achieve these further savings, there will be a further loss of up to 6 full-time equivalent staff from the original staffing group of 67, representing a 20% reduction.

3.4 **Partners**

As stated above, partners were previously consulted on the three-year proposals commencing 2017/18 to 2019/20. Partner responses included:

- This proposal potentially puts the drug and alcohol liaison service at Walsall Manor Hospital at risk.
- Increased waiting times to receive service will potentially increase acquisitive crimes such as shoplifting, robbery and burglary.
- Reduction in ability to respond to people whose drug and alcohol use is a factor in their offending and re-offending behaviours. The I service will have less capacity to respond to this in the future. Fast-tracking Walsall residents into treatment post-prison release may not be possible which increases the risk of re-offending and drug related deaths.
- Currently GP's screen Walsall residents to identify alcohol use as part of an associate commissioning arrangement with Walsall CCG. Under the terms of this proposal this service would cease.
- Reduced capacity to fast track rough sleepers, homeless, sex workers, and vulnerable people with chaotic lifestyles.

Following this consultation, stakeholders asked that we stop and re-think. This has been done and the saving for 2019/20 has been amended to £350k.

3.5 **Economic Implications**

The relationship between drug and alcohol misuse and anti-social and offending behaviour is well documented. For example, street injecting and associated drug taking related litter remains a challenge to the safety to Walsall residents and visitors to the Borough. This impacts on businesses, retail and the reputation of the Borough as a good place to visit and trade in.

As the scope of the drug and alcohol treatment is reduced, the ability to offer preventative interventions will be more limited. This will result in people presenting for health social care service with more complex needs requiring more costly interventions due to late identification of issues. e.g. Blood Borne Virus (BBV) such as Hepatitis B & C as well as HIV.

3.6 **Environmental Implications**

Reductions in funding creates delay in treatment access for those who use alcohol and drugs, the likely outcome being that there will be an increase in anti-social behaviour; and in the incidences of injecting in public places; creating increased levels of discarded needles and other paraphernalia, which will escalate the health

risks to members of the public and to council staff who will be called upon to remove the drug taking related litter.

3.7 **Health and wellbeing implications**

The council has a statutory duty to promote the health and wellbeing of its population. Although public health commissioners always design services in-line with Marmot Principles, the proposed reduction in funding means that it will be challenging to realise the principle in practice in relation to give every child the best start in life; enabling all children, young people and adults to maximise their capabilities and have control over their lives; create fair employment and good work for all; ensure a healthy standard of living for all and create and develop healthy and sustainable communities.

3.8 **Children's Services**

Children's services will be impacted by these reductions. Local drug and alcohol treatment data indicates that 58% of those in treatment are parents, 97% of those parents have children aged under 18 years, 39% of those parents their children live with them. 224 drug and alcohol service clients recorded as having a child aged 5 or under and 21 clients in treatment were pregnant.

Public health commissioners undertook a snap shot six month analysis of Children's Services data and found that 31 pregnant women were under consideration of having their babies removed at birth. 13 of the 31 women's main issue was a drug or alcohol problem. On further analysis, it was found that 20 children have previously been removed from these 13 mothers, resulting in 33 children being looked after.

Adult Social Care

An element of this proposal includes a reduction in the recurring budget of £74k, by £39k, for in-patient rehabilitation placements. This will leave an ongoing budget to meet demand of £35k, which is considered sufficient to meet existing demand levels. Demand needs over this will continue to be met, and will be funded from one-off public health resources.

3.9 **Procurement / Social Value Implications**

The experience of neighbouring local authorities suggests that significant budget reductions impact on the commercial viability of any procurement exercise in relation to re-tendering drug and alcohol contracts, reducing the market competition.

4. **Associated Risks / Opportunities**

- Going forward Walsall's drug treatment will be amongst the lowest funded amongst our neighbouring authorities.
- The available budget may not attract any interest from organisations with suitable experience in delivery drug and alcohol treatment services.
- Significantly diminished service offer to Walsall residents.
- Reduced opportunities for innovation and delivery to respond to emerging trends in substance use.
- Reduced number of Walsall residents recovering from drug and alcohol addiction.

By way of mitigation, public health commissioners have engaged in prolonged and on-going discussion with the existing treatment provider to achieve the required saving, with the resulting service no longer focusing on prevention and recovery, but primarily limited to a prescribing service.

5. **Legal Implications**

- 5.1 Under the requirements of Criminal Justice Act 2003, there is a statutory requirement for drug and alcohol treatment services to provide the treatment element of court mandated orders. In addition, in 2016 the Public Health Ring-Fenced Grant specified that local authorities are required to improve the take up, and outcomes from, its drug and alcohol misuse treatment services when setting its spending priorities.

6. **Consultation and Customer feedback**

- 6.1 Public Health Commissioners invited partner agencies and stakeholders to have their say, as part of the council statutory consultation process in 2017 (relating to the £500k initial option) and feedback was reported in the February 2018 Cabinet report. Further consultation will take place on this proposal.

7. **Reducing Inequalities Implications**

- 7.1 An equality impact assessment and mitigating action plan is currently being produced.

PORTFOLIO: CHILDREN’S AND HEALTH AND WELLBEING

SERVICE AREA AND DIRECTORATE: Economy & Environment – Public Health

Proposal: Review specialist falls prevention services

1 Financial Proposal

	2019 / 2020
	£
Estimated Saving	(295,000)
Revenue Investment	0
Net Saving	(295,000)
Capital investment	0

2. Description of the Proposal

2.1 The proposal is to review the current investment in the specialist and community falls prevention services across the borough. These services work with people over 65 years old to reduce their risks of falling and harm. The current service make up is shown below.

Details of the current falls prevention services

Anyone can fall but this is a particularly damaging event for older people. The number of people aged 65 and older is projected to rise steeply in Walsall from 49,500 in 2018 to 58,000 by 2025. A fall can lead to fractures, pain, distress, loss of confidence, loss of independence and death. Older women fall more often than men and are far more likely to incur fractures when they fall. Falls are the most common cause of death from injury in the over 65 population.

The risk of falling rises with age, with thirty percent of people aged 65 and over falling annually. This equates to 17,000 residents falling at least once each year. For those aged 80 and over, 50% fall annually. The projected increased number of older people will lead to an extra 3,200 falls per year for those aged 65 and over.

Costs

In 2017 the estimated cost of falls in Walsall was approximately £13.5 million. This can be broken down into:

- NHS costs of £10.7 million and
- Social Care cost of £2.8 million.

However, other costs arise from people falling, as a substantial proportion of people who fall are unable to return to independent living, thus requiring

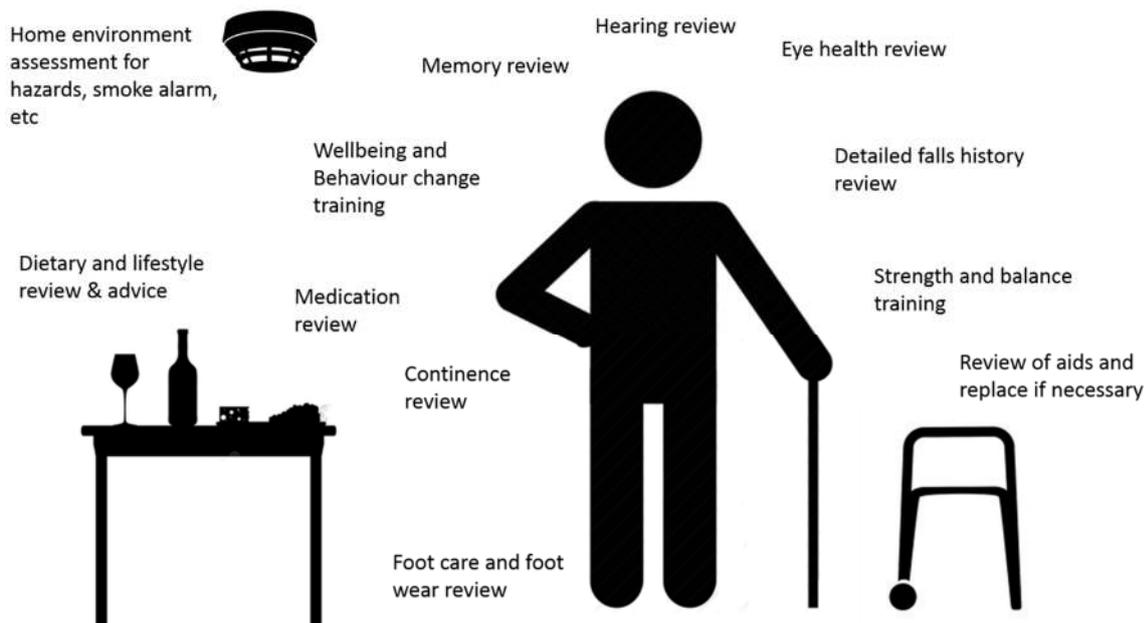
residential care or nursing home. Losing independence and a fear of falling can lead to increased inactivity, loss of strength and a greater risk of future falls which require more support from range of agencies including families/carers, the NHS and local authority social care services.

Falls Prevention Pathway

The services are provided by Walsall Healthcare Trust & Walsall Sports & Leisure Development service to all residents aged 65 or over at high or moderately high risk of falls. Clients are referred through a single point of access from a wide range of agencies. The majority of referrals are from GP practices in Walsall. Other sources of referrals include: Age UK, District Nurses, Social Care, Police Service, Housing groups, West Midlands Ambulance Service.

As part of the overall assessment each service user has a full assessment which looks at all potential causes of falling and then has a tailored suite of actions put in place to reduce their risk of falling and harm.

The diagram below describes the range of reviews and actions.



Specialist Falls Prevention service:

On entering the Specialist Falls prevention service, clients receive an in depth assessment from a specialist fall prevention nurse.

Patients are then offered a care plan, which may include support from occupational therapists, rehabilitation support and falls physiotherapy over a period of 6 weeks. Following this, they move onto the next stage of the programme, which includes a 10 week strength and balance programme. For those who have made good progress and reduced their falls risk, there is a falls and balance programme (12 weeks) provided in community locations by the Sports and Leisure Team at Walsall council.

Walsall Council Sports and Leisure Community Falls Prevention Team:

Clients may enter this service either from the specialist falls prevention service or directly when referred, according to their falls risk. This service offers a 12 week group and balance programme.

Specialist and Community Falls Prevention Service overview

Specialist Falls Prevention Team

Multidisciplinary assessment and management to reduce falls risk and prevent injury from falls through formal programmes.

Strong liaison with trauma & orthopaedics and urgent care services.

Training of individuals, carers and professionals on falls prevention.

Community Prevention Service

Early intervention to restore independence: falls risk awareness; specific community based multifactorial interventions including muscle strength and balance programme; co-management with clients in managing falls risk; home assessments.

Activity

In the last two financial years a total of 1987 referrals were made to these services. A significant proportion of those referred to the service are classified as frail and over 60% live alone.

Outputs and outcomes of the service

The services record key details, for example, a person's "concerns about falling" before and after completing the programme. The current performance for those completing the falls prevention pathway shows that 77% of clients had an improvement in their score.

- 2.2 In order to achieve the anticipated savings of £295,000, Walsall council has an option to give notice to cease the current contract to the current service providers (Walsall Healthcare Trust and Walsall Sports & Leisure Development service). Other options to realise savings include exploring additional sources of funding from within and outside the council.
- 2.3 If alternative funding sources cannot be found, work on the general promotion of healthy living with the wider population would continue, but this would not provide any individual support to the people at high risk of falling and harm.
- 2.4 Whilst there is no statutory duty to provide these services, there is a problem if Adult Social Care assessments identify specific needs, which cannot then be met, if there is no service to refer to.

3. Implications Associated With Proposal

3.1 Council Corporate Plan Priorities

This proposal has the most impact on the council's corporate priority 'People have increased independence, improved health, and can positively contribute to their communities.' In particular, removal of the falls prevention services would work against our plan to:

- Enhance quality of life for people with care and support needs and those with long term conditions (P1). Clients going through the falls prevention services receive a programme which addresses their falls risk and we have numerous case studies where significant changes in quality of life have been made as a result of the services.
- Delaying and reducing the need for care and support (P2); Services can demonstrate their impact on the need for hospital admission in the year after completing the falls prevention programme.
- Helping people to recover from episodes of ill health or injury (P3);
- The most vulnerable are protected from avoidable harm (P4). A significant proportion of those in these services are frail older people.

3.2 Customers

Whilst the delivery of these services is not a statutory function, it is an important one in terms of preventing harm to residents, and demand for services from health, social care and housing. There is no other service for this group of residents which addresses falls prevention risk.

There is very little which can be offered instead of these services if the budget is removed. The needs of this group of clients means that support is needed from trained professionals. In the absence of a service, individuals are likely to be referred to a range of agencies, no one of which, in isolation, offers a complete falls prevention service.

3.3 Employees / Staffing

In addition to the staff employed by Walsall Healthcare Trust, 5 members of staff in Sports & Leisure services deliver falls prevention services.

3.4 Partners

Walsall Healthcare Trust – the specialist falls prevention team deliver the service. Also, the absence of a falls prevention service will lead to an increase in the number of patients admitted with injuries from falls, for example fractured hips and wrists or head injury. The gap in service provision will also result in no prevention service to support patients after admission to prevent further harm.

Walsall Clinical Commissioning Group (CCG) – The costs of additional health services use will fall onto the CCG. Also, removing the falls prevention services will create a gap in key pathways of care which prevent admissions.

Housing Agencies - If there is no falls prevention services, some frail elderly residents will be less likely to live independently.

3.5 Economic Implications

There are no specific implications concerning the economy, except the loss of key productive staff.

3.6 Environmental Implications

This proposal has no specific environmental implications.

3.7 Health and wellbeing implications

These services directly support the objectives to

- Strengthen the role and impact of ill-health prevention – by reducing the risk of harm from falling and addressing the causes of falling.
- Enable all children, young people and adults to maximise their capabilities and have control over their lives by developing the health and wellbeing of service users to reduce their risk of falls and improve their confidence.
- Create and develop healthy and sustainable communities. The method of delivery of the falls prevention programmes encourages social networking and once the programme is complete, clear pathways exist for clients, who are able, to continue strength and balance training in community settings.

3.8 Other Council Services

Walsall Sports & Leisure Development service - engagement has commenced with the team to assess the impact of this proposal and to generate ideas for alternative options.

Adult Social Care is likely to see the impact of the services ceasing in the form of additional referrals for support for this client group.

3.9 Procurement / Social Value Implications

The current provider offers over 1400 volunteer hours per week across Walsall, as well as apprenticeship opportunities. The services also provide training for staff in social care and in nursing and residential homes across the borough. Services integrate clients into social networks through inclusion in the programme and through steering follow on to more community based activities.

4. Associated Risks / Opportunities

- Increase in the number of falls and hospital admissions.
- Increased packages of care required from social care.
- Increased social isolation to Walsall residents.

- Increased mortality.
- Increased pressure on carers.

5. **Legal Implications**

5.1 There are no specific legal obligations.

6. **Consultation and Customer feedback**

6.1 Engagement has started with both partner agencies and with service users. To date we have received 2 written and several verbal responses from partner agencies and 38 written responses from service users.

In general the comments are not supportive of any proposal which leads to ceasing the falls prevention services. These comments include:

- “Feel strongly that this [proposal] will result in harm to our elderly population especially with winter pressures” – GP Partner
- “Our team feel very strongly that this would be a terrible loss to the elderly population of Walsall and would result in more admissions and fractures” – GP Partner
- “ It would affect us drastically” – Service User
- “Lots of accidents and more falls” – Service User
- “The service is very important to lots of people” – Service User

No respondents have yet been able to identify alternative options to this proposal. Further consultation is planned with both partner agencies and service users. Both Walsall Healthcare Trust and Walsall Sports & Leisure Development service are also engaging with service users.

7. **Reducing Inequalities Implications**

7.1 A full equality impact assessment is being carried out. The assessment to date clearly demonstrates an impact on older people.

PORTFOLIO: CHILDREN’S AND HEALTH AND WELLBEING

SERVICE AREA AND DIRECTORATE: Economy & Environment – Public Health

Proposal: Reduce Investment in Sexual Health Services

1 **Financial Proposal**

	2019 / 2020
	£
Estimated Saving	(500,000)
Revenue Investment	0
Net Saving	(500,000)
Capital investment	0

2. **Description of the Proposal**

- 2.1 Walsall Integrated sexual health service is commissioned through the Public Health ring fenced grant. The service is delivered through a statutory service contract; incorporating a Prime Contractor model delivered by the Walsall Healthcare Trust. The services include the treatment and management of Sexually Transmitted diseases including Blood Borne Virus testing and the full range of contraception; health promotion, awareness and prevention advice. The contract mandates service elements to be sub contracted via 3rd Sector providers and primary care services (GPs and Pharmacists).
- 2.2 The local authority is responsible for commissioning clinically safe services. Sexual health services do carry a clinical risk, particularly in both genitourinary medicine and contraception services as well as potential issues in relation to safeguarding and medicines management. Notwithstanding the need to make this saving we need to recognise the importance that robust clinical governance assurance arrangements remain in place.
- 2.3 The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 require local authorities to arrange for the provision of open access genitourinary medicine and contraception services for all age groups. This covers free testing and treatment for sexually transmitted infections, notification of sexual partners of infected persons and free access to comprehensive contraception and advice on preventing unintended pregnancy.
- 2.4 Walsall Cabinet (9th September 2015) approved the change in service model of sexual health services in Walsall to achieve an integrated sexual health service. The redesigned service model went live on the 1 June 2016. The contract was let for a three year period, ending in March 2019, with options to extend by two further twelve month periods. This saving represents a 11.2 % reduction on the overall investment.
- 2.5 The Integration of sexual health service has enabled efficiencies to be gained and from the service users point of view the achievement of a more seamless approach.

A savings of £360,000 was realised when services were recommissioned in 2015. This was achieved by redesigning sexual health services to an integrated sexual health service minimising the need to attend separate services for treatment and management of Sexually Transmitted Infections including Blood Borne Virus testing and the provision of the full range of contraception; health promotion, awareness and prevention advice.

- 2.6 The proposed cumulative impact, if 2019/20 is agreed is £860,000, which represents 22.5% reduction to the programme budget. The magnitude of these savings means they can only be achieved by significantly reducing the scope and range of services offered through the main contract including staff redundancies.
- 2.7 Notwithstanding the proposed we will meet our statutory obligations. The saving will be achieved through working with the existing provider to reduce the scope of the integrated sexual health services that are presently delivered whilst protecting the critical services. Following this £500k saving, the remaining budget to fund sexual health services is £2.27m.
- 2.8 Although the service has consulted with service users on potential changes to the current service provision, further stakeholder consultation will be undertaken on his proposal.

3. **Implications Associated With Proposal**

3.1 **Council Corporate Plan Priorities**

The council's Corporate Plan has been informed by three key thematic needs assessments:

- Joint Strategic Needs Assessment (JSNA)
- Economic Needs Assessment; and
- Safer Walsall Community Safety Assessment

The Corporate Plan priorities which Sexual Health treatment services contribute to are listed below:

- Improving health and wellbeing, including independence for older people and the protection of vulnerable people;
- Creating safe, sustainable and inclusive communities;
- Improving safeguarding, learning and the life chances for Children and Young People raising aspirations; and
- Create a modern, dynamic and efficient workforce designed around what residents need.
- The Impact of the proposal is likely to produce negative outcomes in relation to the priorities listed above.

3.2 **Customers**

Sexual Health services is a statutory service. The council has a duty under the requirements of the Public Health England grant to arrange for the provision of open access genitourinary medicine and contraception services for all age groups. This covers free testing and treatment for sexually transmitted infections, notification of sexual partners of infected persons and free access to comprehensive contraception and advice on preventing unintended pregnancy. Although the services are

universal, sexual disease is more prevalent amongst young people and some ethnic minority groups. The service will be required to continue to offer targeted services for these groups. Alternative options to make the savings have been explored with no alternatives identified.

3.3 Employees / Staffing

There are no implications for staff directly employed by the council. However, to deliver the savings the provider agency has estimated that there will be potential redundancy for up to 3 staff with other staff being transferred into other health contracted services.

3.4 Partners

Walsall Healthcare Trust

This proposal potentially puts outreach clinics providing sexual health service at risk leading to increased waiting times for access to services. Similarly support and advice to vulnerable women will be at risk through increased waiting times.

Walsall Clinical Commissioning Group

Currently GPs refer Walsall residents to integrated sexual health services for Sexually Transmitted Infections treatment and management and for provision of a wide range of contraception. The proposal would see patients, who are currently seen in the service, repatriated to primary care for routine and non- complex services as part of their existing designated primary care arrangements.

3.5 Economic Implications

None.

3.6 Environmental Implications

None.

3.7 Health and wellbeing implications

The council has a statutory duty to promote the health and wellbeing of its population. The targeted sexual health service was in-line with the Marmot Principles. The proposed reduction in funding means the service's opportunity to contribute to the following principles will be reduced; to give every child the best start in life; enabling all children, young people and adults to maximise their capabilities and have control over their lives; create fair employment and good work for all; ensure a healthy standard of living for all and create and develop healthy and sustainable communities.

Sexual Health services contribute to the reduction in teenage pregnancy and unwanted pregnancies. Similarly the control of fertility in women across the life course. The service provides advice and support to teenage parents. Likewise the detection and treatment of undiagnosed sexually transmitted infections across the local population.

3.8 **Other Council Services**

Teenage Pregnancy Prevention services.

3.9 **Procurement / Social Value Implications**

None.

4. **Associated Risks / Opportunities**

- When re-procuring the service the available budget may not attract any interest from organisations with suitable experience.
- A reduced service offer to Walsall residents.
- A more centralised service delivery for cases with higher complexity with some locality based provision for less complex procedures.
- Reduced opportunities for innovation and delivery to responded to emerging trends in sexual health.
- Reduced number of Walsall residents having immediate access to open access sexual health services.
- By way of mitigation public health commissioners have engaged in prolonged and on-going discussion with the existing treatment provider to achieve the required saving at the least risk to frontline services but inevitably service scope, range and quality will be affected.

5. **Legal Implications**

The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 require local authorities to arrange for the provision of open access genitourinary medicine and contraception services for all age groups. This covers free testing and treatment for sexually transmitted infections, notification of sexual partners of infected persons and free access to comprehensive contraception and advice on preventing unintended pregnancy.

6. **Consultation and Customer feedback**

- 6.1 Walsall Local Medical Committee and CCG Accountable Officer have expressed concerns about the potential additional demand on primary care and hospital services as a direct result of the cuts. Consultation continues and will be reported back to Cabinet to inform final decisions.

7. **Reducing Inequalities Implications**

- 7.1 A full equality impact assessment and action plan is being produced.

Draft Capital Programme 2019/20 to 2021/22 by Directorate – Council Funded Schemes

Capital project	2019/20 £	2020/21 £	2021/22 £
Children's Services			
Prior Year Approvals			
Supporting transformation - Looked after children – out of borough placements. To fund increased in-borough bed capacity	150,000	150,000	0
Supporting transformation - Looked after children – 2/3 bedroomed small residential home targeted to accommodate children per year	60,000	60,000	0
New Bids			
School classrooms – requirement for temporary builds due to condition of existing facilities. (plus £250k on reserve list at Appendix 8)	250,000	0	0
School estate condition surveys including statutory compliance issues across the primary, secondary and special school estate, to inform a rolling maintenance and school expansion programme (plus £350k on reserve list at Appendix 8)	250,000	0	0
Total Children's Services	710,000	210,000	0
Economy and Environment			
Rolling Programme Schemes			
Memorial Safety in Walsall cemeteries - ensuring that the council complies with statutory obligations to provide a safe environment in its eight borough cemeteries	40,000	40,000	40,000
Highway Maintenance Programme – legal responsibility to maintain the highway network - £200k on reserve list in 2019/20 only	2,600,000	2,800,000	2,800,000
Prior Year Approvals			
Traffic Signals - Replacement of obsolete traffic signal control equipment – Prior year approval - the council has a statutory duty to maintain all its traffic signal infrastructure and this provides a programme of planned pedestrian crossing replacements to ensure the safe and efficient movement of pedestrians	0	200,000	200,000
Provision of community dropped crossings along footways to permit access for wheelchairs, pushchairs and mobility scooters	20,000	20,000	20,000
Promotion of Community Health and Safety	120,000	120,000	120,000

Capital project	2019/20 £	2020/21 £	2021/22 £
Walsall Town Centre Public Realm Improvements – contribution to NPIF external funding – provision for public realm / Markets on reserve list pending the outcome of the Town Centre Master Plan	229,500	0	0
Open water safety schemes - signage	2,000	5,000	2,000
Streetly Crematorium - Installation of air conditioning units and refurbishment of public toilets	215,351	0	0
M6 Junction 10 road improvements in partnership with Highways England (grant)	0	650,000	0
Walsall Arboretum Extension and Country Park – infrastructure improvements	0	190,000	0
<i>New Bids</i>			
New rail stations at Willenhall, Darlaston and Aldridge – local 10% contribution to match TfWM investment.	1,000,000	1,000,000	500,000
Yorks bridge – increased funding for construction of replacement bridge	0	0	750,000
A454 Black Country Route carriageway surface treatment to extend lifecycle by c 15 additional years – proposal to utilise chiplock preventative maintenance treatment.	450,000	0	0
Hatherton Road MSCP structural maintenance	200,000	0	0
Willenhall Lane Cemetery Extension / Development of land for burials – current capacity for full burials expected to be maximised by end 2020/21.	832,800	525,600	0
Town Centre Master Plan Development	250,000	0	0
<i>Total Economy and Environment</i>	5,959,651	5,550,600	4,432,000
<i>Resources and Transformation</i>			
<i>Rolling Programme Schemes</i>			
Aids and Adaptations, Preventative Adaptations and Supporting Independence – Assists households to maintain greater independence and live in their homes for longer through providing low cost adaptations, and assistance with community projects to enable residents to access local services. Supports the statutory requirement to provide disabled facility grants (lifts, hoists)	400,000	400,000	400,000
Health through warmth – continuation of project up to March 2020 – to help provide a safety net for those who can't access other funding sources, available as a loan charged on the property that is repaid upon sale or relevant transfer of their home.	75,000	75,000	75,000
<i>Prior Year Approvals</i>			
Procurement of system for Human Resources management and Oracle financials	1,400,000	0	0
Maintaining a safe and secure environment - review of ICT infrastructure including moving data centre and some services to Cloud	2,949,000	0	0

Capital project	2019/20 £	2020/21 £	2021/22 £
Service improvement for single mobile device management solution	51,000	0	0
<i>New Bids</i>			
Willenhall Lane Travellers site pumping station pump replacement	0	44,400	0
ICT telephony – current Cisco Call Manager system will not be supported from May 2021, thus a proposal to move to a microsoft solution supporting the 'cloud' migration programme	0	500,000	0
ICT windows server 2008 upgrade – current system will not be supported from 2020, thus a proposal to move operating systems to support the 'cloud' migration programme	200,000	0	0
CCTV – replacement of 5 cameras and 3 backup – to help with number plate recognition for fly tipping and other anti-social behaviour	150,000	0	0
Civic Centre window replacement – improving energy efficiency	0	0	1,307,025
Civic Centre plumbing – non heating related	0	0	66,600
Council House smoke and heat detection, fire alarm	333,000	0	0
Council House general heating	50,000	1,085,000	1,085,000
Council House fire doors / fire seals	0	55,500	0
Print and design upgraded lighting and ventilation system	24,000	0	0
Council Chamber and Committee Room Audio Visual system, seating refurbishment and Council House reception	200,000	0	0
<i>Total Resources and Transformation</i>	5,832,000	2,159,900	2,933,625
<i>Centrally Held Budgets</i>			
Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year e.g. Asbestos removal, statutory testing, legionella, fire risk, statutory testing of buildings, demolition of redundant buildings, general repair and maintenance	750,000	750,000	750,000
<i>Total Centrally Held budgets</i>	750,000	750,000	750,000
Draft Capital Programme – Council Funded Schemes	13,251,651	8,670,500	8,115,625

Draft Capital Programme 2019/20 to 2021/22 by Directorate – External Funded Schemes

Capital project	2019/20 £	2020/21 £	2021/22 £
<i>Children's Services</i>			
Basic Need - Estimated DfE allocation (grant)	11,981,629	4,000,000	4,000,000
Devolved Formula Capital - Estimated DfE allocation (grant)	534,800	534,800	534,800
Capital Maintenance - Estimated DfE allocation (grant)	2,222,387	2,222,387	2,222,387
Special Provision Fund – pupils with special educational needs – DfE allocation (grant)	319,229	319,229	0
<i>Total Children's Services</i>	15,058,045	7,076,416	6,757,187
<i>Economy and Environment</i>			
M6 Junction 10 road improvements in partnership with Highways England (grant)	14,270,000	0	0
LTP Highway Maintenance Programme – distributed by the Integrated Transport Authority to maintain our highways network (grant)	1,943,000	1,943,000	1,943,000
West Midlands Strategic Transport Plan (STP) 'Movement for Growth' –to address road safety issues, progress the Council's major scheme aspirations, and resource local contribution to approved major schemes.	1,279,000	1,279,000	1,279,000
Growth Deal - The Growth Deal will create the skills, connections and locations for further high value manufacturing success and support growth in the Black Country's automotive, aerospace and construction sectors (grant)	19,044,119	32,948,081	0
National Productivity Investment Fund Programme for junction and cycling improvements (grant) with additional local contribution of £459k in 2018/19 and 2019/20 (50% from Strategic Transport Plan and 50% from council Public Realm funding).	2,601,500	0	0
<i>Total Economy and Environment</i>	39,137,619	36,170,081	3,222,000
<i>Resources and Transformation</i>			
Integrated Community Equipment Store – specialised equipment as part of BCF (grant)	750,000	750,000	750,000
Disabled Facilities Grant – this project directly supports the council's statutory requirement to provide disabled facility grants (DFGs). The project has a direct positive impact on the number and subsequent varied costs to the council from the increasing level of demand for home adaptations (grant).	2,145,000	2,145,000	2,145,000
<i>Total Resources and Transformation</i>	2,895,000	2,895,000	2,895,000
Total Capital Programme	57,090,664	46,141,497	12,874,187

**Draft Capital Programme 2019/20 to 2021/22 by Directorate –
Council Funded Schemes Reserve List**

Capital project	2019/20 £	2020/21 £	2021/22 £
<i>Children's Services</i>			
School classrooms - Requirement for 6 temporary builds due to condition of existing facilities, including utility supply - further to £250k in draft programme.	250,000	0	0
School estate condition surveys - including statutory compliance issues across the primary, secondary and special school estate, to inform a rolling maintenance and school expansion programme - further to £250k in draft programme.	350,000	0	0
<i>Total Children's Services</i>	600,000	0	0
<i>Economy and Environment</i>			
Redevelopment of Walsall Market / Walsall Town Centre Public Realm improvements - pending the outcome of the town centre master plan	TBA	TBA	0
Highway Maintenance Programme – legal responsibility to maintain the highway network – further to £2.6m in draft programme.	200,000	0	0
<i>Total Economy and Environment</i>	200,000	TBA	0
<i>Resources and Transformation</i>			
Aids and Adaptations / Preventative Adaptations and Supporting Independence – further to £400 per annum in draft programme	250,000	250,000	250,000
Health Through Warmth - Tackling Fuel Poverty – further to £75k per annum in draft programme	75,000	75,000	75,000
Alternative model for Supported Accommodation – pending option appraisal currently being completed – potential to be self-financing subject to review	0	2,000,000	2,000,000
<i>Total Resources and Transformation</i>	325,000	2,325,000	2,325,000
Total Council Funded Reserve List	1,125,000	2,325,000	2,325,000

