

## **Cabinet – 26 October 2016**

### **Rebalancing the Budget: Options for Consultation**

**Portfolio:** Councillor S. Coughlan – 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 is complimentary to the Efficiency Plan report which is included elsewhere on tonight's agenda, and which sets out the financial challenge facing the council; provides an updated medium term financial outlook for the four year period 2016/17 to 2019/20; and outlines the council's approach to delivering against much reduced resources.
- 1.2 Rebalancing the Budget: Options for Consultation includes the latest medium term financial outlook for the four year period from 2016/17 to 2019/20 and sets out to rebalance the council's finances over a four year period, to provide ongoing financial stability for the Authority, in a period of great uncertainty.
- 1.3 The 2016/17 budget was approved by Council on 25 February 2016, and is monitored throughout the year to address key risks and pressures as they arise. A number of significant risks and pressures have emerged during 2016/17 that has required action to be taken to limit the council's financial exposure. Further action, however, is likely to be required 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 2017/18 onwards.
- 1.4 The Draft Budget report to be presented to Cabinet in December will cover the four year period 2016/17 to 2019/20, as follows:
  - It will address the current year's position on an ongoing basis, with a revised 2016/17 cash limit being presented, along with
  - Draft proposals in respect of the next three years to 2019/20, to run concurrent with the current Comprehensive Spending Review period (CSR).
- 1.5 This current report concentrates on the remaining CSR period and contains just under £64m of revenue savings options identified to date to address the financial gap, for consideration by Cabinet and onward consultation with the public and stakeholders.

- 1.6 The Council is legally obliged to set a one year balanced budget (2017/18) however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability. A four year plan also provides the council with the opportunity to accept the 2016/17 to 2019/20 Settlement offer from Government, which will bring some guarantee as to the minimum level of core grant that Walsall will receive.
- 1.7 The council's Medium Term Financial Strategy, approved by Cabinet on 15 June 2016, is the framework within which the council's financial planning and management is undertaken. 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 approved by Council on 21 July 2016 have been used to shape the options contained within this report.
- 1.9 Draft options will be distributed to overview and scrutiny committees and stakeholders for consultation and feedback will be reported and used to inform the Draft Budget report to Cabinet in December, alongside the Settlement. 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 8 February 2017 for recommendation to Council, and this will be considered by full Council on 23 February 2017.
- 1.10 This report also provides draft capital resources over the four year period 2016/17 to 2019/20 and capital programme investment. It sets out new capital investment funded from the council's own resources (funded by capital receipts and unsupported borrowing) and externally funded schemes (funded by capital grants). The programme is not yet balanced, and work is ongoing to review capital schemes against available funding, for reporting back to Cabinet on 14 December 2016.

## **2. Recommendations**

Cabinet are requested to:

- 2.1 Approve that Policy saving options for 2017/18 to 2019/20 set out in **Appendix 1** of this report proceed for consultation and equality impact assessment, as required, with feedback on these informing the Draft Budget.
- 2.2 Endorse the Operational savings for 2017/18 set out in **Appendix 2** of this report, and instruct officers to implement these, subject to consultation, equality impact assessment, and any changes arising as a result of the latter two.
- 2.3 Note the Operational savings 2018/19 to 2019/20 set out in **Appendix 2** of this report, and instruct officers to consult on these and carry out equality impact assessments, as required.
- 2.4 Note that the medium term financial gap includes an annual increase in council tax of 3.99% (including a 2% increase ring-fenced to adult social care), 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 gap.

- 2.5 Note the indicative draft capital programme of £59.80m for 2017/18, £32.27m for 2018/19 and £34.23m for 2019/20, whilst recognising that further work is required to identify funding sources and further prioritise schemes to achieve a balanced programme, which will be reported to Cabinet on 14 December 2016.
- 2.6 Refer this report to all overview and scrutiny committees, to enable their comments to be considered by Cabinet on 14 December 2016.
- 2.7 Refer this report and saving options for wider public and stakeholder consultation and for reports on the results to be submitted back to Cabinet to inform the budget as it progresses.
- 2.8 Note that the provisional revenue resources are based on a forecast government grant position, and includes appropriate cost pressures and estimates of other specific grants. This will be confirmed following receipt of our 4 year multi – settlement application. Should the final allocation be less than current estimates, revised options for ensuring a balanced budget will need to be brought back for Cabinet consideration as the budget develops and information is published.
- 2.9 Note that the level of contingency funds and general reserves will need to be in line with the levels set out with the council's medium term financial strategy, the final level to be based on a detailed risk assessment which will be reported to Cabinet in February 2017.
- 2.10 Note and approve the consultation arrangements and reporting timeline back to Cabinet, and that the findings from service change consultation be used alongside other feedback and available data by Cabinet as it further develops the council's 2017/18 draft corporate revenue and capital budget.

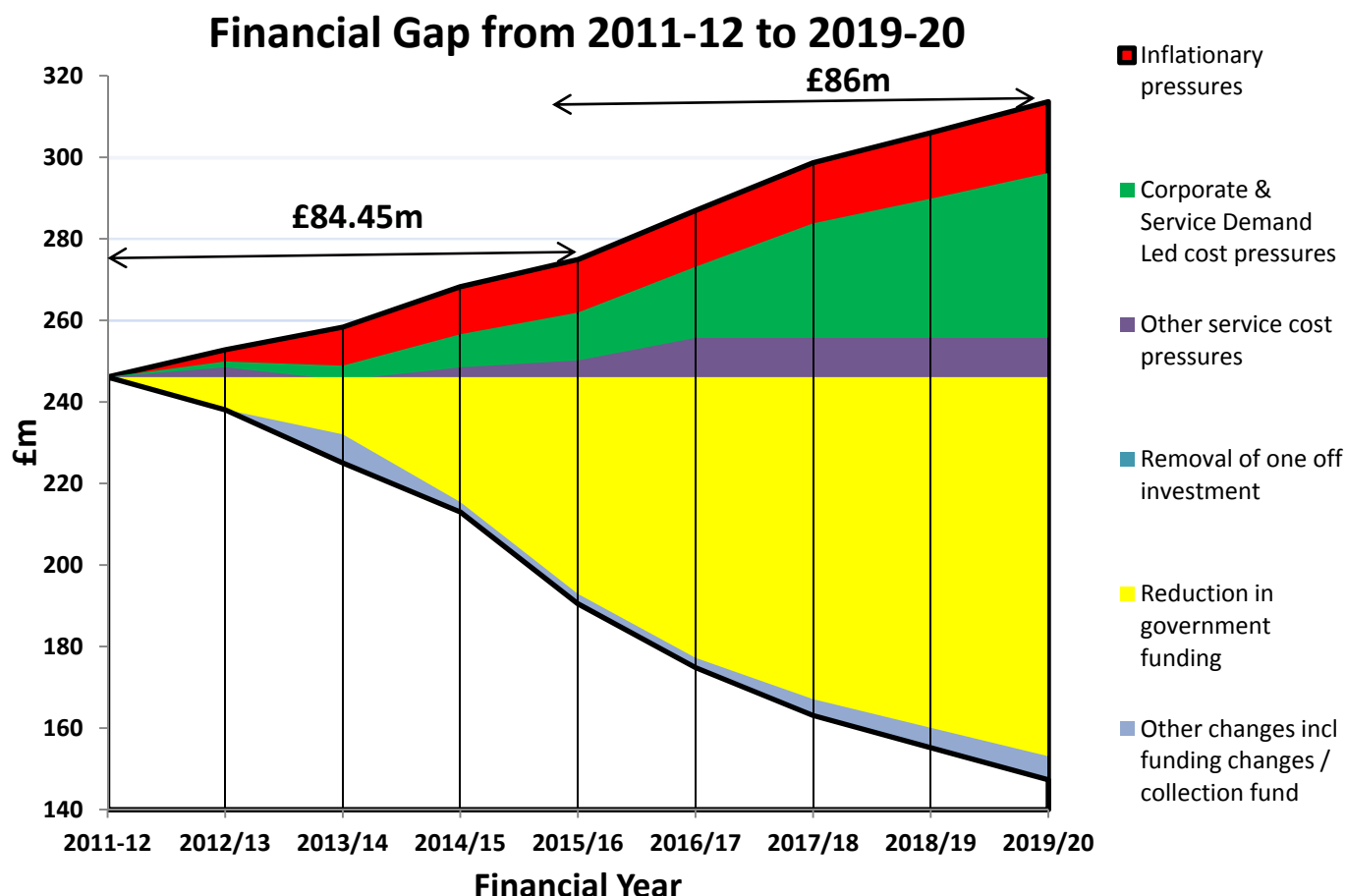
### **3. Report detail**

- 3.1 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 22 November to 13 December 2016, and feedback to Cabinet on 14 December 2016.
  - Service change consultation to be undertaken from October onwards and to be reported back as each are finalised to allow Cabinet the time to consider the responses and take them into account in the formulation of their budget recommendations.
  - General consultation, as required, between October and December 2016.
  - Cabinet on 14 December 2016 to consider the draft budget, informed by consultation responses and equality impact assessment outcomes to date; the draft Government grant settlement; and draft capital programme.
  - Consultation with national domestic rate payers on the draft budget December to January.
  - Council tax base to be approved by the Chief Finance Officer by January 2017.

- Budget briefings for political groups and independent members.
- Receipt of the final settlement late January / early February 2017.
- Recommendation of the final budget, in light of consultation and the final settlement, by Cabinet on 8 February 2017
- Council set the final budget and council tax levels on 23 February 2017.

### 3.2 Walsall's Financial Context

The council, as with all local authorities, is experiencing significant financial challenges. Since the emergency budget of 2011/12, the council has reduced its spending by £84m, and needed to save a further £86m in the CSR period from 2016/17 to be able to balance the budget by 2019/20. The graph below illustrates the projected widening gap in finances from 2011/12, as a combination of reducing funding and increasing costs. It is clear that funding for key priorities will be significantly diminished and the council will not be able to sustain services at the current level. Further detail is provided in section 3.4 and 3.5.



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, quoting a 28% reduction in funding to local authorities. This has continued following government Spending Reviews in 2010 and 2013, and one year spending rounds for both 2015/16 and 2016/17. This is expected to continue in our plans to 2019/20. Total reductions in central Government funding for the seven years from 2011/12 to 2015/16 for Walsall equate to c38%.

### 3.3 Medium Term Financial Outlook

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
- 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

Key financial planning assumptions within the current MTFO include:

- Core government funding as published in February 2016, for the four year period, adjusted for actual growth in business rates retention for 2016/17
- Business rate income assumed to be inflated broadly in line with CPI, flexed each year
- A council tax increase of 3.99% in 2016/17 and in each of the three years to 2019/20, of which 2% is ring-fenced to adult social care
- An annual increase in the council tax base, subject to council tax support
- Council tax collection rate of 98%
- Benchmarked increases in fees and charges, flexed for local conditions
- Full cost recovery of traded services
- Inflationary increases for contractual inflation, in line with contract terms and conditions
- Full provision for pay, living wage and pension costs, including increases arising from the 2016 pension valuation and government pay policy and changes
- Provision for investment in key services, including significant provision for increasing demand in adult social care services
- Opening general reserves in line with the council's medium term financial strategy

The latest medium term financial outlook (MTFO) identified a financial gap of c£86m for the four years to 2020, as follows;

Financial Gap					
	2016/17 Original £m	2016/17 Revised £m	2017/18 £m	2018/19 £m	2019/20 £m
Annual Financial Gap	25.37	6.00	30.56	14.39	9.23
<b>Cumulative Gap</b>	<b>25.37</b>	<b>31.37</b>	<b>61.93</b>	<b>76.32</b>	<b>85.55</b>

### 3.4 Council Tax Requirement 2016/17 to 2019/20

The predicted change in council tax requirement from 2016/17 to 2019/20 is shown in the table below.

Council Tax requirement 2016/17 – 2019/20				
	2016/17 * £m	2017/18 £m	2018/19 £m	2019/20 £m
<b>Council tax Requirement</b>	<b>93.70</b>	<b>100.99</b>	<b>135.90</b>	<b>154.81</b>
<i>Cost Pressures:</i>				
Contractual / Living Wage	0.83	2.28	2.23	2.17
Pay / Pensions	3.90	9.34	4.13	4.16
Demand / Demographic	19.58	11.58	6.04	1.11
Other service cost pressures	1.39	1.70	0.09	0.18
Corporate pressures	(0.84)	1.82	3.38	1.50
Base budget adjustment	(5.45)	0.00	0.00	0.00
Savings approved for 2016/17 (Feb 16)	(25.11)	0.00	0.00	0.00
Investment to deliver savings	1.39	0.00	0.00	0.00
Changes to Grant / Income	1.30	(6.27)	(5.78)	(1.67)
<i>Funding changes:</i>				
Revenue Support Grant	15.02	12.00	8.07	8.14
Business Rates	(0.29)	3.99	(0.52)	(0.53)
Top Up grant	(0.28)	(0.66)	(1.00)	(1.13)
Collection fund (surplus) / deficit	(2.89)	3.40	0.00	0.00
Use of reserves – Looked after Children	0.00	(1.00)	1.00	0.00
Use of reserves – Growth programme	0.00	(1.27)	1.27	0.00
Use of reserves – Other	(1.26)	(2.00)	0.00	0.00
<b>Revised Council Tax Requirement</b>	<b>100.99</b>	<b>135.90</b>	<b>154.81</b>	<b>168.74</b>
Funding available		105.34	109.87	114.57
<b>Cumulative Funding Gap</b>	<b>-</b>	<b>30.56</b>	<b>44.94</b>	<b>54.17</b>
<b>Annual Funding Gap</b>	<b>-</b>	<b>30.56</b>	<b>14.38</b>	<b>9.23</b>
Council Tax Increase – General	1.99%	1.99%	1.99%	1.99%
Council Tax Increase – Adult Social Care	2.00%	2.00%	2.00%	2.00%

*\*As approved by Council February 2016, unadjusted for current in year pressures*

### 3.5 Summary of assumptions made in the financial plan shown above

The following key assumptions are included and are based on best professional estimates:

1. *Provision for pay and pensions (Corporate Cost pressure);*
  - 1% pay increase per annum and provision for pay increments
  - Provision for the national living wage
  - Impact of pension auto-enrolment and tri-annual employer pensions contributions based on the latest valuation information
  - Increase in national insurance employers contributions following government policy changes
2. *Inflationary pressures (Corporate Cost pressure);*
  - Provision for contractual increases including utilities, care packages, etc.
  - No provision for general inflation – services are required to manage this within existing budgets
3. *Demographic changes within Adult Social Care and Children's Services (Corporate and Demand Led Cost pressures) ;*
  - Increases in placement costs for Looked after children
  - Increased social workers to manage down caseloads
  - Increased care package costs within Adult Social Care arising from an increased ageing population and the pressure from hospital admissions
4. *Other cost pressures (Other Service Cot Pressures);*
  - Ongoing shortfalls in income for planning, markets, and building design fees
  - Review of maintenance costs for council buildings
  - Provision for the Government imposed new apprenticeship levy to be paid from April 2017
5. *Changes in Government funding;*
  - There remains considerable uncertainty in respect of the amount of income we will receive in Government funding from 2017/18 onwards, despite the offer of a multi-year settlement. The Autumn Statement planned for 23 November 2016 is expected to outline Government spending plans for 2017/18 and future years. This is also expected to be reflected in the council's application to take up the Government offer of a 4 year multi-settlement, submitted on 13 October 2016
  - A report elsewhere on tonight's agenda recommends that Walsall be part of the West Midlands Combined Authority (WMCA) 100% business rate retention (BRR) pilot. Government has indicated that this will be at 'no detriment' to participating authorities; however there remains some uncertainty as to the final impact of full BRR. Walsall is a significant top up authority (meaning we are a net drawer from the central element of the business rates funding, receiving £33.4m in grant in 2016/17). The pilot should allow us to assess this impact quicker than we would otherwise be able to.
  - Uncertainty surrounds the future treatment of the Better Care Fund (BCF) and Public Health grants, the latter currently being consulted on with respect to being subsumed within the BRR scheme by 2020. There continue to be

reports (unsubstantiated so far) that BCF may reduce or be subsumed into other funding streams. The combined value of these by 2020 is £50m, therefore, any significant shift or reduction will have major consequences for the authority and require a full review of our MTFP assumptions

- Comparison of actual business rates income compared with what the Government anticipate the council to collect, along with provision for appeals against rate valuations, shows that actual income is lower than Government estimates. As 100% BRR is implemented, so the risk to the council increases, as the council will be required to fund the full cost of appeals, which have proved a significant cost to councils' to date

#### 6. *Changes in other specific grants, fees and charges*

- New Homes Bonus - predicted reduction of £1.95m over the next 3 years as the grant will be paid over a reduced period from 6 to 4 years.
- Public Health - predicted reduction of £1.4m over the next 3 years – see comments above concerning further risk
- DSG - allocated based on schools funding formula - to be paid directly to schools from 2019/20
- 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 unless informed otherwise.
- Forecast £10m increase in BCF expected from 2016/17 to 2019/20 – see comments above concerning risks

### 3.6 Council Tax

The financial forecast assumes an ongoing increase of 3.99% in council tax, to remain within existing referendum levels, 2% of which is allocated as a precept to fund Adult Social Care services.

### 3.7 Council Tax Support

In 2013, council tax benefit grant was replaced with a localised council tax reduction scheme to be administered by local authorities. The funding also transferred from grant to revenue support grant, and at the same time, a 10% reduction was applied. The cost of providing this is reflected in a reduced council tax base and this therefore reduces the level of income collectable from council tax. The scheme, currently offering a 25% reduction to eligible council tax payers, represents a significant cost to the council. A report on the scheme was presented to Cabinet in September and options are currently being consulted on around the level of discount applied, for inclusion as part of the budget from 1 April 2017.

### 3.8 Efficiency Plan Savings Requirement

As stated above, 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 requirement to make changes to service delivery to meet a significant four year funding shortfall of £86m as follows:



<b>Financial Gap 2016/17 to 2019/20</b>					
	<b>2016/17 Original £m</b>	<b>2016/17 Revised £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Annual Financial Gap	25.37	6.00	<b>30.56</b>	<b>14.39</b>	<b>9.23</b>
<b>Cumulative Gap</b>	<b>25.37</b>	<b>31.37</b>	<b>61.93</b>	<b>76.32</b>	<b>85.55</b>

Savings of £25.37m were identified and approved by Council on 25 February 2016, resulting in a balanced budget for 2016/17. The current year's financial position is reported regularly to Members, alongside actions to address any pressures and resulting overspends. During 2016/17, a number of new, ongoing cost pressures have arisen, resulting in a revised budget requirement for 2016/17 of a further £6m. This is after the identification and implementation of corrective action across the council. As such, it is proposed to address these pressures in 2016/17 through production of revised estimates, with any balance being funded from general reserves. Revised estimates will be reported to Cabinet on 14 December 2016, alongside the draft budget for the remaining three years (2017/18 to 2019/20) of the Efficiency Plan period, therefore incorporating.

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 Chief Finance Officer).
- The use of unringfenced grant – it is assumed that all unringfenced grant be pooled to support the corporate good, unless Cabinet approve otherwise during the budget process.
- Stakeholder consultation and lobbying.

### 3.9 Savings Options

The Draft Budget report to be presented to Cabinet in December will cover the four year period 2016/17 to 2019/20, as follows:

- It will address the current year's position on an ongoing basis, with a revised 2016/17 cash limit being presented, as identified above, along with
- Draft proposals in respect of the next three years to 2019/20, to run concurrent with the current Comprehensive Spending Review period (CSR).

In order for Cabinet to produce their four year plan, savings options require identification and consultation. This report contains revenue savings options identified to date to address the financial gap, for consideration by Cabinet and onward consultation with the public and stakeholders prior to Cabinet presenting their four year draft budget in December.

During 2016/17, services have been working on options to meet the forecast financial shortfall in funding over the next four years, including the need to find savings of £30.56m in 2017/18, whilst maintaining and optimising as far as possible, front line services to the public. In reviewing savings options, reviews of income and fees and charges have also been undertaken. c£63.75m of savings options are included within this report, categorised as follows:

- **Demand management (c£10.7m of options)** – reducing and eliminating as far as possible, avoidable demand (caused by the council not doing something or not doing it right); delivering better outcomes to residents and communities by better targeting support and services to where they are most needed, and developing residents' independence and community resilience, with a further benefit of saving money through achieving operational and financial efficiencies by:
  - Removing duplication and waste
  - Enabling customers to serve themselves
  - Targeting resources, and aligning supply more closely to demand
- **Channel shift (c£5m)** – use of digital technology, with a decreasing dependence on face to face service contact (other than for the vulnerable) and a roll out of digital solutions for contact with the council. This will be delivered alongside a consolidation of customer contact centres to support the provision of accessible, efficient contact at reduced cost.
- **Review and redesign of services (c£13.2m)** – aimed at rebalancing the relationship between the council and its citizens, so the council can target its scarcer resources on the most vulnerable. Partnership working, and the voluntary and community sector are key to this. This element of the programme also includes building on emerging locality models across services.
- **Reducing costs:–**
  1. either through efficiencies (c£19.8m) or
  2. stopping or decommissioning certain non-statutory services and functions (c£6.6m) or through
  3. Back office savings (c£1.7m)

It is recognised that the council can no longer provide universal services to all and some services must be targeted to those most in need, meaning in some instances, the council will no longer provide some services by 2020 or will provide them in a different way.

- **Income maximisation (c£6.7m)** – through fees & charges, an increased commercial approach to traded services, growth dividends (increasing Business Rates, New Homes Bonus through stimulating regeneration in the economy), and better use of assets, through both investment and divestment of assets.

### 3.10 Draft savings options are split into two:

1. **Policy Options** - 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. The "Policy Options" are as shown in **Appendix 1**.
2. **Operational Options** – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies – the list of options shown in **Appendix 2**.

The outcome of consultation to date will be reported to Cabinet on 14 December 2016 and during December and January as feedback is received, for consideration towards the final draft budget to be recommended to Council on 23 February 2017. 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.

Further details for individual policy options are available on the council's management information system (CMIS – 26 October 2016 Cabinet meeting, alongside this report) and on the council's budget consultation pages on the website.

### 3.11 Corporate Savings

In addition to service specific savings, the council must look at all areas of saving, including those relating to employee terms and conditions. £2m of changes have been consulted on and were approved by Personnel Committee on 28 June 2016, and these take effect from 2017/18. As the council goes through a period of unprecedented change, roles and responsibilities will continue to be reviewed to ensure people are paid correctly against the criteria agreed with staff representatives, and to ensure that criteria remains relevant in an ever-changing environment.

Additionally, £670k of senior management savings are included within the operational list, reducing the number and cost of senior management across the organisation.

### 3.12 Transformation Programme

The council is currently re-establishing a transformation programme, with the following specific pieces of work being prioritised to inform the 2016/17 to 2019/20 savings plan and ensure successful delivery of a number of key savings. The programme will also establish structure and consistency in how the council approaches transformation:

- Channel shift – as indicated above, the roll out of digital solutions for contacting with the council. Current estimates suggest a saving of up to £5m, commencing in 2019/20, which has been included within the total savings options figure of £63.7m. Work has commenced on this and a road map of potential quick wins and longer term improvements will be finalised by the end of the financial year, alongside an implementation plan.
- Commissioning and Business Intelligence – A review, aimed at improving commissioning arrangements by adopting a more holistic approach, reduction

of any duplication and improving the quality of information provided to inform decision making.

- Looked After Children (LAC) Review – A review of the end to end processes and partnership arrangements and recommendations for change and delivery of LAC savings
- Social Care contributions, including an end to end process review, analysis of the customer experience and report a recommendations for change

### 3.13 Capital Programme

Capital programme resources are limited. The financing for capital expenditure on new investments 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. The current capital programme for 2016/17 was approved in February 2016, with the draft programme for 2017/18 onwards summarised as follows, subject to finalisation of schemes against council priorities and available funding -

<b>Capital Programme Spend</b>				
	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Capital Spend	72.33	59.80	32.27	34.23

More and more pooling of funds is taking place regionally which requires greater collaborative working between local authorities at a regional and sub-regional level, through the Local Enterprise Partnership, etc. The WMCA and Devolution deal is in implementation phase, with a negotiated gain share of £36.6m per annum.

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.

In the Spending Review 2015, the government announced that to support local authorities to deliver more and sustainable services, it would allow authorities to spend up to 100% of their capital receipts on the revenue costs of reform projects. In order to qualify, a "Flexible use of Capital Receipts Strategy" should be produced and reported to Council for approval. It should list each project that plans to make use of the capital receipts flexibility, and, on a project by project basis, details of the expected savings/service transformation. The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years. Consideration will be given to Walsall's use of this approach and a Strategy reported to Council accordingly in February 2017 as part of the Budget setting papers.

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.

Despite the above difficulties, significant investment is anticipated over the four years 2016/17 to 2019/20. Based on capital bid submissions, the draft capital programme is currently over-subscribed. However, work is currently ongoing to review capital schemes against council priorities and available resources, and the outcome will be reported to Cabinet on 14 December 2016.

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

The table below shows the draft capital programme against predicted available resources, subject to further review.

<b>Draft Capital Programme</b>				
<b><u>Anticipated Capital Resources</u></b>	<b><u>2016/17</u></b> <b><u>£m</u></b>	<b><u>2017/18</u></b> <b><u>£m</u></b>	<b><u>2018/19</u></b> <b><u>£m</u></b>	<b><u>2019/20</u></b> <b><u>£m</u></b>
Capital Receipts	1.50	1.50	1.50	1.50
Unsupported Borrowing	7.05	5.40	5.40	5.40
Earmarked capital receipts	0.00	0.55	0.00	0.00
Revenue contribution to capital	1.10	0.04	0.04	0.04
Uncommitted previous years underspends	1.72	0.00	0.00	0.00
Use of Reserves / contingency	0.48	1.10	0.00	0.00
<b><i>Total council resources</i></b>	<b><i>11.85</i></b>	<b><i>8.59</i></b>	<b><i>6.94</i></b>	<b><i>6.94</i></b>
External Funding	60.48	36.67	21.31	25.90
<b><i>Total Estimated Resources</i></b>	<b><i>72.33</i></b>	<b><i>45.26</i></b>	<b><i>28.25</i></b>	<b><i>32.84</i></b>
<b><u>Capital Bids</u></b>				
Prior Year Approvals	2.98	1.61	1.21	0.00
Rolling Programme Schemes	4.99	5.10	5.10	5.10
New capital bids	3.13	15.67	3.90	2.48
Council wide essential works bids	0.75	0.75	0.75	0.75
<b><i>Total council funded schemes</i></b>	<b><i>11.85</i></b>	<b><i>23.13</i></b>	<b><i>10.96</i></b>	<b><i>8.33</i></b>
External Funding	60.48	36.67	21.31	25.90
<b>Total draft capital programme</b>	<b>72.33</b>	<b>59.80</b>	<b>32.27</b>	<b>34.23</b>
<b>Funding shortfall (surplus)</b>	<b>-</b>	<b>14.54</b>	<b>4.02</b>	<b>1.39</b>

#### 4. Council 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:

- Give every child the best start in life
- Enable 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
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill-health prevention

The financial constraints the council must operate within mean 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. 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 2017/18 and beyond, despite the Government's offer of a 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 2017. 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. At this point in time, prior

to receipt of the government settlement, consultation feedback and equality impact assessment outcomes, the 2016/17 to 2019/20 four year plan is balanced.

## **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 policy development.

## **10. Staffing implications**

- 10.1 There will be significant 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 we have had 'due regard' to the aims of the equality duty in our decision making
  - consider ways of mitigating or avoiding any adverse impacts.
- 11.4 The council uses the 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 will 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 will be developed to show how this will be mitigated or in exceptional circumstances, justified. EqIAs will be considered by Members prior to any decision being made as to the final proposal 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 options may have on individuals and communities.
- 12.3 Initial findings from consultation will be presented to Cabinet in December 2016. There is a further opportunity for decision makers to consider feedback from consultation informally in January prior to Cabinet recommendations to Full Council in February 2017.

### **Summary of Appendices:**

- |   |   |         |
|---|---|---------|
| 1 | Summary of revenue policy savings options by portfolio for consultation | Page 18 |
| 2 | Summary of revenue operational savings options by portfolio             | Page 23 |



**Background papers:** Various financial and working papers.

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James Walsh  
Assistant Director – Finance (CFO)

18 October 2016



Councillor S. Coughlan  
Leader of the Council

18 October 2016

## APPENDIX 1

### SUMMARY OF REVENUE POLICY SAVINGS BY PORTFOLIO FOR CONSULTATION

These are supported by policy papers (where stated in the table), found on the Council's consultation pages on its website and also on CMIS (26 October 2016 Cabinet meeting). Year 1 and 2 options are to be consulted on. For year 3 options, no policy document is required, as these options require further workup prior to formal consideration.

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £	Policy paper
Leader of the Council Portfolio					
1	Charging for Deputyships	30,000			Yes
2	Charging for Appointeeships		15,000		Yes
3	Apply decrease to Members allowances at same level as decrease in staff pay. <b>*Requires a Council decision to implement.</b>	7,055			No *
Children's Service and Education Portfolio					
4	Review and develop children centre service as part of a 0-19 Early Help locality model	208,126			Yes
5	Review demand for transport from children with special education needs and disabilities (SEND)	100,000			Yes
6	Review demand for SEN transport. More provision of Special School Places will reduce transport and existing travel costs			200,000	N/A
7	Review demand for Out of Borough SEN short breaks	130,000			Yes
8	Review and reduce short breaks	100,000	100,000		Yes
9	Reduction of spend on Looked after Children including those in Out of Borough Placements		300,000	600,000	Yes
10	Review and reduce Looked after Children numbers and associated costs	680,044	462,044	1,223,044	Yes
11	Review and reduce Children's Social Care contact service	64,000	64,000		Yes
12	Reduce or identify alternative contribution for Children's Safeguarding Board		58,035	58,035	Yes
13	Review and reduce Youth Services and align functions to the 0-19 Early Help locality model	266,500	421,301	110,572	Yes
14	Cease or identify alternative funding to support School Improvement Service	235,599	271,198	135,599	Yes
Clean and Green Portfolio					
15	Every other week bin collections – <b>Decision approved by Cabinet 16 December 2015</b>	460,500			N/A

<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>Policy paper</b>
16	Reduction in Public Health investment to lifestyle services	45,000		205,000	Yes
17	Introduce charging for garden waste collections		300,000		Yes
18	Reconfigure recycling collections to introduce 'Twin stream' collections		150,000		Yes
19	Review HWRC site and Transfer Station provision			137,772	N/A
20	Reduction in grass cutting - large areas	27,312			Yes
21	Consider cessation of bowling green and cricket wicket provision	58,464			Yes
22	Reduction in herbicidal weed spraying of highways	23,750			Yes
23a	Reduction in Street Cleansing service	250,000			Yes
23b	Further reduction in Street Cleansing service	182,907			Yes
24	Further review of waste collection arrangements			500,000	N/A
25	Reduce grass cutting on highway verges in rural areas	49,702			Yes
26	Reducing green waste collection season by 1 month	30,000			Yes
27	Reduction of one tree gang	60,000			Yes
<b>Community, Leisure and Culture Portfolio</b>					
28	Consider withdrawal of contract with Walsall Voluntary Action (WVA)			168,795	N/A
29	Cease funding to Relate Walsall and First Base Walsall	7,500	22,500		Yes
30	Consider withdrawing funding to Community Associations	247,900			Yes
31	Remove Cohesion non staffing budget	74,356			Yes
32	Option for redesign of Library service	2,900,000			Yes
32a	Option 1 – move to a single library, home delivery and mobile service, combined with Leather Museum and Local History Centre on a single site				Yes
32b	Option 2 – invite options for a number of libraries based on viability (cost, access, usage, social and economic need) to include home and mobile service				Yes
32c	Option 3 – alternative solution within available budget				Yes
33	Relocate Leather Museum into Lichfield Street Central Library with Local History Centre	85,720	85,715		Yes
34	Relocate Local History Centre into Lichfield Street Central Library with Leather Museum	93,405	93,405		Yes

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £	Policy paper
35	Removal of the council's revenue subsidy to the Forest Arts	100,000	100,000	185,816	Yes
36	Removal of the council's revenue subsidy to the New Art Gallery	100,000	(20,000)	390,000	Yes
37	Additional income from Active Living to fully recover costs of Darlaston Pool and Walsall Gala baths		519,383	783,559	Yes
38	Create a Local Authority Trading company, initially to manage Active Living sports sport and leisure services <i>* Separate Options Appraisal required for Cabinet Consideration</i>	175,000	175,000		No*
39	Change to provision of out of hours for Community Protection service	22,370			Yes
40	Review of the operation of the council's pest and animal control service to control demand, target resources more effectively and increase income	20,000			Yes
Health Portfolio					
41	Reduction in Public Health investment in drug and alcohol treatment services	143,000	250,000	500,000	Yes
42	Re-procurement of lifestyle services	260,000			Yes
43	Reduction in Healthy Child 5-19 in school services	125,000		100,000	Yes
44	Re-commissioning of 0-5 services	100,000		400,000	Yes
45	Reduce scope of healthy lifestyles services			250,000	N/A
46	Cease all Public Health investment in adult weight management programmes	175,152			Yes
47	Reduction of Public Health Stop Smoking services	200,000	200,000		Yes
48	Cease falls prevention service			295,000	N/A
49	Reduce capacity in sexual health services			500,000	N/A
50	Reduce scope of infection control services		20,000	20,000	Yes
51	Reduction in the Public Health Transformation Fund investment in domestic abuse services	50,000			Yes
Personnel and Business Support Portfolio					
52	Cease retirement awards	26,000			Yes
53	Consider alternative funding for category 2 school crossing wardens	85,000			Yes
Regeneration Portfolio					
54	Energy saving from major street lighting invest to save <i>* Separate Options Appraisal required for Cabinet Consideration</i>		50,000	450,000	No*
55	Reduction in the mtce of road signs	15,000		64,000	Yes

<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>Policy paper</b>
56	Reduced maintenance of road drainage following pilot on drainage and streams			72,000	N/A
57	Reduced maintenance road markings			31,500	N/A
58	Reduction in highways maintenance resulting from the re-procurement of the Highway Maintenance contract	150,000			Yes
59	Additional reduction in Highways maintenance revenue budgets		100,000		Yes
60	Increase cost of parking permits	6,000	6,000	6,000	Yes
61	Increasing Town Centre off street Parking Charges	15,000			Yes
62	Introduction of an additional charge for vehicle dropped crossings to cover the costs of preparing quotations	10,000			Yes
63	Introduction of a street and roadworks permit scheme		100,000		Yes
64	Redesign and reduce the traffic management function		75,000		Yes
65	Reduction in the reactive Highways maintenance budget	50,000			Ye/A
66	Merge Strategic Planning team with those of other Councils		100,000		Yes
67	Reduction in Economic Development			243,644	N/A
68	Stop cleansing after markets / collecting and disposing of market traders waste	175,000			Yes
69	Increase district centres market fees	35,000			Yes
70	Cessation of landscape service	40,000			Yes
71	Removal of all economic intelligence services			60,000	N/A
72	Significant reduction in Economic Development capacity			100,000	N/A
73	Review of investment portfolio			500,000	N/A
<b>Social Care Portfolio</b>					
74	Combined Welfare Rights service, Housing Advice and Crisis Support	200,000			Yes
75	Closure of banking hall in Civic Centre	100,000			Yes
76	Reduction in grant to Citizens Advice Bureau	132,458	45,966	66,191	Yes
77	Consider cessation of Adult Social Care Universal Services	1,111,505	1,099,521	30,000	Yes
78	Review of respite and day services	800,048			Yes
79a	Improving demand management for Adult Social Care	1,718,750	3,062,500	1,218,750	Yes
79b	Improving demand management for Adult Social Care		1,145,833	2,854,167	Yes
80	Housing and Care 21	137,000	295,000	590,000	Yes

<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>Policy paper</b>
81	Removal of jointly funded vacant posts	826,627			Yes
82	Introduce an interim charge for community based services	474,894			Yes

## APPENDIX 2

### SUMMARY OF REVENUE OPERATIONAL SAVINGS BY PORTFOLIO FOR CABINET APPROVAL

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £
<b>Leader of the Council Portfolio</b>				
83	Increase in income by the Insurance team	40,678	26,313	
84	Dividend review – Birmingham Airport	419,835	304,453	311,437
85	Treasury management – review of debt portfolio	85,646	173,855	
86	Treasury management – rescheduling of existing borrowing	420,000	(80,000)	(160,000)
87	Review and restructure in Finance and Financial Administration	309,191	65,472	65,003
88	Review of staffing in Legal Services	45,396	31,612	31,340
89	Review of Internal Audit Contract	13,000		
<b>Children's Services and Education Portfolio</b>				
90	Reduce administrative support	217,952	333,010	403,313
91	Review and reduce Early Help 0-19 model			100,000
92	Restructure business intelligent functions	100,000		
93	Review demand for SEN short breaks		23,000	140,000
94	Review and reduce Children's Social Care Provider Services	130,000		
95	Reduce agency social workers	494,000	227,000	227,000
96	De-layering Children's Services management	405,596	193,135	43,135
97	Review and reduce Children's Social Care Workforce Training & Practice Development	97,256		44,744
98	Redesign and reduce School Support Services	72,924		
99	Review and reduce Children's Youth Justice Services or identify alternative contributions		50,000	50,000
100	Increase income from traded activity within Information, Advice and Guidance Services	50,000		
101	Redesign and reduce School Support Services – charging of DBS checks	77,000		
<b>Clean and Green Portfolio</b>				
102	Redesign of management roles	56,216		
103	Reduction in management	37,451		
104	Removal of one post within Strategy Management	88,743		
105	W2R PFI contract income	270,000		
106	Waste collection 4 day working week over a Monday to Friday	146,190		
107	Service redesign – Operational Team Leaders	14,000	7,000	
108	Reduction of Operational Manager		48,410	
109	Efficiency savings within Clean and Green	45,000		
110	Changes to working practices – legal HGV driver maintenance checks	60,000		
111	Reduction in grounds winter maintenance works	120,000		

<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
112	Fleet services redesign			40,000
113	Charging for tipping at Fryers Road transfer station – private businesses		5,000	
114	Environmental enforcement	10,000		
<b>Community, Leisure and Culture Portfolio</b>				
115	Removal of post to support community development to the voluntary sector	12,058		
116	Reduce Community Safety non staffing budget	15,000		
117	Restructure Area Management and Town Centre Management	50,000		
118	Remove council subsidy to the Creative Development Team	66,998		
119	Increase bereavement fees (10% for cremations, 3% for burials)	20,000		
120	Increase Crematoria fees further (8%/6%/6%)	240,000	180,000	180,000
121	Registrars to cover all direct costs by 2018/19	20,000	20,000	30,000
122	Cemeteries management restructure			70,000
123	Additional income from the Active Living Centres	875,444		
124	The Sports Development team to become self sustaining	61,934		
125	Staff savings within regulatory / enforcement		100,000	100,000
126	Building Control management restructure	25,000	25,000	22,000
<b>Health Portfolio</b>				
127	Staff savings in Sports and Leisure	42,000		
128	Staff savings in Public Health	40,000		102,000
<b>Personnel and Business Support Portfolio</b>				
129	Management review within Integrated Facilities Management	62,392		
130	Reduce Trade Union facility time	81,000		
131	Restructure of Human Resources	546,491	101,470	102,197
132	Review of Human Resources contracts	21,000		
133	Efficiency savings within ICT	171,304	60,321	
134	Efficiency savings across Procurement	8,860	8,783	17,340
135	Contracts review	1,000,000		
<b>Regeneration Portfolio</b>				
136	General efficiencies within Planning, Engineering and Transportation			10,000
137	Full year effect of re-procuring highways maintenance contract		50,000	
138	Restructure lighting maintenance support		14,000	
139	Reduction in highways maintenance asset management budget	15,000		
140	Introduce new Asset Management practices		25,000	25,000
141	Reduction in the Pollution Control supplies and services budget	10,000		
142	Review charges for the naming and numbering service	10,000		



<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
143	Review of Pollution Control service and reduction in resource	15,000		
144	Further review of Pollution Control		42,000	
145	Review arrangements for winter service salt purchase	15,000		
146	Review of parking warden contract	25,000		
147	Parking warden contract re-procurement			50,000
148	Traffic signal energy efficiencies	1,000		
149	Deletion of vacant post in highways maintenance service	42,000		
150	Lighting PFI budget one off contribution	100,000		(100,000)
151	One off use of bus lane enforcement reserve	50,000	(50,000)	
152	Use of grant reserves to replace LLPG ICT costs for one year only	20,000	(20,000)	
153	Staffing review within Development and Delivery	101,930		
154	Management reduction in Development and Delivery	61,086		
155	Reductions in services provided by Economy & Environment Directorate Support	60,000	61,000	50,000
156	Reduction in senior management capacity		100,000	100,000
157	Asset Management review	100,000	350,000	350,000
<b>Social Care Portfolio</b>				
158	Review and restructure across Money Home Job	673,679	300,000	764,000
159	Removal of vacant posts and restructure of staffing across Adult Social Care	495,303		
160	Restructure of management within Safeguarding	80,212		

## SUMMARY OF REVENUE POLICY SAVINGS BY PORTFOLIO FOR CONSULTATION

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £	Page No.
Leader of the Council Portfolio					
1	Charging for Deputyships	30,000			1
2	Charging for Appointeeships		15,000		3
3	Apply decrease to Members allowances at same level as decrease in staff pay. <b>*Requires a Council decision to implement.</b>	7,055			N/A
Children's Service and Education Portfolio					
4	Review and develop children centre service as part of a 0-19 Early Help locality model	208,126			5
5	Review demand for transport from children with special education needs and disabilities (SEND)	100,000			10
6	Review demand for SEN transport. More provision of Special School Places will reduce transport and existing travel costs			200,000	N/A
7	Review demand for Out of Borough SEN short breaks	130,000			15
8	Review and reduce short breaks	100,000	100,000		18
9	Reduction of spend on Looked after Children including those in Out of Borough Placements		300,000	600,000	22
10	Review and reduce Looked after Children numbers and associated costs	680,044	462,044	1,223,044	26
11	Review and reduce Children's Social Care contact service	64,000	64,000		30
12	Reduce or identify alternative contribution for Children's Safeguarding Board		58,035	58,035	35
13	Review and reduce Youth Services and align functions to the 0-19 Early Help locality model	266,500	421,301	110,572	40
14	Cease or identify alternative funding to support School Improvement Service	235,599	271,198	135,599	45
Clean and Green Portfolio					
15	Every other week bin collections – <b>Decision approved by Cabinet 16 December 2015</b>	460,500			N/A
16	Reduction in Public Health investment to lifestyle services	45,000		205,000	50
17	Introduce charging for garden waste collections		300,000		53
18	Reconfigure recycling collections to introduce 'Twin stream' collections		150,000		58

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £	Page No.
19	Review HWRC site and Transfer Station provision			137,772	N/A
20	Reduction in grass cutting - large areas	27,312			63
21	Consider cessation of bowling green and cricket wicket provision	58,464			68
22	Reduction in herbicidal weed spraying of highways	23,750			72
23a	Reduction in Street Cleansing service	250,000			75
23b	Further reduction in Street Cleansing service	182,907			N/A
24	Further review of waste collection arrangements			500,000	N/A
25	Reduce grass cutting on highway verges in rural areas	49,702			79
26	Reducing green waste collection season by 1 month	30,000			84
27	Reduction of one tree gang	60,000			88
<b>Community, Leisure and Culture Portfolio</b>					
28	Consider withdrawal of contract with Walsall Voluntary Action (WVA)			168,795	N/A
29	Cease funding to Relate Walsall and First Base Walsall	7,500	22,500		93
30	Consider withdrawing funding to Community Associations	247,900			95
31	Remove Cohesion non staffing budget	74,356			98
32	Option for redesign of Library service	2,900,000			101
32a	Option 1 – move to a single library, home delivery and mobile service, combined with Leather Museum and Local History Centre on a single site				N/A
32b	Option 2 – invite options for a number of libraries based on viability (cost, access, usage, social and economic need) to include home and mobile service				N/A
32c	Option 3 – alternative solution within available budget				N/A
33	Relocate Leather Museum into Lichfield Street Central Library with Local History Centre	85,720	85,715		N/A
34	Relocate Local History Centre into Lichfield Street Central Library with Leather Museum	93,405	93,405		N/A
35	Removal of the council's revenue subsidy to the Forest Arts	100,000	100,000	185,816	110
36	Removal of the council's revenue subsidy to the New Art Gallery	100,000	(20,000)	390,000	117
37	Additional income from Active Living to fully recover costs of Darlaston Pool and Walsall Gala baths		519,383	783,559	123

Saving reference	Detail of saving / efficiency	2017/18 £	2018/19 £	2019/20 £	Page No.
38	Create a Local Authority Trading company, initially to manage Active Living sports sport and leisure services <i>* Separate Options Appraisal required for Cabinet Consideration</i>	175,000	175,000		N/A
39	Change to provision of out of hours for Community Protection service	22,370			129
40	Review of the operation of the council's pest and animal control service to control demand, target resources more effectively and increase income	20,000			133
Health Portfolio					
41	Reduction in Public Health investment in drug and alcohol treatment services	143,000	250,000	500,000	139
42	Re-procurement of lifestyle services	260,000			144
43	Reduction in Healthy Child 5-19 in school services	125,000		100,000	147
44	Re-commissioning of 0-5 services	100,000		400,000	154
45	Reduce scope of healthy lifestyles services			250,000	N/A
46	Cease all Public Health investment in adult weight management programmes	175,152			159
47	Reduction of Public Health Stop Smoking services	200,000	200,000		162
48	Cease falls prevention service			295,000	N/A
49	Reduce capacity in sexual health services			500,000	N/A
50	Reduce scope of infection control services		20,000	20,000	166
51	Reduction in the Public Health Transformation Fund investment in domestic abuse services	50,000			170
Personnel and Business Support Portfolio					
52	Cease retirement awards	26,000			173
53	Consider alternative funding for category 2 school crossing wardens	85,000			175
Regeneration Portfolio					
54	Energy saving from major street lighting invest to save <i>* Separate Options Appraisal required for Cabinet Consideration</i>		50,000	450,000	N/A
55	Reduction in the mtce of road signs	15,000		64,000	178
56	Reduced maintenance of road drainage following pilot on drainage and streams			72,000	N/A
57	Reduced maintenance road markings			31,500	N/A
58	Reduction in highways maintenance resulting from the re-procurement of the Highway Maintenance contract	150,000			180
59	Additional reduction in Highways maintenance revenue budgets		100,000		183

<b>Saving reference</b>	<b>Detail of saving / efficiency</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>Page No.</b>
60	Increase cost of parking permits	6,000	6,000	6,000	186
61	Increasing Town Centre off street Parking Charges	15,000			188
62	Introduction of an additional charge for vehicle dropped crossings to cover the costs of preparing quotations	10,000			190
63	Introduction of a street and roadworks permit scheme		100,000		192
64	Redesign and reduce the traffic management function		75,000		194
65	Reduction in the reactive Highways maintenance budget	50,000			197
66	Merge Strategic Planning team with those of other Councils		100,000		199
67	Reduction in Economic Development			243,644	N/A
68	Stop cleansing after markets / collecting and disposing of market traders waste	175,000			201
69	Increase district centres market fees	35,000			204
70	Cessation of landscape service	40,000			206
71	Removal of all economic intelligence services			60,000	N/A
72	Significant reduction in Economic Development capacity			100,000	N/A
73	Review of investment portfolio			500,000	N/A
<b>Social Care Portfolio</b>					
74	Combined Welfare Rights service, Housing Advice and Crisis Support	200,000			208
75	Closure of banking hall in Civic Centre	100,000			212
76	Reduction in grant to Citizens Advice Bureau	132,458	45,966	66,191	215
77	Consider cessation of Adult Social Care Universal Services	1,111,505	1,099,521	30,000	218
78	Review of respite and day services	800,048			222
79a	Improving demand management for Adult Social Care	1,718,750	3,062,500	1,218,750	226
79b	Improving demand management for Adult Social Care		1,145,833	2,854,167	226
80	Housing and Care 21	137,000	295,000	590,000	230
81	Removal of jointly funded vacant posts	826,627			233
82	Introduce an interim charge for community based services	474,894			237

**PORTFOLIO: Leader of the Council**

**Directorate and Service Area: Change and Governance - Finance**

***Option: Charging for Deputyships***

***Saving Reference: 1***

**1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	30,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

**2. Description of the Proposal**

- 2.1. Walsall does not charge for its administration of Deputyships.
- 2.2. Following an application to the Court of Protection a Deputyship may be granted to a person or local authority to enable them to manage and so protect the property and financial affairs of people who lack the mental capacity to make specific decisions on their behalf.
- 2.3. The Court of Protection has issued a practice guide of recommended charges for professional bodies and local authorities to apply when undertaking services for Deputyships. The proposal is to charge in accordance with Part 19 of the court of Protection Rules 2007 which contains a menu of charges including £195 for the preparation and lodgement of the required annual report and £585 annual management fee.

**3. Implications Associated With Proposal**

**3.1 Corporate Plan**

This proposal is fully in line with the corporate priorities and supports vulnerable clients in the management of their financial affairs.

**3.2 Customers**

A Deputyship is granted in instances where there is an ongoing need for decisions to be made on behalf of a person who lacks capacity, if somebody has assets greater than £5,000 (including property), or if access is needed to their bank accounts to determine their assets.

### 3.3 **Employees/Staffing**

This proposal will secure an income stream that will contribute to the funding of a client welfare team in finance to undertake Deputyship duties. The number of deputyships is expected to increase over time.

### 3.4 **Partners**

There are no implications arising from this proposal.

### 3.5 **Environmental Implications**

There are no environmental implications arising from this proposal.

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

The proposal contributes to the wellbeing of vulnerable clients.

### 3.7 **Other Council Services**

There are no implications arising from this proposal.

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

At this time there are no implications. This will be considered in the future.

## 4. **Associated Risks / Opportunities**

Through securing a funding stream the service will be able to provide a more consistent and robust level of support.

## 5. **Legal Implications**

- 5.1 The (OPG) Office of Public Guardian Investigation Report, which reviewed deputyship practices being followed by Walsall Council, in 2015 noted that Walsall had not taken up the opportunity to recoup some of its costs by levying fixed costs for deputyship clients, which is allowed under The Court of Protection practice guide.  
<https://www.judiciary.gov.uk/publications/19b-fixed-costs-in-the-court-of-protection/>

## 6. **Consultation and Customer feedback**

- 6.1 It is proposed to consult on this proposal.

## 7. **Equality Implications**

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

**PORTFOLIO: Leader of the Council**

**Directorate and Service Area: Change and Governance - Finance**

***Option: Charging for Appointeeships***

***Saving Reference: 2***

**1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	0	15,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>15,000</b>	<b>0</b>
Capital investment	0	0	0

**2. Description of the Proposal**

- 2.1 An Appointee is the person who is appointed by the Secretary of State for the Department for Work and Pensions (DWP) to act on behalf of a benefit client who is unable to manage their benefit affairs - usually because of mental incapacity or severe physical disability.
- 2.2 Walsall does not currently charge for this service. The majority of our appointee clients are only be in receipt of state benefits and will generally have limited assets, therefore if a fee is to be charged, it would need to be low. Example of charges by other councils include:- a fee of £20 per calendar month if the account is in credit by more that £1,000, an administration fee for the Appointee Service that may be paid when the council stops being the appointee (i.e. when the client dies or when the health or social care worker agree that the client no longer needs an appointee, or alternatively, a number of councils keep any interest that is paid on the bank balance to cover administration fees).
- 2.3 Any charge that Walsall may introduce would dependent on the outcome of the consultation particularly with client advocates.

**3. Implications Associated With Proposal**

**3.1 Corporate Plan**

This proposal is fully in line with the corporate priorities and supports vulnerable clients in the management of their financial affairs.

**3.2 Customers**

It is expected that the number of clients will increase significantly following consultation with clients and their advocates who have expressed a desire to



rejoin the council and leave their existing from their current supplier of advice and support.

### **3.3 Employees/Staffing**

This proposal will secure an income stream that will contribute to the funding of a client welfare team to undertake Appointeeship duties. The number of Appointeeships is expected to increase over time.

### **3.4 Partners**

The council will require client advocacy services to ensure that meaningful consultation is undertaken with clients affected.

### **3.5 Environmental Implications**

There are no environmental implications arising from this proposal.

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

The proposal contributes to the wellbeing of vulnerable clients.

### **3.7 Other Council Services**

This proposal will require the support and co-ordination with Adult Social Care client support services.

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

At this time there are no implications. This will be considered in the future.

## **4. Associated Risks / Opportunities**

- 4.1 Through securing a funding stream the service will be able to provide a more consistent and robust level of support.

## **5. Legal Implications**

- 5.1 Legal implications will assessed during the consultation phase.

## **6. Consultation and Customer feedback**

- 6.1 Comprehensive consultation will take place.

## **7. Equality Implications**

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

## PORTFOLIO: Children's Services and Education

### Directorate and Service Area: Children's Services, Early Help 0-19 Model

***Option: Review and Develop Children Centre Service as part of a 0 - 19 Early Help locality model***

#### ***Saving Reference: 4***

#### **1. Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	<b>208,216</b>	<b>0</b>	<b>0</b>
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>208,216</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 The proposed saving identified is linked to management efficiencies that can be made by bringing together 0 - 19 Family Support services (£98, 216) and by ceasing financial support to schools to deliver Play and Stay Groups (£110,000).
- 2.2 The proposals link to a wider aspiration to deliver a whole family targeted approach and consultation is planned with service users of Children's Centres and retained Youth Services to consider the impact of the following recommended changes:
- Redefine current reach areas of Children Centres to better align with 0 - 19 partnership locality areas and school cluster arrangements so that professionals can work better together to offer a whole family offer.
  - Reduce the number of buildings in the newly defined Central and South area from three (Palfrey, Birchills and Alumwell) to one. This will offer opportunity for Birchills to be developed to increase childcare provision in the entire building which will help meet a shortage of early learning places and childcare in the surrounding area. As private provision is supported to develop to meet the childcare needs in the Alumwell / Pleck area, it is proposed to close the Alumwell building, ceasing delivery from this site from July 2017. Also need to consider future use of 'My Place' as part of 0 - 19 integrated approach.
  - Consider how we deliver services in the East of the borough, focusing on services not buildings. It is proposed that Children Centre staff as part of Locality Teams could be based in existing council offices, whilst outreaching across the East of the borough, via home visits and use of community buildings to offer group support. This will save building costs and give greater flexibility and access to services across a large

- geographical patch; and the majority of current delivery is accessed via outreach and home visits.
- Integrate youth work staff into 0-19 Early Help Locality Family Support to maximise skills and resources to meet needs of wider age range.
  - Review existing provision of Play and Stay across the borough and opportunities to further develop groups in partnership with schools and voluntary groups.
- 2.3 The implementation date may not be 1 April 2017 if the statutory consultation period has to be extended beyond December 2016 and/or if the proposal to move to an integrated 0 -19 Early Help family support model is not supported as an alternative approach would need to be developed.
- 2.4 There are still legal responsibilities for local authorities in relation to Children's Centres. However in July 2016, the childcare Minister announced he would be consulting on the future of children's centres and they are not currently being Ofsted inspected. The Apprenticeships, Skills and Learning Act 2009 sets out the existing duties summarised by the DfE in 'Sure Start CC's Statutory Guidance (2013):to ensure that there are sufficient Children's Centres to meet local need and to ensure there is consultation before any significant changes are made to Children's Centre provision.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The proposal is relevant to the corporate priority Lifelong Health, Wealth and Happiness. The delivery of 0-19 targeted whole family working set out in this proposal will ensure targeted early help is sustainable and vulnerable children, young people and families continue to receive support at a time of reducing resources and that children and young people are safe from harm.

#### 3.2 **Customers**

The provision of sufficient Children's Centres is a statutory duty as defined in The Apprenticeships, Skills and Learning Act 2009 and related DfE in 'Sure Start CC's Statutory Guidance (2013). However in July 2016, the childcare minister announced he would be consulting on the future of Children's Centres and they are not currently being Ofsted inspected.

Services provided by Children's Centres and retained targeted youth work team, that will be integrated into 0-19 teams, are already targeted at children and young people in greatest need and are provided on an outreach basis that includes homes visits and use of community venues, as well as activities run from council buildings. The proposed services and targeted support will continue to be provided and be more joined up. We will be consulting with services users about whether the move to a 0 -19 whole family approach and proposed changes to Children Centre areas and buildings will have an impact.

### **3.3 Employees / Staffing**

13 staff will be impacted by this proposal and will be consulted on a proposed reduction in management capacity equating to 3 full time equivalent posts.

### **3.4 Partners**

Walsall's refreshed Early Help Strategy (2015) identifies that it is our shared responsibility – all partners, all agencies – to work with children, young people and their families to keep them safe, build on strengths, reduce risk and prevent problems from escalating. Over the last 12 months significant progress has been made to develop Walsall's partnership response including investment from School Forum to develop locality working, including support and supervision to Schools to expand and improve the quality of early help assessments and interventions led by Schools. This resource has also supported work to develop Locality Panels which are now in place in each of the 4 areas. The panels include representation from schools, education support, health, housing, police, social care and the voluntary sector and work to plan services to address local need, share expertise to resolve complex cases and support professional to identify and access the right support for families. To inform work, locality profiles have been developed using our learning from Troubled Families to assist our understanding of needs and challenges and this is used to proactively help with the identification of vulnerable families and the monitoring of impact.

### **3.5 Economic Implications**

There are no economic implications arising from this proposal.

### **3.6 Environmental Implications**

There are no environmental implications arising from this proposal.

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

The Council is required to provide sufficient Children's Centres and to secure early education places for every eligible 2 year old. This proposal will develop Children's Centres as an integral part of Early Help Locality working to ensure we provide the right support at the right time to the right families to reduce risks and improve outcomes. This proposal adheres to the following objectives of the Marmot Review:

- Give every child the best start in life – by providing targeted family support and parenting advice to help families to support their child to reach their potential and be safe, happy and achieving.
- Enable all children, young people to maximise their capabilities and have control over their lives – by providing good quality childcare and learning opportunities to disadvantaged 2 year olds and access to groups to develop early speech, language, physical and emotional development.

### 3.8 **Other Council Services**

The consultation will consider links to Library Services, Community Associations, Public health and others as appropriate.

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

A compliant procurement process will be undertaken if required following consultation.

## 4. **Associated Risks / Opportunities**

- 4.1 There is some risk as national policy direction on Children Centres is unclear but the proposal reflects the principles of a recent All Party Parliamentary Group Review (July 2016), which advocates the creation of Family Hubs focusing on parenting, relationship and employment support.

## 5. **Legal Implications**

- 5.1 The Apprenticeships, Skills and Learning Act 2009 sets out the existing duties summarised by the DfE in 'Sure Start CC's Statutory Guidance (2013)': to ensure that there are sufficient Children's Centres to meet local need and to ensure there is consultation before any significant changes are made to Children's Centre provision

## 6. **Consultation and Customer feedback**

- 6.1 Consultation relating to Children's Centres took place in 2014 as part of the 2015/16 budget setting process. Views were sought on a shift to a more targeted service, with universal services provided by health visitors; a reduction in buildings and a move from providing to enabling others to deliver early learning and childcare. The proposal was agreed by Cabinet, but in response to feedback an additional investment to sustain and develop universal Play and Stay services during 2015/16 was agreed (February 2015). The aim of the funding in 2015/16 was to encourage schools, particularly those taking over the running of former Children Centre buildings; to develop community models and offer play and stay to local families with 0 - 2's.

Feedback from consultation identified that new parents valued the play and stay services that had been previously been available boroughwide to all parents and many parents identified that although they did not fall under a definition to qualify for targeted support due to deprivation or other risk factors, they did feel socially isolated and in need of support post natally to meet their child's needs. Therefore the development of 'play and stay' services and current availability and access will be reviewed as part of this consultation.

- 6.2 A consultation plan is being developed and will be delivered between 27<sup>th</sup> October 2016 and 23<sup>rd</sup> December 2016.

7. **Equality Implications**

7.1 A full equality impact assessment will be undertaken.

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, Special Education Needs and Disabilities

*Option: Review demand for Transport from Children with Special Education Needs and Disabilities (SEND)*

**Saving Reference: 5**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	100,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. Description of the Proposal

- 2.1 Walsall Council transports 710 children with Special Education Needs and Disabilities daily in 240 separate vehicles (taxi, minibus, coach) and funds an additional 250 children with bus passes. The council is currently consulting on a new home to school transport policy.

It is proposed to deliver savings of £100k commencing April 2017 by:

- The implementation of a revised transport policy (currently in consultation)
- Efficiencies through alternative transport arrangements (Personal Transport budgets, Independent Travel Training)
- Greater reliance on foster carers to transport children in their care to school.

- 2.2 From April 2017:

- Review Looked After Children's school transport arrangements
- Introduction of Independent Travel Training (ITT)
- Personal Travel budget

From July 2017 subject to current Home to School Policy Transport consultation:

- Review and cease under-mileage transport arrangements
- Cease all short break transport
- Cease all post-18 transport

- 2.3 The requirements of the 1996 Education Act, subsections 508B and C make provision for local authorities to ensure suitable travel arrangements are made, where necessary, to facilitate a child's attendance at school. These

provisions apply to home to school travel arrangements, and vice versa. They do not relate to travel between educational institutions during the school day.

Schedule 35B of the Act defines eligible children – those categories of 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 a disability or mobility eligibility – to make transport arrangements for all 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. Eligibility for such children should be assessed on an individual basis to identify their particular transport requirements. Usual transport requirements (i.e. statutory walking distances) should not be considered when assessing the transport needs of children eligible due to SEN or disability. Parents are responsible for ensuring their children attend school regularly.

In determining whether a child cannot reasonably be expected to walk for the purposes of ‘special educational needs, a disability or mobility problems eligibility’ or ‘unsafe route eligibility’, the local authority will need to consider whether the child could reasonably be expected to walk if accompanied and, if so, whether the child’s parent can reasonably be expected to accompany the child.

When considering whether a child’s parent can reasonably be expected to accompany the child on the journey to school a range of factors may need to be taken into account, such as the age of the child and whether one would ordinarily expect a child of that age to be accompanied.

The general expectation is that a child will be accompanied by a parent where necessary, unless there is a good reason why it is not reasonable to expect the parent to do so.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

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 259 children will no longer be eligible for school transport

#### **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 more 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) and how they have been consulted.

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

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

## 4. **Associated Risks**

- 4.1 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.

## 5. **Legal Implications**

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

The Council has to ensure that Home to School Transport arrangements are set within the context of the Education Act, 1996, Section 509(1). This 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

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).

Local authorities have a duty to prepare and publish 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).

- 5.2 There are no legal consequences identified as the council will still transport eligible children.

## 6. **Consultation and Customer feedback**

- 6.1 Pre-consultation meetings on the transport review have been held with head teachers of special schools (6 July at Oakwood school) and the Parent Partnership group (15 July at Bluebells). Public consultation on this proposal is currently underway from 16<sup>th</sup> September 2016 to 1<sup>st</sup> November 2016, a period of 33 working days, 28 of which are in term time, 5 in half term.

Consultation starts	Friday 16 September
Half term	24 – 28 October
Consultation ends	Tuesday 1 November

- 6.2 Consultation documents and information are available on the council web site and letters have been posted to all 700 home to school transport users.6 public meetings have been arranged at:

- Blakenhall Village Centre 10am to 12 noon, 12<sup>th</sup> October
- Oakwood School 4pm to 7pm, 12<sup>th</sup> October

- My Place, 2:30pm to 6pm, 13<sup>th</sup> October
- Castle Business and Enterprise College 4pm to 6pm, 18<sup>th</sup> October
- Education Development Centre 10am to 12 noon, 21<sup>st</sup> October
- My Place 2:30 to 7pm, 31<sup>st</sup> October

6.3 Consultation information is available online via the Local Offer pages, through The Link , support websites for families of young people with SEND, the Family Information Service and Parent Voice. Future consultation on the final policy will be undertaken in Spring 2017

## 7. **Equality Implications**

7.1 A full equality impact assessment will be carried out.

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, Special Education Needs and Disabilities

*Option: Review demand for Out of Borough Special Education Needs (SEN) Short Breaks*

**Saving Reference: 7**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	130,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>130,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. Description of the Proposal

- 2.1 The proposal is to review and reduce costs via a focus on demand for Out of Borough (OoB) commissioned respite and short break support with private providers with an emphasis on increasing the use of existing in-house respite (Bluebells) more effectively.

There are 40 children who access overnight short breaks following an assessment of need. The destination for overnight stays is normally at Bluebells but approximately 27% of children go to private providers. The cost varies according to the number of nights and if there is a contribution from the CCG, but the average cost to the authority is £20,000 per child per annum.

The saving of £130,000 can be achieved by April 2017 in part through:

- £50,000: 3 young people coming of age prior to April 2017.
- £80,000: revising the local offer to parents of the remaining children accessing respite from private providers for April 2017, to introduce a transfer to into Bluebells and out of their current external provider.

- 2.2 All proposed savings can be made in April 2017 if parental agreement to new offer to transfer into Bluebells is secured. There is also a proposal to save a further £50,000 in April 2018. Overnight residential breaks are one of a number of services the council provides.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The most relevant corporate priority is that of Lifelong Health and Happiness. This refers to the promotion of health and well being; enabling people to live independent, healthy and active lives. This proposal will promote this priority by the continuation of a quality service but delivered in-house. Children will still experience continued social inclusion and peer group experiences, while families and carers continue to benefit from 24 hour or more breaks from the complexities of caring for a disabled child.

#### **3.2 Customers**

The statutory basis for short breaks – what local authorities must do and what they might do is contained in Part 3 of the 1989 Children Act. This Act sets out local authorities' powers and duties to provide support services for children in need and their families. The Act and subsequent Short Break Guidance 2010 requires Local Authorities to provide a range of short breaks services that are published in a Short Break Statement (website).

This proposal is about how we determine best value for similar services (internal / external). Implementation of the proposed expenditure reduction will depend in part on successful negotiation with parents to change to an in-house provision.

There will be no reduction to pre-existing quantity (nights per year) or quality (Bluebells - Ofsted rated GOOD).

#### **3.3 Employees / Staffing**

There are no staffing implications arising from this report.

#### **3.4 Partners**

A move from using private providers to in-house provision (Bluebells) will be a benefit to Bluebell occupancy rates, children will be closer to home while 'away' and local professional partners will have greater access to these children when in the short break facility, if required.

#### **3.5 Economic Implications**

There are no economic implications arising from this report.

#### **3.6 Environmental Implications**

There are no environmental implications arising from this report.

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

This proposal supports the local authority in the delivery of the Marmot principles specifically giving every child the best start in life and enabling all children and young people to maximise their capabilities and have control over their lives. Short breaks services are of great value to families of children with disabilities and of benefit to children themselves. Logistics of transport and emergency access will be less complicated and closer to home.

### **3.8 Other Council Services**

No other council services are affected by this proposal.

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

There are no procurement implications associated with this proposal as all current out of Walsall placements are spot purchased and only subject to reasonable notice periods. There is no obligation of volume purchase that the Council will be obligated to. The proposal will have social value opportunities for local staff employment, easier transport access and closer contact arrangements with families.

## **4. Associated Risks / Opportunities**

- 4.1 Short Break overnight expenditure reduction for this proposal is partially dependent on family co-operation and agreement to move to Bluebells.

## **5. Legal Implications**

- 5.1 Legal requirements as noted above will not be at any risk as the responsibility to provide this service will remain undisrupted.
- 5.2 There are no legal consequences as result of this proposal. Should any family agree to cease their out of borough placement but not join Bluebells, an alternative service may be offered (direct payments, social groups, buddy / home-based support).

## **6. Consultation and Customer feedback**

- 6.1 Consultation is planned.

## **7. Equality Implications**

- 7.1 A full equality impact assessment is being carried out for this proposal.

## PORTFOLIO: Children's Services and Education

### Directorate and Service Area: Children's Services, Special Education Needs and Disabilities

#### *Option: Review and Reducing Short Breaks*

#### **Saving Reference: 8**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	100,000	100,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>100,000</b>	<b>100,00</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 This proposal seeks to review short break support through changes with access to term-time after school clubs and school holiday clubs.

The council provides term-time after school groups for disabled children during the school year (Sept. – July). The council also provides School holiday play schemes during October, February and May ½ term weeks and in the 6 week summer holiday. These are activity-based groups and commissioned from a range of council-run and private providers.

These services provide respite from caring and offers socially inclusive opportunities. Both these services are available as universal access where children are allocated a number of places dependent on availability. They do not require a social work assessment.

Only disabled children who have been assessed by a social worker can access a more complex and targeted range of assessed short break provision (overnights, direct payments, commissioned care, buddies and short break fostering, etc). They are also able to access the universal term-time and holiday groups alongside the non-assessed children.

The proposal is that the social work-assessed children who receive assessed short break provision will no longer be eligible for the term-time and holiday universal short breaks commissioned by Children's Services (except those that may be delivered separately by leisure or youth services, etc).

- 2.2 By amending access to these groups, 41 social work-assessed children will cease participation but will continue to receive the other forms of support (direct payments, overnights, etc.).

200 disabled children will continue uninterrupted to receive their term-time / school holiday groups as they do not receive social work-assessed short breaks.

Social work-assessed children eligibility for holiday play schemes would cease from 1 April 2017.

Social work-assessed children eligibility for term time short break groups will cease the end of the academic year 2017.

In 2017, some short breaks will be commissioned under a new framework and better value will be achieved through reduced provider costs.

- 2.3 By separating eligibility to these services by assessed and non-assessed short breaks, disabled children will still have access to a reasonable range of services where need is identified either by social work assessment or self referral.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

This proposal is relevant to the corporate priority Lifelong Health, Wealth and Happiness which focuses on the promotion of health and well being; enabling people to live independent, healthy, active lives and targeting resources more effectively where needed and supporting the vulnerable.

#### 3.2 **Customers**

Short breaks are highly valued by the young people who receive them and their families. Walsall provides a range of high quality short break provision for children/young people with disabilities.

The proposal may potentially impact on a small group of children, young people and their families with the possible reduction in provision who access both social work assessed and non assessed short breaks.

#### 3.3 **Employees / Staffing**

There are no staffing implications associated with this proposal.

#### 3.4 **Partners**

There are no implications to Partners associated with this proposal.

#### 3.5 **Economic Implications**

There are no economic implications associated with this proposal.



### **3.6 Environmental Implications**

There are no environmental implications associated with this proposal.

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

Short breaks services are a great value to families of children with disabilities as they provide a break from caring roles/responsibilities and contribute to improved health and benefit for children with disabilities.

The most relevant Marmot objective related to this proposal is to enable all children, young people to maximise their capabilities and have control over their lives through socially inclusive experiences.

### **3.8 Other Council Services**

The proposal may potentially slightly reduce some of the commissioned short breaks provided by leisure and youth services.

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

Any future procurement will be carried out under the council strict procurement policies and procedures. Continuing with short break provision will support local jobs and local economy.

## **4. Associated Risks / Opportunities**

4.1 By refining the eligibility of accessing term time/holiday time support, some children will receive a less range of support with regards to this however the Councils legal requirement for short breaks will continue to be met.

4.2 Some children could have an increase in other services to compensate for this loss should welfare concerns be identified.

## **5. Legal Implications**

5.1 The legal duty to provide short breaks for children with disabilities to improve quality of life is a statutory function under the Children Act 1989, the Children and Young Person's Act 2008 and associated Short Break Statutory Guidance 2010.

5.2 There are no legal implications as children with disabilities will continue to have access to a range of short breaks.

## **6. Consultation and Customer feedback**

6.1 Consultation will be carried out by the children with disabilities team where the affected children are allocated.

7. **Equality Implications**

7.1 A full equality impact assessment is being carried out.

## PORTFOLIO: Children's Services and Education

### Directorate and Service Area: Children's Services, Looked After Children

***Option: Reduction of spend on Looked After Children, including those in Out of Borough Placements.***

***Saving Reference: 9***

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	0	300,000	600,000
Revenue Investment	(400,000)	(250,000)	0
<b>Net Saving</b>	<b>(400,000)</b>	<b>50,000</b>	<b>600,000</b>
Capital investment	To be identified		

#### 2. **Description of the Proposal**

- 2.1 Children's Social Care spends circa £16m on 639 Looked After Children placements, made up of a combination of internal foster and residential care, independent fostering and external residential placements. A small cohort of these children (circa 36) are placed in high cost out of borough (OoB) placements due to their complex needs and cost circa £4.3m of the total LAC costs.

This proposal aims to reduce the number of LAC placed OoB from 36 children to a maximum of 24 over the Medium Term Financial Outlook at a rate of 4 from 2018/19 and 8 thereafter. This will allow time to develop sufficient internal provision and ensure the right level of wrap around social care support is in place (such as therapeutic services) as Children are brought back in borough. Net investment of £150k has been identified to support additional social care support.

- 2.2 A safe reduction in the numbers and the achievement of the savings profiled could be achieved if a system wide corporate response to LAC was pursued together with sustained, systemic and targeted working with teenagers based on new evidence based models that
- prevent children and young people coming into care where it is safe to do so
  - stabilise placements when young people come into care and minimise breakdown of placements and the need for OoB placements
  - extend / broaden the range of internal placement options
  - support children and young people effectively when they leave care to prevent re-entry to care at a later date

- 2.3 The proposed reduction in social workers case loads and the adoption of a bespoke methodology of working with families and carers (restorative practice and reunification methodology) will enable more intensive work to take place with children who are looked after to support return home where it is safe to do so and promote placement stability when they are looked after.
- 2.4 Capital investment to increase 'in borough' capacity and revenue investment to strengthen wrap around support, including therapeutic support, to children and young people will be required to achieve these savings. The investment requirement is currently being assessed.
- 2.5 The proposed implementation of new model is from 1<sup>st</sup> April 2017 to enable predicted savings from April 2018 to be achieved.
- 2.6 There is clear legal and regulatory framework for Looked After Children and the aim would be to work clearly within this legal and regulatory framework with more emphasis on section 17 of the Children Act which focuses on prevention of the need for care and family reunification where this is safe. The service redesign proposal will be informed by the LAC sufficiency strategy.

### 3. **Implications Associated With Proposal**

#### 3.1 ***Corporate Plan***

This proposal is fully in line with the corporate priorities and supports children and their families to remain safe from harm by ensuring the right help is provided, they are more resilient, and to enable children and young people to achieve their full potential.

#### 3.2 ***Customers***

The Council has responsibilities as a corporate parent and statutory duties. The potential impact will be to ensure that children and families receive the most effective support to enable sustained change so that they can care for their children safely. There will be less drift for children who are Looked After and Children and Young People with very complex needs will be cared for closer to home with local services providing therapeutic support. This will promote maintaining effective relationships with their families, and social workers.

#### 3.3 ***Employees/Staffing***

This proposal will require a potential increase in and some reconfiguration of current staffing and more flexible working arrangement to ensure that families have support when they need it.

#### 3.4 ***Partners***

The proposed systemic approach will require much closer working between key partners to ensure the effective provision of services to support children

and young people remaining at home and to support effective provisions to them in foster or residential care.

### **3.5 Environmental Implications**

There are no environmental implications arising from this proposal

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

The proposal contributes to the Marmot objectives in that it supports children and young people to maximise their capabilities and have control over their lives by providing the service and support outlined above.

### **3.7 Other Council Services**

This proposal may have future implications for other parts of the council specifically Money Home Job and Public Health as we move to a more systemic approach to service delivery.

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

At this time there are no implications. This will be considered in the future.

## **4. Associated Risks / Opportunities**

### **4.1 This proposal will need:**

- 4 Full commitment of corporate colleagues and partners
- 5 Sufficient skilled social workers/managers
- 6 Sustained funding for Edge of Care services to mitigate the fall out of Troubled Families grant which currently funds existing services.

## **5. Legal Implications**

### **5.1 The Children Act 1989 and subsequent statutes provides the main statutory requirements for safeguarding and promoting the welfare of children and young people.**

There is a presumption that, wherever safe and possible, the best interests of children are served by them remaining within their family unit.

Section 17 of the Act requires the Local Authority to provide a range and level of services appropriate to a child's needs to ,inter alia, promote the upbringing of a child by his or her family. It is appropriate therefore to target section 17 support where possible.

In circumstances where children are assessed as being at risk of significant harm the Local Authority has a duty to protect a child by issuing care proceedings (if there is no other safe option). The family court will always consider least interventionist outcomes to include care orders, supervision orders and on occasion no order.

care plans for Looked After Children are scrutinised under the looked after review process. Care plans should be scrutinised so as to review the need for children to be subject to court orders and to investigate any possibility of them returning home safely.

Applications should be made to the court as expeditiously as possible to revoke court orders if they are found to be disproportionate or no longer necessary to ensure the safety and well being of children in care.

Robust oversight of interventions and of care plans is necessary to ensure compliance with the requirements within the Children Act. The proposals within this report should result in the objectives being addressed and achieved.

6. **Consultation and Customer feedback**

- 6.1 It is proposed to consult on this proposal through the budget setting process.

7. **Equality Implications**

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

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, Looked After Children/Fostering & Adoption

*Option: Review & Reduce Looked After Children Numbers & Associated Costs*

**Saving Reference: 10**

### 1. Financial Proposal

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	<b>680,044</b>	<b>462,044</b>	<b>1,223,044</b>
Revenue Investment	(4,130,000)	(200,000)	300,000
<b>Net Saving</b>	<b>(3,449,956)</b>	<b>262,044</b>	<b>923,044</b>
Capital investment	0	0	0

### 2. Description of the Proposal

- 2.1 Children's social care spends circa £16m on 639 Looked After Children's placements which is made up of a combination of internal foster and residential care, Independent Fostering and external residential placements. It is an aspiration over the medium term financial outlook period to reduce this number by 100 in line with the benchmarked authorities and the national picture. This option will require a corporate response in order to bring down this number safely and may require investment in order to build in borough capacity and wrap around support costs to improve preventive services and transition leaving care arrangements.

A further £405k over the period is anticipated through successfully recruiting an additional 7 Foster Carers per annum to reduce the higher cost LAC packages such as IFA's. One off investment of £30k has been identified to support material recruitment/advertising campaign for Foster Care recruitment. \*Further one-off investment of £250,000, to be funded from an earmarked reserve is planned to support delivering of the year 1 saving.

- 2.2 Additionally, further significant investment is planned of £4m over the three years to support delivery of the savings identified:
- Implement a revised Children Social Care structure to ensure robust supervision and management oversight
  - Implementation a caseload threshold guarantee (of 15 cases per social worker and 12 cases per newly qualified social worker).
- 2.3 A corporate response will be required in order to bring down this number safely. In addition there needs to be a strategic development of a more systemic approach to working with teenagers based on new models to mitigate negative impact.
- To prevent children and young people coming into care

- When they are in care to stabilise placements and minimise the need for OoB placements
- Provide a broader range of internal placement options
- To support children and young people effectively when they leave care to stop them re-entering care
- To deliver this proposal will require a new approach to agency working.

Alongside this there is a proposed reduction in social workers case loads that would enable them to work more intensively with children who are looked after to support maintaining them safely at home and promoting placement stability when they are looked after. This will also include adopting a bespoke methodology of working with families and carers e.g Restorative practice and Reunification methodology.

Increased investment to enhance marketing and recruitment for additional foster carers along with officers to support new foster cares. This assumes an additional 7 foster carers per annum can be successfully recruited as a result.

These proposals will be delivered by robust project management and oversight and will ensure that children are supported to remain at home or returned home from care only when it is safe to do so and in house placements are maximised.

- 2.4. Investment to build 'in borough' capacity and wrap around support, reduction in social work caseloads.
- 2.5 The proposed implementation of the new model is from 1<sup>st</sup> April 2017 to enable predicted savings for April 2018 onwards to be achieved.
- 2.6 There is a clear legal and regulatory framework for Looked After Children and the aim would be to work clearly within this legal and regulatory framework with more emphasis on section 17 of the Children Act which focuses on prevention of the need for care and family reunification where is its safe. The service redesign proposal will be informed by the LAC sufficiency strategy.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

This proposal is fully in line with the corporate priorities and supports children and their families to remain safe from harm by ensuring the right help is provided, they are more resilient and to enable children and young people to achieve their full.

#### 3.2 **Customers**

The council has responsibilities as a corporate parent and statutory duties. The potential impact will be to ensure that children and families receive the most effective support to enable sustained change so that they can care for their children safely. There will be less drift for children who are Looked After



and Children and young people with very complex needs will be cared for closer to home with local services providing therapeutic support. This will promote maintaining effective relationships with their families, and social workers.

### **3.3 Employees/Staffing**

This proposal would require a potential increase in employee numbers, a reduction in social workers caseloads, some reconfiguration of current staffing and more flexible working arrangements to ensure that families have support when they need it.

### **3.4 Partners**

The proposed systemic approach will require much closer working between key partners to ensure the effective provision of services to support children and young people remaining at home and to support effective provisions to them in foster or residential care

### **3.5 Economic Implications**

None.

### **3.6 Environmental Implications**

None.

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

The proposal contributes to the Marmot objectives in that it supports children and young people to maximise their capabilities and have control over their lives by providing the service and support outlined above.

### **3.8 Other Council Services**

This proposal may have future implications for other parts of the council specifically Money Home Job and Public Health as we move to a more systemic approach to service delivery.

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

At this time there are no implications. This will be considered in the future.

## **4. Associated Risks / Opportunities**

### **4.1 This proposal will need:**

- 4** Full commitment of corporate colleagues and partners
- 5** Sufficient skilled social workers/managers

6 Sustained funding for Edge of care services to mitigate fall out of Troubled families grant which currently fund existing services.

5. **Legal Implications**

- 5.1 The Children Act 1989 and subsequent statutes provides the main statutory requirements for safeguarding and promoting the welfare of children and young people. There is a presumption that, wherever safe and possible, the best interests of children are served by them remaining within their family unit.
- 5.2 Section 17 of the Act requires the local authority to provide a range and level of services appropriate to a child's needs to ,inter alia, promote the upbringing of a child by his or her family. It is appropriate therefore to target section 17 support where possible.
- 5.3 In circumstances where children are assessed as being at risk of significant harm the local authority has a duty to protect a child by issuing care proceedings (if there is no other safe option). The family court will always consider least interventionist outcomes to include care orders, supervision orders and on occasion no order.
- 5.4 Care plans for Looked After Children are scrutinised under the Looked After review process. Care plans should be scrutinised so as to review the need for children to be subject to court orders and to investigate any possibility of them returning home safely.
- 5.5 Applications should be made to the court as expeditiously as possible to revoke court orders if they are found to be disproportionate or no longer necessary to ensure the safety and well being of children in care.
- 5.6 Robust oversight of interventions and of care plans is necessary to ensure compliance with the requirements within the Children Act. The proposals within this report should result in the objectives being addressed and achieved.

6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out as appropriate.

7. **Equality Implications**

- 7.1 A full equality impact assessment will be undertaken.

## PORTFOLIO: Children's Services and Education

### Directorate and Service Area: Children's Services, Contact Services

#### *Option: Review & Reduce Children's Social Care Contact Services*

#### **Saving Reference: 11**

#### **1. Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	64,000	64,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>64,000</b>	<b>64,000</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 Review and redesign the Looked after Children contact service through a combination of demand management, contract management and restructuring where appropriate.
- 2.2 Currently there are 34,000 hours of supervised contact at a cost of £412,270 per annum. Supervised contact for the safeguarding and family support service accounts for 72% of the delivered hours whilst the remaining 28% is undertaken on behalf of the Looked after Children's service. This proposal seeks to embed a contact procedure and toolkit for social workers to use when assessing and making arrangements for the delivery of contact for Looked after Children going through the court process, to give clear parameters around the frequency and level of context. This will be a key driver to safely reducing the demand for supervised contact. It also clarifies the expectations of social workers, foster carers and residential workers in relation to delivering supervised contact. The assumption is that in year one supervised contact hours will safely reduce which, when combined with a review of existing contact arrangements for children who have been through the court process and in stable and long term placements, will realise a saving of £64,000. In year two the savings will be achieved through focused work on reducing the number of children being admitted into care.

In addition, the delivery of contact will be reshaped through the implementation of a new commissioning framework. This will be a mixed economy of delivery including a small % of supervised contact delivered by council employed contact workers and a larger % by external providers contracted by the local authority.

- 2.3 The council's dedicated contact venue, Stroud Avenue, remains the main venue for 70% of all current and future contact arrangements. The centre management and contact bookings are undertaken by the placements and resources team based in the centre. A capital investment proposal to improve the environment in which contact is delivered has been submitted for consideration as part of the 2017/18 capital programme.
- 2.4 Authorisation to tender is being sought from Cabinet on the 26<sup>th</sup> October 2016 and the commissioning timeline has been developed to enable the new contract arrangements to commence on the 1<sup>st</sup> April 2017.
- 2.5 The local authority is required to allow for reasonable contact between a child in its care and the child's parents or guardians (s34 (1) Children Act 1989). Even though there is a duty to allow reasonable contact, children have a right to be protected from harmful contact and the local authority has the power to decide what amounts to 'reasonable contact'. The review seeks to ensure that our legal obligations are met through the implementation of clear guidance which sets out the way in which contact for looked after children should be assessed, delivered and reviewed. The implementation of clear guidance does not seek to disadvantage children and young people but to ensure consistent evidence based social work practice which ensures that the child's welfare is paramount, whilst ensuring compliance with the care planning regulations as set out in The Children Act 1989: Guidance and Regulations Volume 2: Care Planning, Placement and Case Review. The purpose of the contact procedure and toolkit is to provide a more consistent basis for the assessment and supervision of contact that will enable the Local Authority to discharge its duties towards Looked after Children in a more effective and structured way.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Lifelong Health, Wealth and Happiness is a vision within the corporate plan 2016-2020. The proposal to review the delivery of contact services for Looked After Children supports this view. Clear guidance regarding the assessment, delivery and review of contact for looked after children ensures that children and young people are safe from harm and that we are an efficient and effective council. *Safe, resilient and prospering communities* are also supported through these developments though ensuring that family contact is delivered in a way which ensures that supports the development of resilience with looked after children having reassurance about their birth families.

#### 3.2 **Customers**

The local authority is required to provide for reasonable contact between a child in its care and the child's parents or guardians (Section 34 Children Act 1989) and as such it is a statutory function. Even though there is a duty to allow contact, children have a right to be protected from harmful contact and the Local Authority has the power to decide what amounts to 'reasonable

contact'. The purpose of the contact procedure and toolkit is to provide a more consistent basis for the assessment and supervision of contact that will enable the local authority to discharge its duties towards Looked after Children in a more effective and structured way that ensures the individual needs of the child are met.

### 3.3 Employees / Staffing

More structured arrangements for the assessment, delivery and review of contact combined with a reduction in the hours of contact been delivered will reduce demand into the contact team. The impact of this on staffing is under consideration as part of the implementation programme. A recruitment exercise is in progress to employ four dedicated contact workers. There have been four full-time posts that have been offered and it is envisaged they will be in place by October 2016.

### 3.4 Partners

The delivery of the new way of working requires foster carers and children's homes staff to be responsible for the transport and facilitation of contact unless the circumstances are exceptional. Whilst many carers already facilitate contact arrangements discussions are to be undertaken with local authority and commissioned providers regarding the implementation of the procedure and toolkit.

### 3.5 Economic Implications

No economic implications have been identified.

### 3.6 Environmental Implications

No environmental implications have been identified

### 3.7 Health and wellbeing implications

This proposal supports the local authority in the delivery of the Marmot principles including helping to create and develop healthy and sustainable communities through ensuring that family contact is delivered in a way that supports the development of resilient future generations through looked after children maintaining appropriate and positive relationships and having reassurance about their birth families.

The introduction of the policy and new framework arrangements will also support the objectives of the Marmot Review:

- Give every child the best start in life – by providing care and support
- Enable all children, young people to maximise their capabilities and have control over their lives – by providing stable care and support and transition to adulthood
- Create fair employment and good work for all – by providing local work opportunities, where appropriate, in those regions where fostered

### **3.8 Other Council Services**

No implications have been identified for other services.

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

The procurement process will take account of improving the economic, social and environmental well-being of the borough in meeting the needs of looked after children (and others) for supervised contact. The evaluation of the bids will be undertaken in line with a robust criterion taking account of the Public Services (Social Value) Act (2012.)

## **4. Associated Risks / Opportunities**

- 4.1 There is the risk that demand could increase following court decisions. Action to mitigate this risk includes discussions about the policy and toolkit having been had with HM Family Court Officer and Children and Family Court Advisory and Support Service (CAFCASS) to advise them of changes to our practice and specific training for Social Workers on contact and giving evidence to ensure they are confident both in their assessment and when giving evidence in the court arena.
- 4.2 There is the risk that the cost of commissioned contact will increase as part of the tendering process. This risk is being mitigated through the creation of a robust specification and consideration of contractual mechanisms such as price capping.

## **5. Legal Implications**

- 5.1 The local authority has a duty to promote contact under the Children Act 1989. Section 34 places a duty on local authorities to allow the child in its care, reasonable contact with parents and 'other persons' prescribed within s34 (1) of the act. This duty exists in the absence of any orders for contact. If no agreement is reached on what level of contact should be afforded to the child and its parents (or others), the Act provides for the court to make orders by its own motion when making a care order for the child. This proposal seeks to ensure compliance with legal obligations to provide reasonable contact for Looked after Children.

## **6. Consultation and Customer feedback**

- 6.1 A contact event for contact providers took place on 15<sup>th</sup> September 2016 involving 12 organisations, including 3 of our current providers. This event allowed commissioning and operational officers from Children's Services to discuss and propose a range of different arrangements and gave providers an opportunity to inform the creation of a new framework process.
- 6.2 Consultation took place with the New Belongings Group as part of the development of the supervised contact procedure as well as sessions with social workers to inform the development of our procedure, guidance and

toolkit. There have been discussions with the HM Family Court Officer and CAFCASS to advise them of changes to our practice that will follow the implementation of the new procedure. Foster Carer consultation is scheduled for October 2016.

7. **Equality Implications**

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

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, Children's Safeguarding

*Option: Reduce or identify alternative contribution towards Children's Safeguarding Board*

**Saving Reference: 12**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	0	58,035	58,035
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>58,035</b>	<b>58,035</b>
Capital investment	0	0	0

### 2. Description of the Proposal

- 2.1 To seek to reduce the Council contribution towards the running of the Local Safeguarding Children's Board (LSCB) in line with the contributions of other local partners. The local authority has historically contributed the largest proportion of funding to the LSCB.

Statutory partners include the Clinical Commissioning Group (CCG), health care providers, West Midlands Police, the Children and Family Court Advisory and Support Service (CAFCAS) and both parts of the Probation Service.

The financial contributions for CAFCAS, the police and the probation service to LSCB are established via a national formula. The contributions made by the CCG and local health providers are determined by those agencies locally.

Attempts over the previous 12 months to increase partner contributions or seek additional partners have not been successful.

- 2.2 It is proposed to reduce the Council's contribution from £141k to £25k by 2019/20 to allow the opportunity to manage down the reduction in contribution and allow for further regional discussions to take place.
- 2.3 The proposed reduction in the local authority contribution to the LSCB could be achieved by ceasing or reducing some or all of the following:
- The service level agreement with Children's workforce development
  - Regional CSE work
  - The contract to provide and update the LSCB manual
  - The contract with the Virtual College for the provision of e-learning and Section 11 audit tool
  - The training co-ordinator's post
  - The data analyst post



- Hours worked by the Business Manager and other supporting officers
  - Number of days worked by the independent chairperson
- 2.4 It is proposed to implement the reduction from April 2018, however there may be opportunities to implement changes earlier where deemed appropriate
- 2.5 The Children Act 2004 requires the local authority to establish a LSCB which is independently chaired. The statutory guidance subsequently issued states that:
- Each local authority is required to establish a LSCB with a range of specified organisations in addition to the local authority who must be represented (sec13 Children Act 2004) and
  - Outlines the objectives of the LSCB to co-ordinate activity in order to promote safeguarding and the welfare of children in the area and ensure effectiveness (Section14 Children Act 2004).
- 2.6 LSCB's have a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. The statutory objectives and functions of the LSCB are as follows:

**Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, as follows:

- (a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
  - The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention
  - Training of persons who work with children or in services affecting the safety and welfare of children
  - Recruitment and supervision of persons who work with children
  - Investigation of allegations concerning persons who work with children
  - Safety and welfare of children who are privately fostered
  - Co-operation with neighbouring children's services authorities and their Board partners.
- (b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
- (c) Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.
- (d) Participating in the planning of services for children in the area of the authority.

- (e) Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

2.7 Neither the legislation nor the guidance is prescriptive as to how the functions listed above are carried out; however, the effectiveness of the LSCB is subject to external regulatory inspection by Ofsted; the outcome of which is published nationally.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The roles and statutory functions of the LSCB are reflected in the corporate plan to deliver lifelong wealth and happiness and support the priority that children and adults are safe from harm. Any reduction in the ability of the Board to deliver its statutory duties and strategic priorities relating to deliver improved arrangements that safeguard children and young people and to identify and prevent maltreatment, violence, neglect and sexual exploitation will potentially be negative.

#### 3.2 **Customers**

The provision of a LSCB is a statutory function to co-ordinate activity to promote safeguarding and welfare of children in Walsall. This includes developing and delivering policies and procedures to ensure the wellbeing and safeguarding of children in the local authority area; the training of persons working with children affecting the safety and welfare of children; monitoring and evaluating the effectiveness of work undertaken by the local authority and partner agencies to safeguard and promote the welfare of children; undertaking serious case reviews and promoting the lessons learnt (Regulation 5 LSCB Regulations 2006)

As such, cessation is not an option and currently there is no option to sub contract or buy in the functions of the safeguarding board from elsewhere.

Reducing the existing capacity of the safeguarding board could have a direct effect on children and young people who need to be kept safe from harm, thus impacting on the local authority's ability to deliver its corporate priority relating to lifelong health and happiness.

#### 3.3 **Employees / Staffing**

The LSCB Business Unit staff currently consists of:

- 1 full time Board Manager
- 1 full time administrator and child death overview co-ordinator
- 1 0.4 fte Training and Development Co-ordinator
- 1 0.4 fte Data Analyst

The independent chairperson is employed 3 days a month. A reduction in budget will result in reduction in staff.

#### **3.4 Partners**

Implementing the savings outlined above would mean that the Board would deliver no training and that the development and updating of any policies and procedures would have to be individually negotiated with Board members each time this was required. Ensuring that the business of the Board was delivered would require 'in kind' support from partners and the local authority. Mitigating the impact of any reduction will require a different response from across the partnership to supporting the activity of the Board, delivery of training and provision and analysis of data required to demonstrate effectiveness. It should be noted that attempts to secure additional in kind support from the wider partnership during the previous 12 months has been unsuccessful.

#### **3.5 Economic Implications**

There are no economic implications arising from this proposal.

#### **3.6 Environmental Implications**

There are no environmental implications arising from this proposal.

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

The roles and statutory functions of the safeguarding children board are reflected in the Council's Health and Wellbeing Strategy to provide every child with the best start in life which itself reflects the principle established in 'Fair Society Healthy Lives'. Any reduction in the ability of the Board to deliver its statutory duties and strategic priorities relating to deliver improved arrangements that safeguard children and young people and to identify and prevent maltreatment, violence, neglect and sexual exploitation will potentially be negative.

#### **3.8 Other Council Services**

There has been no consultation with other Council services thus far. The impact of implementing all the proposed changes would primarily affect those council services that access the safeguarding board's training programme.

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

There are no procurement activities within these proposals and therefore no direct implications for the Social Value Policy.

4. **Associated Risks / Opportunities**

- 4.1 There is a potential impact on the Councils reputation with partners and a risk that partners also seek a corresponding reduction in their contributions and the impact on the ability to therefore meet statutory requirements of the service. Regional and national reputation risk of a poor inspection resulting in a judgement of Inadequate for Walsall Safeguarding Children Board.

5. **Legal Implications**

- 5.1 Local Safeguarding Children Boards were established by the Children Act 2004. The legal implications are set out in section 2.5, 2.6 and 2.7 above.

6. **Consultation and Customer feedback**

- 6.1 There is no previous consultation to draw on. Consultation will be undertaken with relevant partners and stakeholders.

7. **Equality Implications**

- 7.1 A full equality impact assessment will be carried out. Children and young people impacted by any changes to the functioning of the Board will come from all parts of our community. This will therefore include those with protected characteristics by virtue of their gender, faith, race, disability, age, sexual orientation, religious belief and unborn children (pregnancy and maternity).

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, Youth Services

***Option: Review & Reduce Youth Services and align functions to the 0-19 Early Hep locality model***

***Saving Reference: 13***

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	266,500	421,301	110,572
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>266,500</b>	<b>421,301</b>	<b>110,572</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

2.1 Children's Services youth services comprises 2 elements:

- Children Services direct delivery of targeted youth work (TYW), including delivered via centre based detached work, targeted programmes and holiday activities.
- Commission provision of targeted youth work through 11 different Voluntary and Community based organisations.

2.2 It is proposed to achieve this proposal by:

- Integrating youth work activities and provision currently delivered by Children's services TYW team within the 0-19 Family Support locality teams. The work which is focussed on vulnerable young people and the programmes of activity, which are targeted at reducing anti social behaviour aligns closely with the work undertaken by the recently developed 0-19 Family Support.
- Purposefully bring together and integrate these work strands (although with a reduced resource) to strengthen effective and timely whole family/whole community working and to ensure evidence informed help continues to be available to those young people and families who need it most.
- Cease all commissioned TYW activity over two years. This is a proposed reduction of 50% by April 2017 and end of provision by 1<sup>st</sup> April 2018 (already agreed as part of 16/17 budget consultation).

2.3 Under Section 507B of the Education Act 1996, the Council has a duty to secure for young people aged 13-19 and those aged 20-24 with a learning difficulty or disability, so far as is reasonably practicable, a local offer of access to sufficient educational or recreational leisure-time activities and facilities that is sufficient to meet local needs and improve young people's

well-being and personal and social development. There are also responsibilities to effectively publicise the overall local offer of all services and activities available to young people and their families and to involve young people in the decision making about, and monitoring of, the relevance and effectiveness of services.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The proposals will impact on following Cooperate Priorities:

- Children and adults are safe from Harm and
- Targeted Early Support Where needed, supporting the vulnerable

A reduction in Children's Services early help resource and ceasing the commissioned TYW programmes will mean a reduction in community resource to proactively engage young people and may ultimately result in less opportunity to identify vulnerable young people and take action to prevent issues from escalation.

This may result in:

- Increase in anti-social behaviour, youth crime and an adverse impact on community cohesion and Prevent agenda
- Reduction in support to vulnerable and disengaged young people
- Poorer long term health and social outcomes

#### **3.2 Customers**

3.2.1 There is a Statutory duty on the Council to secure, so far as is reasonably practicable, a local offer for young people aged 13-19 and those aged 20-24 with a learning difficulty or disability, of access to sufficient educational or recreational leisure-time activities and facilities that is sufficient to meet local needs and improve young people's well-being and personal and social development.

3.2.2 There are also responsibilities to effectively publicise the overall local offer of all services and activities available to young people and their families and to involve young people in the decision making about, and monitoring of, the relevance and effectiveness of services. This responsibility is under Section 507B of the Education Act 1996.

3.2.3 The proposal will see the loss of activities and services to young people however it is anticipated to continue to provide targeted programmes to our most vulnerable young people as part of the 0-19 Early Help Locality Model.

3.2.4 The four 0-19 early help partnership model have developed their locality profile outlining the key needs and challenges related to children, young people and their communities this includes needs in specific related to young people. A partnership plan is in place to address these needs and will need to be reviewed in light of reduced local authority directly delivered and commissioned resources to mitigate against any adverse effect on vulnerable young people and their communities

- 3.2.5 As part of the early help partnership model we are planning to developing young people 'Champion group', working closely with the Youth of Walsall group – enabling young people to play a vital part in the effective development of Early Help Services.
- 3.2.6 The Early Help 0-19 Family Support teams will remain to deliver targeted programmes to our most vulnerable young people including Young Carers, SEND, Looked After Children, Children at risk of CSE and young people at risk of TP and Anti Social Behaviour.
- 3.2.7 There remains a wide range of young people activity provided by the voluntary, community and private sector (independent from council funding). Walsall Voluntary Action is a key partner within our locality model to ensure that the key services are linked in to the locality profile and the plan.
- 3.2.8 In addition there is a wide range of sports, clubs and organisations offering activities. This provision is not necessarily targeted at the 13-19 age range or the most vulnerable. However, it does contribute a substantial volume of local and accessible activities for the wider youth population.
- 3.2.9 The duty to publicise the local activity off to young people and their families will continue to be met through the Early Help Hub and the Walsall Service Guide.

### **3.3 Employees / Staffing**

The proposal will affect around 14 full time equivalent (FTE) Community Associated staff and 7 FTE council employed staff.

### **3.4 Partners**

Through the Early Help locality partnership we will continue to work closely with partners including schools, Police, Health, Housing Providers, Community (including Faith) and Voluntary sector to ensure that the needs of young people in the localities is understood and a partnership response is agreed and impact is monitored.

### **3.5 Economic Implications**

No direct economic implications are anticipated.

### **3.6 Environmental Implications**

No direct environmental implications are anticipated aside from a potential risk of increase in youth related ASB.

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

Although there will be a reduced resource to support young people the Early Help locality partnership will remain responsible for identifying young people's needs early and respond appropriately and effectively to prevent deterioration and empower young people and their community to secure sustainable

outcomes (This is in line with the Early Help Strategy agreed by the partnership in September 2015).

Aligning the TYW functions to the Early Help locality model will ensure that the partnership continues to have a shared responsibility to target resources to ensure we reduce inequalities related to young people and their communities.

We will continue to fully engage young people (through Community Champions) in the development and monitoring of services and programmes to ensure we meet the Marmot objectives.

### **3.8 Other Council Services**

We will work closely with the Area Partnerships, Community Safety Services (ASB and Prevent team), Change and Governance (Equalities Lead) and to ensure we mitigate against adverse effects on anti social behaviour and community cohesion.

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

This proposal includes the de-commissioning of TYW from a range of community and voluntary sector providers.

## **4. Associated Risks / Opportunities**

- 7** There is a risk of a potential increase in youth related crime and youth related Anti-Social Behaviour over and a reduction in the ability to support both the community cohesion and Prevent agendas.
- 8** There may also be a reputational risk with partners and providers (particularly related to phased reduction and termination of contracts) as youth provision is reduced.
- 9** There are opportunities through closer alignment of the Targeted Youth Work functions and agenda to locality to mitigate against the above risks by:
  - Working with young people – through the development of locality Community Champions.
  - Review locality partnership profiles and profiles to ensure the needs of young people are fully understood and the partnership responds effectively.
  - Provide support to our Voluntary and community Sector to reduce the gap in provision and support capacity building in the third sector as set out in the Early Help Strategy.

## **5. Legal Implications**

- 5.1** No direct legal implications. Minimum statutory requirements will be met.



6. **Consultation and Customer feedback**

- 6.1 Proposals to cease commissioned TYW formed part of the budget consultation in 2016/17. Further consultation on integration of the Children's Services TYW functions and agenda as part of the 0-19 Family Support Teams will align to the planned consultation on the proposal to review and develop the Children Centre Service as part of a 0-19 Early Help locality model, which is scheduled between 27<sup>th</sup> October and 23<sup>rd</sup> December 2016.

7. **Equality Implications**

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

## PORTFOLIO: Children's Services and Education

Directorate and Service Area: Children's Services, School Improvement

**Option:** *Cease or identify alternative funding to support School Improvement Services*

**Saving Reference: 14**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	235,599	271,198	135,599
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>235,599</b>	<b>271,198</b>	<b>135,599</b>
Capital investment	0	0	0

### 2. Description of the Proposal

#### 2.1 Cease or identify alternative funding to support School Improvement Services

Implement a revised model of delivery in future years based on a locality School Improvement model, with Teaching Schools taking the lead on sector-led developments to secure high quality teaching, learning and leadership.

#### 2.2 To move to a self-sustaining and high quality model of School Improvement by 2020, when funding for non-statutory School Improvement services is likely to cease, it is necessary to reduce centrally delivered services and develop a mechanism for sector-led delivery.

Initially there will be a reduction in centrally delivered support to schools, whilst working with Teaching Schools and other quality assured providers to ensure school to school support. Consultation will start on the setting up of a School Improvement Commissioning Group (or similar) to plan and evaluate the impact of sector-led support to schools in most need.

The year 1 saving will be made through a combination of voluntary reduction in staffing and an increase in traded income.

The local authority will work with Headteacher representatives on the Commissioning Group to produce the first annual commissioning plan drawn from a needs analysis to identify priorities across the borough and in localities.

The commissioning plan will be presented to the School Improvement Commissioning Group and members of Schools Forum for ratification, whereupon Schools Forum will be asked to agree to the use of DSG to support School Improvement activities contained within the plan.

Ultimately by 2020, the proposed total fund could be divided into three strands; namely, the School Improvement Commissioning Fund, a Schools Causing Concern fund and an element to fund the centrally retained School Improvement services.

- 2.3 There are no anticipated property, capital or revenue investment requirements associated with this proposal.
- 2.4 It is recognised that the implementation date may not be 1 April 2017, due to statutory consultation arrangements and agreed redundancy dates, etc.
- 2.5 Current DfE legislation requires local authorities to perform a number of statutory functions related to School Improvement, as outlined below. Pending any changes to DfE guidance, it is envisaged that these statutory functions would be performed by a centrally retained School Improvement team, whilst the non-statutory function would be carried out as agreed by the School Improvement Commissioning Group.

Aspect	Duty
Appointment of Staff, Including Heads	To monitor the appointment, management and dismissal of staff. To support and advise the governors and represent the DCS at the appointment of Head teachers of maintained schools.
Assessment KS1	To moderate KS1 assessments in at least 25% of schools. To monitor at least 10% of schools before, during and after the phonics screening check and submit to the DfE. To offer training and advice on all aspects of assessments at KS1 and have electronic systems for submission. To ensure security of assessment documents by making schools aware of their obligations.
Assessment KS2	To moderate at least 25% of end of KS2 writing Teacher Assessments. To monitor at least 15% of schools before, during and after SAT's administration, in accordance with STA requirements. To visit at least 10% schools administering KS2 tests for monitoring purposes. To offer training and advice on all aspects of assessments at KS2, including extra time applications. To ensure security of assessment documents by making schools aware of their obligations.
Curriculum	To ensure that maintained primary and secondary schools follow the National Curriculum and provision for SRE, along with any assessment regulations.

Early Years	To work with other agencies, such as the NHS, to achieve early years outcome duties. To ensure that EYFS assessments are accurate. Annual collection of EYFS data.
Governance	To appoint parent representatives to LA committees dealing with education. To manage the process of appointing LA governors to governing bodies. To produce and provide the Instrument of Government for maintained schools and federations. To provide sufficient free information and guidance to governors so as to allow them to do their job.
Children who are Looked After	Promote educational achievement of looked after children.
NQT Induction	To be the appropriate body and quality assure induction and take decisions about satisfactory completion of the NQT year.
Religious Education	To establish a Standing Advisory Council on Religious Education (SACRE) and prepare an agreed syllabus for RE.
Safeguarding	Ensure that all types of schools, including academies fulfil their duties to safeguard pupils and promote their welfare. The duty rests with governors.
Schools Causing Concern	To provide early intervention in schools causing concern. To take firm action where improvements are not rapid enough. This could include applying to the Secretary of State to appoint an IEB.
School Inspection	To provide information for LA inspections. To prepare a LA statement of action where a school is judged inadequate.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There will be no change to current priorities as outlined in the plan.

#### 3.2 **Customers**

Statutory functions are outlined in section 2 above.

If the proposal is not approved, an alternative would be to continue with the current model of support and challenge from a centrally retained team, but with the requirement for the team to become self financing. This is not deemed to be a realistic proposition, as traded income is unlikely to be sufficient to cover costs.

### **3.3 Employees / Staffing**

It is anticipated that there will be a reduction of 2 or 3 FTE in the school improvement team in year 1, but that this can be achieved through voluntary agreement.

### **3.4 Partners**

In year 1, in a move towards a sector-led model of school improvement, there will be a reduction in the LA school improvement team, with serving Head teachers providing additional capacity as School Improvement Partners. Consultation on the setting up of a School Improvement Commissioning Group will start, involving Head teachers and other stakeholders. This consultation will involve schools forum in a proposal to use de-delegated funds to support future school improvement across the borough.

In year 2, the School Improvement Commissioning Group will identify borough-wide and locality priorities to inform an overall plan, working with Teaching Schools and alliances to agree their contributions.

In year 3, the School Improvement Commissioning Group will take responsibility for producing an annual, costed plan, which will be presented to Schools Forum for ratification.

By 2020, it is anticipated that the sector-led model will be fully operational.

### **3.5 Economic Implications**

This proposal depends upon the development of a School Improvement Commissioning Group, with the suggestion of de-delegated funds to deliver a co-ordinated School Improvement model to address the borough's priorities. It is anticipated that the group would also seek to secure additional funds, e.g. through targeted grants from the National College, as and when they become available.

### **3.6 Environmental Implications**

Not applicable.

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

The Council has a statutory duty to promote health and wellbeing. This proposal supports that duty by reflecting a number of the key objectives in the Marmot Review, particularly around giving every child the best start in life, and by enabling all children and young people to maximise their capabilities.

### **3.8 Other Council Services**

Not directly applicable.

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

Not directly applicable

### 4. **Associated Risks / Opportunities**

- 10 This is a significant change and there may be some slippage in schools picking up their new obligations, and thus an ongoing need in the short term for the Council to continue to support schools with this work stream.
- 11 Additionally the timetable for the school funding consultation has now been pushed back by a year, however there has been no confirmation regarding any associated change in the changes to school improvement. Therefore there is a risk that the timetable for this change in responsibility may be moved back and savings set out for 2017/2018 will therefore be at risk.
- 12 If schools do not approve the proposal to establish a school-led model, there is an opportunity to further develop the traded service, where the core School Improvement team work with Teaching Schools and other quality assured providers to continue to support and challenge schools. This would necessitate the creation of income targets to sustain the service.
- 13 There is an associated risk with the above, that the schools will not seek to buy back these services at a level required to fund ongoing work, leading to an inevitable cessation of the service.

### 5. **Legal Implications**

- 5.1 The Council has a duty to provide a number of statutory services relating especially to assessment, SEN and governance. The Council would be failing in its duty if it did not provide these services.

### 6. **Consultation and Customer feedback**

- 6.1 Initial engagement took place at a Director of Children's Services Head teacher Briefing last academic year, during which it was clear that Head teachers wished to retain a core service for School Improvement, as part of the development of a school to school support model.

The School Improvement team was restructured to reflect the move towards sector-led improvement, with School Improvement Partner job descriptions amended accordingly and a manager post created to co-ordinate this work. Full consultation took place with Head teachers and professional associations regarding these changes.

### 7. **Equality Implications**

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

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduction in Public Health Investment to Lifestyle Services*

#### **Saving Reference: 16**

#### 1. **Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	45,000	0	205,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>45,000</b>	<b>0</b>	<b>205,000</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Walsall Lifestyle Service is commissioned through the Public Health ring fence grant. The service delivers an integrated model of service delivery with a tiered approach of universal and targeted lifestyle support for adults and children in Walsall. This includes support around children's weight (e.g. healthy families programme), physical activity, emotional health and well being, health and work (e.g. healthy workplace programme), diet and nutrition and sustained behaviour change (e.g. tailored healthy lifestyle support). The service supports residents, particularly those in areas of increased health inequality, to address lifestyle issues which will lead to improved health and wellbeing as well as wider determinants of health (e.g. access to employment to residents out of work due to ill health).
- 2.2 The proposed saving of £250,000 will be achieved through releasing funds from the Lifestyle Services contract. The changes required to the Lifestyle's Service will be offset by development of parks and green spaces and a more joined up approach to health improvement (e.g. physical activity) across council and external partners, particularly the community and voluntary sector. A project group has already been set up which is identifying opportunities for evidence based as well new innovative approaches to increase usage of green spaces and improve resident's health, particularly physical activity and emotional health and wellbeing.
- 2.3 Whilst Lifestyle services are not mandated, Local Authorities do have a duty (under the Health and Social Care Act (2012)) to reduce health inequalities and improve the health of the local population.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The proposed change will impact on the following priorities for the council outlined in the Corporate Plan: Lifelong health wealth and happiness – Lifestyle Services plays a key role in improving the health and wellbeing of Walsall's residents. A healthy population is fundamental for strong local economy enabling residents to access and sustain employment.

- Safe Resilient and Prospering Communities – Development of the voluntary and community sector will be a key element of the proposed change. This will include support to the sector to develop sustainable health improvement activities and enable improved access to other sources of external funding.
- Sustainable Change and Improvement for All – Lifestyle services provides both targeted and universal support priorities those with the greatest health needs. Universal support includes a range of self help tools to enable residents to make improvements to their own health without the need of intensive and more costly support. The proposed change will also utilise a similar 2 tiered approach.

#### **3.2 Customers**

There is a potential impact would be on service users who live or work in Walsall, children and businesses.

#### **3.3 Employees / Staffing**

Employees directly impacted on would be the lifestyle service provider employees at Mytime Active.

#### **3.4 Partners**

Lifestyles services contribute to improving the health and wellbeing of local residents, thus reducing dependency on other services e.g. within health and social care.

#### **3.5 Economic Implications**

Lifestyle Services plays a key role in improving the health and wellbeing of Walsall's residents. A healthy population is fundamental for strong local economy enabling residents to access and sustain employment.

#### **3.6 Environmental Implications**

No environmental implications are anticipated.



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

Lifestyle Services service are central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon all the principles set out in the Marmot Review.

### 3.8 **Other Council Services**

Reducing lifestyle services may impact on Social Care and Children Services through ill health and long term illnesses.

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

When procuring the Lifestyle service, Social Value was a criterion upon which the bid was scored. There is an expectation that the service contributes, wherever possible, to make investments in local people and business.

## 4. **Associated Risks / Opportunities**

- 4.1 A project group has been set up to review the evidence base, develop new ways of working and align priorities.

## 5. **Legal Implications**

- 5.1 Legal advice will need to be sought before commencing any contract negotiations with the present providers.

## 6. **Consultation and Customer feedback**

- 6.1 A full consultation with service users, provider agencies and partner agencies will be undertaken.

## 7. **Equality Implications**

- 7.1 An equality impact assessment is being undertaken. This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010).

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Introduce Charging for Green Waste Collections*

#### **Saving Reference: 17**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	0	300,000	0
Revenue Investment	0	0	0
<b>Total Net Saving</b>	<b>0</b>	<b>300,000</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 The council does not have a statutory obligation to make a separate collection of garden waste. Switching to a charged garden waste service is likely to reduce both participation in the service and the amount of material collected for recycling. This will impact on the recycling rate and disposal costs.
- 2.2 The estimated saving of £300,000 is based on 20% participation and an annual charge of £30 if booked before the 1 December for commencement of an alternate weekly collection service from 1 February in the following year. The cost will be £35 if booked after the 1 December. There will be an initial "one off" cost of £18.00 (paid by the resident) for purchasing a new wheeled bin. Replacement bins will be £22.50 thereafter for any lost/stolen as per the waste policy. Collections will operate for 10 months between 1 February and 30 November each year.
- 2.3 The proposed scheme and charges are in line with other local authorities.
- 2.4 Existing brown bins that the majority of residents already have will be utilised for proposed changes to the dry recycling collection service. Therefore a new colour of garden waste bin will be required for residents who choose to buy in to the charged green waste collection service. Cost of bins will be reviewed on an annual basis in accordance with the review of fees and charges. The possibility of the collection of additional bins for a supplementary charge will be available subject to operational service demands.
- 2.5 The savings would come from reduced staff numbers and reduced vehicle numbers plus income generated through the introduction of a charge. It may or may not lead to a fall in disposal costs as waste that is not collected at the

kerbside is likely to be displaced to the highways waste recycling centre (HWRC).

- 2.6 A charged service will be demand-led and will change year on year. Currently, approximately 14,500 tonnes of garden waste is collected from the kerbside each year. This makes a significant contribution to the recycling rate.
- 2.7 It is envisaged that residents who wish to use the service will sign up to an annual service agreement. The council will incur costs to administer this process and this cost is reflected in the identified saving.
- 2.8 Clean and Green Services would look to promote home composting in tandem with introducing the charged service.
- 2.9 This proposal affects only the charging for garden waste service. Other proposed changes including reducing the period for collecting garden waste in 2017, revisions to recycling collection arrangements and the provision of HWRC facilities are considered in other budget related policy papers.
- 2.10 This proposal needs to be considered in relation to other proposed waste savings, as all the services are inter-related and changing one service will have a knock-on effect to another service. A change in the council's Waste Policy is required.
- 2.11 The free garden waste service would cease in autumn 2017. Promotion of the charged service would start in spring 2017 in readiness to start the new charged service on 1<sup>st</sup> February 2018.
- 2.12 Free garden waste collections are not a statutory service. The Environmental Protection (EPA) Act 1990 and The Controlled Waste Regulations 2012 allow for charges to be made for garden waste collections. Households will still be able to take their garden waste to any of the council's HWRC's at no charge. It is likely there will be an increase in customer complaints regarding the introduction of a charge for a service that was previously free.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the council's priority "Sustainable Change and Improvement for All". There will be a perception that the Council is charging for a service that was previously free. There will be increased risks of fly tipping from those residents who do not wish to pay for with reduction in service. There will be increased risk of dry recycling contamination with some residents putting garden waste in their green recycling bin.

### **3.2 Customers**

This service affects over 90% of households in the borough. It is popular with residents and has a high participation rate. There is likely to be a negative impact for customers and the service changes are likely to:-

- Increase fly tipping
- Be unpopular with residents due to the perception of currently receiving the free service through payment of council tax.
- Reduce the capacity each household has to dispose of their waste following the change to alternate weekly collections in October 2016.
- Push residents to put garden waste in the rubbish bin or worse the recycling bin
- Make some less affluent residents feel excluded from the scheme
- Home composting will have limited appeal to some residents
- Potential increase demand for and queuing at HWRC's, particularly during peaks such as bank holidays and weekends.

### **3.3 Employees / Staffing**

Currently the garden waste collection service operates via agency staff used on a temporary basis during the collection season. A charge for service will be based on future demand which may change on a year on year basis. It is anticipated there will be a 20% participation rate so although the staffing levels would reduce, all staff reductions would be agency employees with no implications for full time employees. .

### **3.4 Partners**

There is no direct impact on partners. The council currently has a disposal contract in place to recycle the garden waste which ends in March 2019. This contract does not have a minimum annual tonnage so reduced tonnages can be accommodated.

### **3.5 Economic Implications**

There are no significant identified economic implications with this proposal. The current disposal facility is located in Lichfield District and disposal is arranged under contract. A charge for service may emphasise the difference between affluent and more deprived areas of the Borough where residents are unable, or unwilling, to pay for the service.

### **3.6 Environmental Implications**

There are potential negative environmental implications with this proposal. With the introduction of a charge, less green waste is likely to be recycled and recycling rates in Walsall are likely to reduce.

There may be an increase in fly tipping in the borough or the potential for rogue traders who are not licensed to carry waste, to offer the removal of waste and dispose of the waste illegally.

Some householders may choose to have garden bonfires to dispose of grass cuttings and other garden arisings that they are unable to contain within their grey (residual waste) bin. This would have a negative impact on air quality and also a negative amenity impact for householders of neighbouring properties.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities” The introduction of a charge for collecting green waste may be seen to have a greater impact on those households that are less well off.

The promotion of home composting may help to promote sustainability by re-directing garden material out of the waste stream for re-use in householders gardens as a soil improver. This can be promoted through the council web-pages, promotional literature etc.

### **3.8 Other Council Services**

Input from legal services will be required for the annual service level agreements with residents. Input from Finance will be required for processing payments for annual agreements and managing bad debts. Input from the First Stop Shop will be required for accepting application forms and processing payments

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

There are no Social Value implications. There is no minimum tonnage requirement defined in the contracts the council has for the reprocessing of garden waste.

## **4. Associated Risks / Opportunities**

### **4.1 The following risks have been identified:**

- Negative public perceptions and complaints as charged service is likely to be unpopular with residents
- Increased fly tipping of garden waste.
- Increased residual waste disposal costs where residents don't use HWRC sites and put garden waste in grey residual waste bins
- Increased contamination and disposal costs of dry recycling, where residents put garden waste in green recycling bins
- Increased pressure on HWRC sites
- Longer queues at HWRC sites when residents deliver garden waste for recycling
- Failure to meet statutory recycling targets, which may incur fines or penalties from DEFRA

- 4.2 There is an opportunity for the promotion of home composting which is more sustainable and environmentally beneficial although this may have limited appeal with some residents.

## 5. **Legal Implications**

- 5.1 The garden waste collection service is not a statutory function. The Controlled Waste Regulations 2012 allows a charge to be made for the collection of domestic garden waste. Contracts / service level agreements will be required between the council and residents prior to the commencement of the service.
- 5.2 The Waste Framework Directive requires local authorities to be recycling 50% of household waste by 2020.

## 6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out.

## 7. **Equality Implications**

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

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reconfigure Recycling Collections to Introduce 'Twin Stream' Collections*

#### **Saving Reference: 18**

#### **1. Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	0	150,000	0
Revenue Investment	0	0	0
<b>Total Net Saving</b>	<b>0</b>	<b>150,000</b>	<b>0</b>
Capital investment	0	90,000	0

#### **2. Description of the Proposal**

- 2.1 The materials collected as part of the recycling scheme are household waste which the council has a statutory obligation to collect. This proposal needs to be considered in conjunction with the proposal to introduce a charge for collecting garden waste.
- 2.2 Currently dry recyclable materials (paper, card, plastics, glass and cans) are collected together (co-mingled) in the green bin on a fortnightly basis. If a chargeable garden waste service is introduced residents will be required to pay a one off cost for the purchase of a new bin (in addition to the annual fee) and brown bins could then be used differently.
- 2.3 Under this proposal the existing brown bins will be used to facilitate the introduction of a 'twin stream' recycling collection scheme. Residents will be required to place glass, cans and plastics into the green bins and paper and card into the brown bins. Paper and card will be collected in week 1, then plastic, glass and can in week 3. The recycling bins (green or brown) would be emptied first and the grey residual waste bins emptied later in the day. There is no overall reduction in the capacity residents have to dispose of recyclable waste.
- 2.4 A further detailed review of the split of materials would be required prior to implementation which would need to take into account the re sale values of the commodities collected.
- 2.5 The twin stream collection would be operated by the existing refuse collection crews.

- 2.6 The Waste Framework Directive (WFD) and Waste Regulation 2011 includes a target that separate kerbside collections of paper, glass, cans and plastic must be implemented by January 2015. Co-mingled recycling collections have been considered compliant with the WFD providing it can be evidenced that separate collections are not technically, environmentally and economically practicable (TEEP) and a high quality recyclate can still be achieved. The cost of implementing anything other than the existing co-mingled scheme has previously been prohibitive but the introduction of a chargeable garden waste collection scheme presents an opportunity to better meet the requirements of WFD.
- 2.7 A major drawback with co-mingled recycling schemes is high levels of contamination in the materials collected. In recent years Walsall has struggled to keep recycling contamination at a level that is acceptable to re-processors and avoid contractual difficulties. Single or twin stream collections help to reduce contamination levels
- 2.8 The value of the materials collected from co-mingled recycling schemes has decreased and disposing of the material we collect is now a cost to the Authority, whereas previously it was a source of income. Potentially materials collected from a twin stream collection scheme have a higher value.
- 2.9 This saving would come from a reduction in disposal cost. A change in the council's Waste Policy is required as detailed above.
- 2.10 Full year savings can be delivered from 1 April 2018. The savings amount is estimated as it is dependent upon market values and contractual fluctuations. The exact level of savings will not be known until re tendering is complete.
- 2.11 A small capital investment would be required to purchase brown bins for those properties who do currently participate in the brown bin scheme. An estimate of 5,000 bins at £18 per bin has been included in this proposal.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

There would be a positive impact on the councils priority "Sustainable Change and Improvement for All", with improved quality recycling at a reduced cost supporting sustainable environmental improvements.

There may be a perception that the council is reducing a service by emptying recycling bins every other fortnight.

#### **3.2 Customers**

This service affects most households in the borough. Residents may perceive it as reduction in service, but the overall capacity they have to dispose of dry recycling will not change.



It is a requirement of the recycling scheme that all items should be washed and clean before being placed in the bin. This means there should be no issues with smells etc.

Residents may initially misunderstand the service change leading to the wrong items being placed in their bins, particularly if they continue to put garden waste in the brown bins.

### **3.3 Employees / Staffing**

There are no implications for full time employees, existing refuse collection crews will continue to make recycling collections.

### **3.4 Partners**

There is no direct impact on partners. The council currently has a disposal contract in place to re-process the co-mingled material collected which ends in March 2019, but this contract can be terminated (subject to contractual notice periods) and re tendered (subject to legal process) to allow a new service to commence in April 2018.

### **3.5 Economic Implications**

There are no significant identified economic implications with this proposal.

### **3.6 Environmental Implications**

There are potential positive environmental implications with this proposal. Recycling diverts waste from landfill as required by the Waste Hierarchy. Twin stream recycling will improve the quality of the recyclable materials the council can deliver to the Material Recovery Facility (MRF), meaning less material has to be rejected and subsequently land-filled and improving the end product the MRF can produce. This will bring environmental and financial benefits.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”. Provision of a quality, fit for purpose recycling collection scheme contributes towards the delivery of this duty.

### **3.8 Other Council Services**

No impact.

### 3.9 Procurement / Social Value Implications

The current contract to dispose of co-mingled recycling expires in March 2019. The contract will be re-procured prior to this to reflect the move to twin stream collections as detailed above.

## 4. Associated Risks / Opportunities

### 4.1 The following risks have been identified:

- Dry paper / card recycling contamination with some residents, who do not participate in the chargeable garden waste collection scheme, continuing to put garden waste in their brown bin
- New service perceived as a reduction in service by customers.
- Fluctuation in prices for resale values of recycled materials doesn't deliver the identified savings
- Paying higher disposal costs if contamination levels are high.
- Contractual difficulties with re-processors if we continue to send contaminated co-mingled recycling to MRF's.
- Failure to meet statutory recycling targets, which may incur fines or penalties from DEFRA

### 4.2 The following opportunities have been identified:

- Reduced disposal costs
- Twin stream recycling will always be more valuable than co mingled collections
- To ensure continued compliance with the requirements of Waste Framework Directive and Waste Regulations 2011.

## 5. Legal Implications

### 5.1 The materials collected as part of the recycling scheme are household waste which the Council has a statutory obligation to collect under the Environmental Protection Act (EPA) 1990.

### 5.2 The Waste Framework Directive (WFD) and Waste Regulation 2011 includes a target that separate kerbside collections of paper, glass, cans and plastic (single stream) must be implemented by January 2015. Co-mingled recycling collections have been considered compliant with the WFD providing it can be evidenced that separate collections are not technically, environmentally and economically practicable (TEEP) and a high quality recyclate can still be achieved. Twin stream recycling collections are viewed as being a more compliant option than fully co-mingled collections, without moving to single stream collections which is costly and inconvenient for residents who potentially have to have a separate container for each material.

### 5.3 The Waste Framework Directive requires local authorities to be recycling 50% of household waste by 2020.

6. **Consultation and Customer feedback**

6.1 Consultation will be carried out.

7. **Equality Implications**

7.1 An equality impact assessment will be carried out.

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reduction in Grass Cutting – Large Areas*

#### **Saving Reference: 20**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	27,312	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>27,312</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 This proposal is to cease grass cutting on large areas with low amenity value which are currently cut by tractor with a gang unit. Areas that are currently cut on a fortnightly basis will cease for environmental reasons. Grass pathways will be cut to enable access across the sites for recreational use such as dog walking and smaller areas will be cut for recreational play.
- 2.2 Sites identified will be of a nature whereby sports pitch provision and play areas are not in situ. E.g. Pouke Hill, Reedswood Park, Delves Common, Walstead Road, areas of Aldridge Airport, Glastonbury open space, Green Lane open space, Kent Road recreation ground, Ross Farm open space, Clayhanger Common, Brownhills Common, Areas of Pelsall and Nest Common, Pelsall North Common, Areas of Barr Beacon, Areas of Pleck Park, Areas of Palfrey Park, Rhys Thomas open space. The list is not exhaustive and other sites may be identified / appropriate. Each site will be reviewed and appropriate consultation will take place
- 2.3 There will be some positive impact from increased biodiversity (flora, fauna, wildlife) plus deterring unauthorised encampments on green open space such as Delves Common, Aldridge Airport, Brook Meadow (Parkway), Stubbers Green Road where previous problems have been experienced.
- 2.4 Grounds maintenance activities are not specifically statutory services, but statute does have an influence on the activities carried out. Below are the identified acts and government guidance relevant to the grounds maintenance activities.
- Open Spaces Act 1906 – The council is required to maintain and keep any open space or burial ground transferred to or held in trust by the council in a good and decent state.

- National Planning Policy Framework - Planning for Open space, Sport and Recreation was previously determined by Planning Policy Guidance 17. This has now been replaced by the National Planning Policy Framework which recognises that access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities and requires there to be robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision.
- Natural Environment and Rural Communities Act (2006) - All public authorities have a duty under the act to have regard to conserving biodiversity as part of policy or decision making. Examples could be integrating biodiversity when developing policies and strategies and putting them into practice when managing our land.
- Countryside and Rights of Way Act 2000 – We are required to maintain public rights of way on council owned Countryside sites and open spaces.
- Control of Horses Act 2015 – Tackling Fly Grazing on council owned land
- Town and Country Planning Act 1990 and Planning Act 2008

2.5 On council owned land or responsible land the minimum service is considered to be the service that maintains current safe accessibility, with minimum maintenance. Any existing assets (play areas, buildings, infrastructure etc) must be maintained safely and fit for purpose. Reduced grounds maintenance may encourage anti-social behaviour, in relation to impact on appearance of neighbourhoods which may show signs of neglect if areas appear unkempt with longer grass and possibly fly tipping.

2.6 There may be an impact on service awards for excellence in relation to In Bloom, Green Flag Awards etc which are supported and assisted by the community. There may be a potential increase in customer demands for services and complaints about service standards.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the council's priority "Sustainable Change and Improvement for All". There will be a negative impact on the appearance of local neighbourhoods with longer grass and potentially more litter and an increased risk of anti social behaviour if areas show an appearance of decline and a perceived lack of maintenance.

#### 3.2 **Customers**

Grounds maintenance is not a statutory service as detailed above. There is likely to be a negative impact for some customers, particularly those who live close by or use the areas affected. The impact is likely to be mainly visual. Alternative maintenance arrangements may be possible via members of the Community or Friends Groups etc but experience suggests that this is unlikely in the short term.

### **3.3 Employees / Staffing**

There is no impact on Council employees; the activity is carried out by seasonal agency resources.

### **3.4 Partners**

There is no direct impact on partners with these proposals however different standards will be highlighted e.g. Walsall Housing Group undertake like functions on adjacent land will continue to maintain their areas to current standards. This will accentuate differentials in standards across the community / neighbourhoods and highlight areas of perceived deprivation and decline. WHG currently undertake a fortnightly cut and collect service.

Reduced resources will impact on the ability to support community groups, friends groups and volunteers with clean up days, community events, carnivals and general maintenance works.

### **3.5 Economic Implications**

There are recognised economic benefits associated with clean and well maintained highways, parks and green spaces, these help to support economic growth and attract investment. Clean and green towns attract more visitors, whose spending on shopping and leisure generates job opportunities

### **3.6 Environmental Implications**

Green spaces are essential for supporting biodiversity, providing habitats and access to a variety of flora and fauna in an urban environment. Green space has an increasingly important role to play in mitigating the effects of climate change. Green spaces act as wildlife corridors that allow the migration of plants and animals acting as important stepping stone links between urban and rural areas.

In respect of large grass areas, allowing grass and wildflowers to grow instead of being cut fortnightly clearly allows them to flower and set seed. The flowers will encourage and provide nectar sources for bees and other pollinating insects, which in turn provide food for other invertebrates, birds etc. The seed will allow plants to spread as well as some providing food for birds and small mammals.

Where the grassland areas are adjacent to or near other habitats or natural areas, they will increase the wildlife value of those sites. Public access to green space has clear health benefits, not just in terms of physical exercise, but also for mental health and wellbeing through contact with and appreciation of nature.

These areas contribute towards the council's Biodiversity Duty, in that all public bodies must have regard to biodiversity in the exercise of their functions. They also contribute towards the objectives of the Birmingham and

Black Country Nature Improvement Area in terms of having more, bigger and better wildlife sites. Good management often involves simply doing less, allowing the area to develop and plants to set seed before cutting takes place.

- Native plants offer improved weed & soil erosion control and reduce the need to mow or spray herbicides, also reducing cost.
- Native plants are less likely to encroach on land bordering rights of way. Native plant communities will reduce runoff in the spring and act as snow fences in the winter, trapping & preventing snow from blowing across roads.
- Native plants are aesthetically pleasing & support more native wildlife.
- Seeding roadsides and open spaces with native vegetation can increase diversity of plants in local area and may provide more abundant pollen & nectar sources to adjacent areas.

It should also be recognised, that longer grass can produce litter traps, an increase in potential anti-social behaviour such as fly tipping, create health and safety issues such as fire risks, visibility sight lines on the highway network and can be visually unappealing – but beauty is in the eye of the beholder. Previous experience indicates divides within the community regarding natural looking areas, native flowers etc. as opposed to manicured lawns and well kept green space.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”

Access to good quality, well maintained parks and green spaces have a significant impact on physical health and mental well being. The more attractive and accessible the green space is, the more likely it is to be used by a wide range of people. Green space encourages people to walk more, to participate in sport or to enjoy the green and natural environment. It is accepted that physical activity is a major contributor to good health and can reduce coronary heart problems, diabetes, certain cancers and mental health problems. Trees and woodlands help to reduce the effect of urban pollution.

Longer grass may have a negative impact with reduced access for users of large green spaces.

### **3.8 Other Council Services**

There are no direct implications on other council services.

### 3.9 Procurement / Social Value Implications

There are no Social Value implications and the proposal does not involve procurement.

### 4. Associated Risks / Opportunities

Risk	Opportunity	Mitigation
<b>Reduction in Grass Cutting – large areas</b> <ul style="list-style-type: none"><li>• Negative public perceptions and complaints</li><li>• Dog fouling in long grass concealed</li><li>• Potential risk of fly tipping in long grass</li><li>• Perceptions of visual appearance, given previous maintenance regimes / standards</li><li>• Potential fire risks?</li><li>• Litter traps</li><li>• Anti-social behaviour</li></ul>	<ul style="list-style-type: none"><li>• Increased biodiversity (flora, fauna, wildlife)</li><li>• Deter unauthorised encampments</li></ul>	Continue cutting grass fortnightly

### 5. Legal Implications

- 5.1 There are no identified legal implications with these proposals. Guidance is contained in section 2 above.

### 6. Consultation and Customer feedback

- 6.1 Previous implementation of reduced / cessation of grass cutting to large grass areas has been carried out. Customer feedback has been varied, some customers being supportive and others against the reduced frequency / cessation of grass cutting on large areas. No further consultation is proposed.

### 7. Equality Implications

- 7.1 Initial screening suggests there are no or minimal equalities implications and therefore a full equality impact assessment is not required.



## PORTFOLIO: Clean and Green

Directorate and Service Area: Economy and Environment - Clean and Green

*Option: Consider Cessation of Bowling Green and Cricket Wicket Provision*

**Saving Reference: 21**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	58,464	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>58,464</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. Description of the Proposal

- 2.1 Cessation of provision of bowling greens and cricket wickets across the borough outside of the Arboretum. The council has bowling green provision at: Anchor Meadow, Walsall Arboretum, Leamore Park, Oak Park, Palfrey Park, Pelsall, Pleck Park, and Rushall.
- 2.2 There are currently 10 bowling clubs who hire bowling green's from the council, generating approximately £6,564 of income per year. The cost of maintaining the bowling green's is circa £40,000.
- 2.3 The council has cricket wicket provision at: King George V Playing Fields, Broadway West Playing Fields, Pleck Park, and Walsall Arboretum. One cricket team hires a cricket wicket from the council but no income is received. The cost of maintaining the cricket wickets is circa £20,000.
- 2.4 Bowling greens and cricket wickets will continue to be maintained at the Arboretum with alternative resources but all other grass will be cut at a minimum of once per fortnight to fit in with the other areas on the sites.
- 2.5 Grounds maintenance activities are not specifically statutory services, but statute does have an influence on the activities carried out. Below are the identified acts and government guidance relevant to the grounds maintenance activities.
  - National Planning Policy Framework - Planning for Open space, Sport and Recreation was previously determined by Planning Policy Guidance 17. This has now replaced by the National Planning Policy Framework which recognises that access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities and requires there to be robust and up-to-date

assessments of the needs for open space, sports and recreation facilities and opportunities for new provision.

- 2.6 On council owned land or responsible land the minimum service is considered to be the service that maintains current safe accessibility, with minimum maintenance. Any existing assets (play areas, buildings, infrastructure etc) must be maintained safely and fit for purpose. Reduced grounds maintenance may encourage anti-social behaviour, in relation to impact on appearance of neighbourhoods which may show signs of neglect if areas appear unkempt.
- 2.7 There may be an impact on service awards for excellence in relation to In Bloom, Green Flag Awards etc which are supported and assisted by the community.
- 2.8 It is likely that there will be an increase in complaints from existing service users who have nowhere to play.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the councils priority "Sustainable Change and Improvement for All". There may be a negative impact on the appearance of the park or where the current facility is located with the increased risk of anti social behaviour if areas show appearance of decline and a perceived lack of maintenance.

#### 3.2 **Customers**

Grounds maintenance is not a statutory service as detailed above. There is likely to be a negative impact from customers who currently use either bowling green's or cricket pitches. Alternative maintenance arrangements may be possible via sports clubs but experience suggests that this is unlikely in the short term and will need licences to be prepared and appropriate public liability insurances to be in place.

#### 3.3 **Employees / Staffing**

There will be an impact on 2 council employees is detailed below with an expected reduction to one post.

#### 3.4 **Partners**

There is no direct impact on Partners with these proposals. There is a potential negative impact with public health outcomes related to the lifestyles working arrangements. Reduced resources will impact on the ability to support community groups, friends groups and volunteers with clean up days, community events, carnivals and general maintenance works.

### **3.5 Economic Implications**

There are recognised economic and health benefits associated with clean and well maintained parks and green spaces where outdoor activities can take place. These facilities can help to support economic growth, attract investment and support the public health agenda.

### **3.6 Environmental Implications**

There are no significant positive or negative environmental implications with this proposal as grass will be maintained but not to a standard suitable for use as a bowling green or cricket pitch.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”

Access to good quality, well maintained parks and green spaces have a significant impact on physical health and mental well being. The more attractive and accessible the green space is, the more likely it is to be used by a wide range of people. Green space encourages people to walk more, to participate in sport or to enjoy the green and natural environment. It is accepted that physical activity is a major contributor to good health and can reduce coronary heart problems, diabetes, certain cancers and mental health problems. Bowling green’s and cricket pitches contribute positively towards these objectives. No Bowling Green’s or cricket facilities will have a negative impact with current users of these facilities.

### **3.8 Other Council Services**

There are no direct implications on other council services.

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

There are no Social Value implications and the proposal does not involve procurement.

## **4. Associated Risks / Opportunities**

### **4.1 The following risks have been identified**

- Negative public perception following the withdrawal of services
- Negative public perception of the visual appearance, given previous maintenance regimes and standards.

### **4.2 These risks will be mitigated by supporting the users and sports clubs to carry out ongoing maintenance them.**

5. **Legal Implications**

5.1 There are no identified legal implications with these proposals.

6. **Consultation and Customer feedback**

6.1 Consultation with users has taken place in previous years regarding reducing the subsidy for the provision of bowling greens and cricket pitches. There has been considerable resistance to increase fees and charges above the rate of inflation and users have stated that if prices were increased significantly then they would not be able to continue paying for the facilities.

6.2 Consultation will be undertaken as appropriate.

7. **Equality Implications**

7.1 A full equality impact assessment will be carried out.

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reduction in Herbicidal Weed Spraying of Highways*

#### **Saving Reference: 22**

#### **1. Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	23,750	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>23,750</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 Reduction of herbicidal weed treatment to highway footpaths from twice per year to once per year. Areas that are currently treated twice per year in late spring and early autumn will be treated once per year in late spring / early summer. Priority will be given to strategic routes into the town and district centres.
- 2.2 Control of weed growth on the highway is part of the statutory street cleansing function and the following legislation is appropriate:
- The Highways Act 1980 - Highway Authorities have a duty under this Act to maintain 'any highway that is maintainable at public expense, other than trunk roads.
  - Environmental Protection Act (EPA) 1990 – Part IV – Litter etc. This defines local authorities as 'Principal Litter Authorities' responsible for all relevant land and any highway maintainable at the public expense other than a trunk road, and is used to ensure public spaces and highways are kept free from litter and refuse as far as is reasonably practicable. The requirement applies to the removal of detritus (small, broken down particles of synthetic and natural materials) as well as litter and refuse. The remains of weed growth contribute the build up of detritus and the removal of detritus is deemed to be practicable from metalled surfaces.
  - Code of Practice on Litter and Refuse (Nov 2006), read in conjunction with the EPA.
  - Clean Neighbourhoods and Environment Act 2005.
- 2.3 The principal of the legislation and code of practice is to ensure duty bodies maintain highway and land to acceptable cleanliness standards and keep areas clear of litter and refuse. If the highway or land falls to an unsatisfactory level, it must be returned to a clean level within a minimum time. Reduced street cleansing activities may encourage anti-social behaviour, in relation to

the impact on the appearance of neighbourhoods which may show signs of neglect if areas appear unkempt with more weeds for longer periods of time.

- 2.4 There may be an impact on service awards for excellence in relation to In Bloom, Green Flag Awards etc which are supported and assisted by the community. There may be a potential increase in customer demands for services and complaints about service standards.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the councils priority "Sustainable Change and Improvement for All". There will be a negative impact on the appearance of local neighbourhoods with longer weeds that are more visible with an increased risk of anti social behaviour if areas show appearance of decline and a perceived lack of maintenance.

#### 3.2 **Customers**

There is likely to be a negative impact for customers, particularly those who live close by the areas affected. The impact is likely to be mainly visual.

#### 3.3 **Employees / Staffing**

There is no impact on council employees, the activity is carried out on a contract basis.

#### 3.4 **Partners**

There is no direct impact on partners with these proposals however different standards may be highlighted, e.g. Walsall Housing Group undertake like functions on adjacent land and may treat their weed growth more frequently. It may accentuate differentials in standards across the community / neighbourhoods and highlight areas of perceived deprivation and decline.

#### 3.5 **Economic Implications**

There are recognised economic benefits associated with clean and well maintained highways, parks and public spaces, these help to support economic growth and attract investment. Clean and green towns attract more visitors, whose spending on shopping and leisure generates job opportunities

#### 3.6 **Environmental Implications**

There are potential negative environmental implications with this proposal as more weeds on the street for longer periods are likely to

- Be visually unappealing, generating increased customer complaints.
- Increase litter traps

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”

Clean and well maintained streets can have a significant impact on physical health and mental well being. The more attractive a street is, the more likely it will be used by a wide range of people. Clean streets encourage people to walk more and enjoy the environment. It is accepted that physical activity is a major contributor to good health and can reduce coronary heart problems, diabetes, certain cancers and mental health problems.

### **3.8 Other Council Services**

Increased or additional weed growth in highway channels, is likely to result in additional damage to tarmac surfaces and impact on drainage systems with an increased risk of localised flooding.

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

This work is currently carried out on a contractual basis. Contracts are tendered in accordance with the Council’s Financial Regulations and procurement rules. Further consideration on social value implications may be necessary.

## **4. Associated Risks / Opportunities**

- 4.1 There is a risk of Negative public perceptions and complaints and perceptions of visual appearance, given previous maintenance regimes / standards. A possible mitigation may be to encourage residents to take pride in their street and remove weed growth.

## **5. Legal Implications**

- 5.1 There are no identified legal implications with these proposals.

## **6. Consultation and Customer feedback**

- 6.1 Consultation will be carried out as appropriate.

## **7. Equality Implications**

- 7.1 Initial screening suggests there are no or minimal equalities implications and therefore a full impact assessment is not required.

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reduction in Street Cleansing Service*

#### *Saving Reference: 23A and 23B*

#### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving (1)	250,000	0	0
Estimated Saving (2)	182,907	0	0
Revenue Investment	0	0	0
<b>Total Net Saving</b>	<b>432,907</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. Description of the Proposal

- 2.1 This proposal is a reduction in the street cleansing service, impacting 10 Environmental Operatives (Saving 1) and potentially a further 7 Environmental Operatives (Saving 2). 17 Environmental Operatives are currently deployed with each waste collection crew on a daily basis, deployed litter picking and supporting crews with recycling education, minimising contamination.
- 2.2 Saving 1 - A reduction of 10 Environmental Operatives would leave a more reactive street cleansing, litter picking service for most areas of the borough. The remaining Environmental Operatives carrying out routine litter picking would be deployed in areas of greater litter and faster deterioration.
- 2.3 Saving 2 - A total reduction of 17 Environmental Operatives would leave a reactive litter picking service with no routine litter picking carried out in residential housing estates.
- 2.4 Resources would be focussed on Walsall Town Centre, District Centres and shopping areas across the borough, litter picking and emptying litter bins. Routine mechanical sweeping would take place approximately every 30 days with reactive responses for cleansing complaints, removal of fly tipping, bulky waste collections, bin deliveries etc.
- 2.5 Street cleansing is a statutory service and the following legislation is appropriate:
- Environmental Protection Act (EPA) 1990 – Part IV – Litter etc. This defines local authorities as ‘Principal Litter Authorities’ responsible for all relevant land and any highway maintainable at the public expense other



than a trunk road, and is used to ensure public spaces and highways are kept free from litter and refuse as far as is reasonably practicable .

- Code of Practice on Litter and Refuse (Nov 2006), read in conjunction with the EPA.
- Clean Neighbourhoods and Environment Act 2005

2.6 The principal of the legislation and Code of Practice is to ensure duty bodies maintain their land to acceptable cleanliness standards and keep an area clear of litter and refuse. If the land falls to an unsatisfactory level, it must be returned to a clean level within a minimum time. Reduced street cleansing activities may encourage anti-social behaviour, in relation to the impact on appearance of neighbourhoods which may show signs of neglect if areas appear unkempt with more weeds for longer periods of time.

2.7 There may be an impact on service awards for excellence in relation to In Bloom, Green Flag Awards etc which are supported and assisted by the community.

2.8 It is likely there will be a potential increase in customer demands for services and complaints about service standards.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the council's priority "Sustainable Change and Improvement for All". There will be a negative impact on the appearance of local neighbourhoods with more litter on the streets for longer periods of time with an increased risk of anti social behaviour if areas show appearance of decline and a perceived lack of maintenance.

#### 3.2 **Customers**

There is likely to be a negative impact for customers, particularly those who live close by the areas affected. The impact is likely to be mainly visual.

#### 3.3 **Employees / Staffing**

The impact on council employees is detailed below. The council's procedures would be followed, including requests for voluntary redundancy.

Post Title	Qty	Impact
Environmental Operative	10	Year 1- Deletion of 10 G4 posts via redundancy
Environmental Operative	7	Year 1- Deletion of 7 G4 posts via redundancy

### **3.4 Partners**

There is no direct impact on partners with these proposals however different standards may be highlighted e.g. Walsall Housing Group undertake like functions on adjacent land and may carry out cleansing more frequently. It may accentuate differentials in standards across the community / neighbourhoods and highlight areas of perceived deprivation and decline.

### **3.5 Economic Implications**

There are recognised economic benefits associated with clean and well maintained highways, parks and public spaces, these help to support economic growth and attract investment. Clean and green towns attract more visitors, whose spending on shopping and leisure generates job opportunities

### **3.6 Environmental Implications**

There are potential negative environmental implications with this proposal as more litter on the street for longer periods are likely to be visually unappealing, generating increased customer complaints.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”. Clean and well maintained streets can have a significant impact on physical health and mental well being. The more attractive a street is, the more likely it will be used by a wide range of people. Clean streets encourage people to walk more and enjoy the environment. It is accepted that physical activity is a major contributor to good health and can reduce coronary heart problems, diabetes, certain cancers and mental health problems.

### **3.8 Other Council Services**

There are no direct implications on other council services.

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

There are no Social Value implications and the proposal does not involve procurement.

## **4. Associated Risks / Opportunities**

- 4.1 Risks include a negative public perception and complaints, perceptions of neighbourhood decline with deterioration and visual appearance and a potential increase in further anti-social behaviour, including fly tipping and graffiti, etc.

- 4.2 Mitigating actions include implementation of Litter Control Zones around shopping areas and increasing Litter Enforcement activities to discourage littering.
- 4.3 Opportunities include the development of Big Society, encouraging volunteers, individuals and communities to maintain areas adjacent to where they live and the development of a voluntary Code of Practice (Litter Charter) for local neighbourhoods.

## 5. **Legal Implications**

- 5.1 The Environmental Protection Act 1990 gives a person the right (under section 91) to take legal action to require a duty body to remove litter on its land where this falls below the acceptable standard set out in the Code for longer than the period specified. If a Magistrates' Court is satisfied that the duty body is in dereliction of its duty under section 89, it may make a Litter Abatement Order, requiring the duty body to clean up.

## 6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out on this proposal.

## 7. **Equality Implications**

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

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reduce Grass Cutting on Highway Verges in Rural Areas*

#### **Saving Reference: 25**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	49,702	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>49,702</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 This proposal is for a reduction of grass cutting on highway verges in rural areas. Rural grass verges are currently cut, full width, on a 2 – 3 week cycle during the growing season.
- 2.2 The first 1m from the edge of the carriageway will continue to be cut on a 2 – 3 week cycle to maintain vehicle and pedestrian sight lines, access for the public / dog walking and for health and safety reasons. The remaining areas will be allowed to grow to support and improve the environmental biodiversity (flora, fauna, wildlife).
- 2.3 These highway verges will be in rural areas e.g. Noose Lane (Willenhall) – verge running adjacent to Memorial Park, from junction of Beech Road, to the car park that serves the park itself; Wolverhampton Road West (Willenhall) – verges either side of the carriageway, between numbers 199 to 279; Hough Road (Pleck) – verge running adjacent to railway line, between numbers 2 – 130; Bosty Lane (Rushall) – verge running adjacent to farm land, between number 123 Royal Oak pub Little Aston Road (Aldridge) – verge adjacent to farm land, between numbers 173 and 205; Walsall Road (Aldridge) – verge running adjacent to farm land, between junction of Longwood Lane and number 214; Aldridge Road (Aldridge) – verges running adjacent to farm land, on both sides of carriageway, between number 19 and Longwood canal bridge; Aldridge Road (Streetly) – verge running along service road adjacent to hedgerow, between numbers 2 and 204; Sutton Road (Walsall) – verge running adjacent to farm land, both sides of the carriageway, between junction of Beacon Road and number 515; Beacon Hill (Streetly) – verge running adjacent to farm land, between junction of Beacon Road and junction of Aldridge Road; The Parade (Brownhills) – verge running adjacent to Holland Park – between junction of Chester Road North and the A5; Hawbush Road

(Leamore) – verge running adjacent to the canal, between numbers 58 and 60; This list is not exhaustive and other verges will be identified / appropriate.

2.4 Grounds maintenance activities are not specifically statutory services, but statute does have an influence on the activities carried out. Below are the identified acts and government guidance relevant to the grass cutting activities.

- The Highways Act 1980 - Highway Authorities (County and Unitary Councils) have a duty under this Act to maintain 'any highway that is maintainable at public expense other than trunk roads. This can involve ensuring road verge management is to a standard to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered.
- The 1988 Road Traffic Act, S 39, puts a duty on the local authority to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them.
- Natural Environment and Rural Communities Act (2006) – States all public authorities have a duty under the act to have regard to conserving biodiversity as part of policy or decision making. Examples could be integrating biodiversity when developing policies and strategies and putting them into practice, or managing our land and buildings (nature reserves, gardens, parks, sports pitches, etc), waste, wood and plant products.

2.5 On council owned land or responsible land the minimum service is considered to be the service that maintains current safe accessibility, with minimum maintenance. Reduced grass cutting may impact on appearance of neighbourhoods which may show signs of neglect if areas appear unkempt with longer grass and possible fly tipping. It is possible there will be potential increase in customer demands for services and complaints about service standards.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the councils priority "Sustainable Change and Improvement for All". There will be a negative impact on the appearance of local neighbourhoods with longer grass and potentially more litter and an increased risk of anti social behaviour if areas show appearance of decline and a perceived lack of maintenance.

#### 3.2 **Customers**

Grounds maintenance is not a statutory service as detailed above. There is likely to be a negative impact for some customers, particularly those who live close by or use the areas affected. The impact is likely to be mainly visual. It is not considered that alternative maintenance arrangements will be

necessary, but it may be possible via members of the community or local farmers etc, but experience suggests that this is unlikely in the short term.

### **3.3 Employees / Staffing**

The impact on council employees is a reduction from 2 environmental operative posts to 1.

### **3.4 Partners**

There is no direct impact on partners with these proposals, but there may be a visual difference between land maintained by the authority and that maintained by partners. Reduced resources will impact on the ability to support community groups, friends groups and volunteers with clean up days, community events, carnivals and general maintenance works.

### **3.5 Economic Implications**

There are recognised economic benefits associated with clean and well maintained highways, parks and grass verges, these help to support economic growth and attract investment. Clean and green towns attract more visitors, whose spending on shopping and leisure generates job opportunities.

### **3.6 Environmental Implications**

Overall it is considered that this proposal will have a positive impact on the environment. Green spaces and grass verges are essential for supporting biodiversity, providing habitats and access to a variety of flora and fauna. Green space and grass verges have an increasingly important role to play in mitigating the effects of climate change. Green spaces act as wildlife corridors that allow the migration of plants and animals acting as important stepping stone links between urban and rural areas.

In respect of grass verges, allowing grass and wildflowers to grow instead of being cut regularly clearly allows them to flower and set seed. The flowers will encourage and provide nectar sources for bees and other pollinating insects, which in turn provide food for other invertebrates, birds etc. The seed will allow plants to spread as well as some providing food for birds and small mammals.

Where the grassland areas are adjacent to or near other habitats or natural areas, the proposal will increase the wildlife value of those sites. These areas contribute towards the council's Biodiversity Duty, in that all public bodies must have regard to biodiversity in the exercise of their functions.

In respect of highway verges, when managed correctly road verges can support remarkable diverse collections of grass species. Good management often involves simply doing less, allowing the verge to develop and plants to set seed before cutting takes place:

- Native plants offer improved weed & soil erosion control and reduce the need to mow or spray herbicides, also reducing cost.
- Native plants are less likely to encroach on land bordering rights of way. Native plant communities will reduce runoff in the spring and act as snow fences in the winter, trapping & preventing snow from blowing across roads.
- Native plants are aesthetically pleasing & support more native wildlife.
- Seeding roadsides with native vegetation can increase diversity of plants in local area and may provide more abundant pollen & nectar sources to adjacent areas.

However, it is also recognised that longer grass can produce litter traps, an increase in potential anti- social behaviour such as fly tipping, create health and safety issues such as fire risks, visibility sight lines on the highway network and impact on local wildlife with litter ingestion.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities”

Access to good quality, well maintained parks and green spaces have a significant impact on physical health and mental well being. The more attractive and accessible an area is, the more likely it is to be used by a wide range of people. Accessible grass areas encourage people to walk more and enjoy the green and natural environment. It is accepted that physical activity is a major contributor to good health and can reduce coronary heart problems, diabetes, certain cancers and mental health problems.

### **3.8 Other Council Services**

There are no direct implications on other council services.

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

There are no Social Value implications and the proposal does not involve procurement.

## **4. Associated Risks / Opportunities**

- 4.1 There are a number of potential risks in reducing grass cutting on highways verges in rural areas, including; negative public perceptions and complaints, dog fouling in long grass concealed, a potential risk of fly tipping in long grass, perceptions of visual appearance, given previous maintenance regimes / standards, potential fire risks, litter traps and anti-social behaviour.
- 4.2 The above is mitigated in part as the first 1m from the edge of the carriageway will continue to be cut.

- 4.3 The proposal presents an opportunity to increase biodiversity (flora, fauna, wildlife).

- 5. **Legal Implications**

- 5.1 There are no identified legal implications with these proposals.

- 6. **Consultation and Customer feedback**

- 6.1 Consultation will take place if appropriate.

- 7. **Equality Implications**

- 7.1 Initial screening suggests there are no or minimal equalities implications and therefore a full impact assessment is not required.



## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reducing Green Waste Collection Season by 1 month*

#### **Saving Reference: 26**

#### **1. Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	30,000	0	0
Revenue Investment	0	0	0
<b>Total Net Saving</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 The proposal is to reduce green the waste collection season by one month, ending collections on 30 September, rather than October. Collections will operate for 6 months between 1 April and 30 September each year.
- 2.2 The council does not have a statutory obligation to make a separate collection of garden waste. Reducing the collection of the garden waste season by 1 month, is likely to reduce both participation in the service and the amount of material collected for recycling. This will impact on the recycling rate and disposal costs.
- 2.3 The savings would come from reduced staff numbers and reduced vehicle numbers. It may or may not lead to a fall in disposal costs as waste that is not collected at the kerbside is likely to be displaced to the household waste recycling centre (HWRC).
- 2.4 The % of garden waste collected in October is around 10% of the garden waste collected throughout the year. In 2015/16 approximately 14,500 tonnes of garden waste was collected from the kerbside. This makes a significant contribution to the recycling rate.
- 2.5 This proposal affects the garden waste collection service season in 2017. Other changes being considered, including the introduction of charges for collecting garden waste in 2018, revisions to recycling collection arrangements and provision of HWRC facilities, are considered in other policy papers. This proposal needs to be considered in relation to other proposed waste savings, as all the services are inter-related and changing one service will have a knock-on effect to another service. A change in the council's Waste Policy is required.

- 2.6 Garden waste collections are not a statutory service. Households will still be able to take their garden waste to any of the council's HWRC's at no charge.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the Council's priority "Sustainable Change and Improvement for All". There will be a perception that the council is reducing a service that is popular with residents.

#### 3.2 **Customers**

The service affects over 90% of households in the borough. It is popular with residents and has a high participation rate. There is likely to be a negative impact from customers.

#### 3.3 **Employees / Staffing**

Currently the garden waste collection service operates via agency staff used on a temporary basis during the collection season. All staff reductions would be agency employees with no implications for council employees.

#### 3.4 **Partners**

There is no direct impact on partners.

#### 3.5 **Economic Implications**

There are no significant identified economic implications with this proposal. The current disposal facility is located in Lichfield District and disposal is arranged under contract.

#### 3.6 **Environmental Implications**

There are potential negative environmental implications with this proposal. Less green waste may be recycled and recycling rates in Walsall may reduce. There may be an increase in fly tipping in the borough.

Some householders may choose to have garden bonfires to dispose of grass cuttings and other garden arising's that they are unable to contain within their grey (residual waste) bin. This could have a negative impact on air quality and also a negative amenity impact for householders of neighbouring properties.

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we "Ensure a healthy standard of living for all" and we "Create and develop healthy and sustainable communities"

The reduction of the collection of the green waste season may be seen to have a greater impact on those households that are less well off and do not have their own transport to take their green waste to the HWRC sites. The promotion of home composting may help to mitigate some of these concerns.

### **3.8 Other Council Services**

There are no direct implications on other council services.

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

There are no Social Value implications. The council currently has a disposal contract in place to recycle the garden waste which ends in March 2019. This contract does not have a minimum annual tonnage so reduced tonnages can be accommodated.

## **4. Associated Risks / Opportunities**

### **4.1 The following risks have been identified:**

- Increased risks of fly tipping from some residents.
- Increased risk of dry recycling contamination with some residents putting garden waste in their green recycling bin.
- Negative public perceptions and complaints as reduction in service is likely to be unpopular with residents
- Increased residual waste disposal costs where residents don't use HWRC sites and put garden waste in grey residual waste bins
- Increased pressure on HWRC sites and potentially longer queues
- Failure to meet statutory recycling targets, which may incur fines or penalties from DEFRA

### **4.2 There is an opportunity for promotion of home composting which is more sustainable and environmentally beneficial although this may have limited appeal with some residents**

## **5. Legal Implications**

### **5.1 The collection of garden waste is not a statutory service. The Waste Framework Directive requires local authorities to be recycling 50% of household waste by 2020.**

## **6. Consultation and Customer feedback**

### **6.1 Consultation has previously been carried out as part of last years' budget process. From the survey consultation and a base of 144 people, 23% said they fully supported the proposal of a reduced collection season, 56% said they did not support the proposal. Additional quantitative surveys (with a base of 360 people) advised that 35% supported the proposal but 35% did not, the other 30% would support with concerns or amendments. Some of the proposed amendments included:-**

- Collecting less frequently, but for longer e.g. 3 or 4 weekly between March and November
- Collecting for 6 months April – June and September – November

The above options have been considered and it is considered they would be difficult to implement and communicate to residents. Further consultation will be undertaken as appropriate.

## 7. **Equality Implications**

- 7.1 An updated equality impact assessment will be carried out.

## PORTFOLIO: Clean and Green

### Directorate and Service Area: Economy and Environment - Clean and Green

#### *Option: Reduction of One Tree Gang*

#### ***Saving Reference: 27***

#### 1. **Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	60,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>60,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Clean & Green services undertake all tree maintenance and management of parks, open spaces, highways & town/district centres across the borough. This includes a range of tasks such as tree planting, cyclical maintenance programme, re-active work e.g. storm damage and out of hours services, sustainable timber management and income generation from log sales.
- 2.2 The tree service covers aspects such as tending to dead, diseased and dangerous tree, good housekeeping through routine pruning and maintenance of tree stock, increasing canopy cover by tree planting initiatives to provide sustainability, and environmental benefits.
- 2.3 The proposal is to reduce tree operations by 23% from 7 front line staff to 5. The overall impact would be on:
- Delivery of cyclical management programme from current 5year cycle to circa 8 year cycle
  - Re-active maintenance, with longer response times for storm damage e.g. severe winds etc. And compounding impact on the cyclical maintenance programme.
  - Long term effect on tree management plans and the council's Urban Forestry Strategy.
- 2.4 Tree management and maintenance activities are not specifically statutory services, but statute does have an influence on the activities carried out. Below are the identified acts and government guidance relevant to tree management and maintenance:
- Health and Safety at Work Act 1974 and the Occupiers Liability Act 1957/84 - The Council has a statutory duty of care under these acts to ensure that members of the public and staff are not to be put at risk

because of any failure by the Council to take all reasonable precautions to ensure their safety

- Management of Health and Safety Regulations 1999. - A Risk Assessment is required under the above act as there is a need to inspect trees in or near public places, or adjacent to buildings or working areas to assess whether they represent a risk to life or property, and to take remedial action as appropriate. The tree inspection programme has four stages
  - a) assessment of risk;
  - b) assessment of hazard;
  - c) prescription for remedial action.
  - d) a plan for the recording and re-inspection process

As part of the council's statutory obligations it is expected in the eyes of the law to have a proactive program of inspection. Walsall MBC has put in place a plan that ensures each individual tree in the Borough is inspected every 5 years. Where remediation has been identified works will be prioritised dependant on the level of risk.

- Town and Country Planning act 1990 – The Council has a duty to protect and maintain trees that are subject to Tree Preservation Orders or in conservation areas.
- Highways act 1980 – The Council has a duty to ensure trees on council and private land are safe and maintained (removal of epicormic growth / low branches etc) to allow the free flow of traffic and pedestrians over the highway
- Local government Miscellaneous provisions act 1976 - gives powers to local authorities to deal with dangerous trees
- Wildlife and countryside act 1981 – All birds, their nests and eggs are protected against damage and destruction. Bats and their roosts are also protected from disturbance, damage and destruction
- SIM 01/2007/05 & 5 STEPS (management risk of falling trees H.S.E)

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

There may be a negative impact on the councils priority “Safe, resilient and prospering communities”. Trees, woodlands and urban forest are an essential part of the borough's character and identity and define the neighbourhoods and areas of where we live, work and play. They breathe life into communities, and provide a welcoming backdrop to the stresses and demands to everyday life. They provide us with a reminder of the seasons, acting as natures clock in defining changes through the year with the coming of spring, leaf colour and fall, and the glistening of frost covered branches.

Walsall is geologically and topographically diverse, comprising leafier suburbs across the eastern side of the borough with denser tree canopies and a more rural landscape within a patchwork of farmland, green spaces and parks to the west, defining the industrial heritage of the town.

Walsall is steeped in heritage with its premier Victorian park (The Arboretum) centrally located within the town providing a rural escape and refuge bringing local communities together as well as attracting regional and national acclaim for its standards, events and attractions.

All local authorities have a duty to protect our natural heritage and value the asset of their trees. Walsall is no exception to this in managing large numbers of trees both directly and indirectly to ensure their preservation for future generations and contribute to tackling wider implications of climate change and biodiversity loss.

A reduction in tree planting, management and maintenance will have a negative impact on creating sustainable and safer communities.

### **3.2 Customers**

There is likely to be a negative impact for customers. Public access to the urban forest and green spaces has clear health benefits, not just in terms of physical exercise, but also for mental health and wellbeing through contact with and appreciation of nature. The responses to customer requests for maintenance will be slower. Tree replacement programmes will become less frequent or cease. The risk to the public will be increased due to lack of inspection and maintenance with a risk of dead, diseased or dangerous trees not being identified and managed in a timely manner.

### **3.3 Employees / Staffing**

The impact on council employees is a reduction of 2 posts. The council's procedures would be followed, including requests for voluntary redundancy.

### **3.4 Partners**

There is no direct impact on partners with these proposals, however different standards may be highlighted e.g. Walsall Housing Group, Council maintained schools undertake like functions on adjacent land and may maintain their trees more frequently. It may accentuate differentials in standards across the community / neighbourhoods.

### **3.5 Economic Implications**

There are recognised economic benefits associated with clean and well maintained trees, these help to support economic growth and attract investment. Clean and green well maintained towns attract more visitors, whose spending on shopping and leisure generates job opportunities

Trees can have positive impact on the economy:

- Potential increase in residential and commercial property values by as much as 15% by attracting people and businesses to leafier suburbs and town and district centres.

- Improvement to the environmental performance of buildings through reducing heat loss in the winter and cooling costs in the summer.
- Improving the health and well being of the urban population and as such reducing associated health care costs
- Provide potential long term renewable energy resource
- Timber as a resource for heating, furniture manufacture & crafts
- Training opportunities through tree planting, maintenance and woodland management

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

The council has a statutory duty to promote health and wellbeing. Two of the objectives to reduce inequalities from the Marmot review are that we “Ensure a healthy standard of living for all” and we “Create and develop healthy and sustainable communities” By supporting our neighbourhoods and working with our communities there are a number of social benefits derived from good management of trees:

- Improvement to the quality and public perception of the urban forest where communities live and work.
- Creating community focal points, landmark links and a sense of place and local identity
- Higher public esteem and pride in the area by breaking up building lines and the built environment.
- Positive impact on physical and mental health and well being, providing areas of recreation and aesthetically pleasing environments
- Positive impact on the reduction of crime

### **3.7 Other Council Services**

Consideration will be given to the implications, if any, to planning in relation to conservation areas, tree preservation orders and planning consents.

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

There are no Social Value implications and the proposal does not involve procurement.

## **4. Associated Risks / Opportunities**

- 4.1 Reduced inspections will mean less proactive maintenance and more reactive maintenance and is likely to increase the occasions when trees are damaged, particularly in times of severe weather. This is likely to increase, incidents, customer complaints and insurance claims, incurring the council additional costs which cannot be quantified at this time. It is also likely the Councils reputation would be negatively affected
- 4.2 The council has a statutory duty of care under the Health and Safety at Work Act 1974 and the Occupiers Liability Act 1957/84 to ensure that members of



the public and staff are not to be put at risk because of any failure by the council to take all reasonable precautions to ensure their safety.

- 4.3 A Risk Assessment is required under the Management of Health and Safety Regulations 1999. There is a need to inspect trees in or near public places, or adjacent to buildings or working areas to assess whether they represent a risk to life or property, and to take remedial action as appropriate.
- 4.4 Each year on average five to six people in the UK are killed by falling tree branches. Thus the risk is low; the risk of being struck and killed in a public space is even lower. Up to three people are killed each year by trees in public spaces. As almost the entire population of the UK is exposed, the risk is about one in 20 million. However the low level of risk may not be perceived in this way by the public and courts, particularly when the cost of maintenance of individual trees is so low.
- 4.5 The council must be able to demonstrate it has a system in place, from a legal and moral perspective, that shows risk is controlled as far as reasonably practicable.

5. **Legal Implications**

- 5.1 The legal implications with this proposal are identified in paragraph 2.4 above.

6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out.

7. **Equality Implications**

- 7.1 Initial screening suggests there are no or minimal equalities implications and therefore a full equality impact assessment on the proposal itself is not required.

## **PORTFOLIO: Community, Leisure and Culture**

**Directorate and Service Area: Change and Governance, Partnerships**

***Option: Cease funding to Relate Walsall & First Base Walsall***

***Saving Reference: 29***

### **1. Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	7,500	22,500	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>7,500</b>	<b>22,500</b>	<b>0</b>
Capital investment	0	0	0

### **2. Description of the Proposal**

To reduce funding by 25% to Relate Walsall & First Base Walsall in 2017/18 and fully remove from 2018/19. A 25% reduction in 2017/18 would allow the organisations time to seek alternative funding before the funding is completely removed in 2018/19. This is a non-statutory service.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

Reducing and then removing these grants potentially impacts all areas of the Corporate Plan.

#### **3.2 Customers**

Both the counselling service and homeless support play a role in supporting the role of vulnerable people who find themselves in a period of difficulty. Services that provide support during that crisis time support vulnerable people and allow for a more effective recovery from that crisis.

#### **3.3 Employees / Staffing**

There are no staffing implications for the council.

#### **3.4 Partners**

None.

### 3.5 **Economic Implications**

There are no economic implications.

### 3.6 **Environmental Implications**

There are no environmental implications.

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

People needing support from these organisations are often extremely vulnerable. Reduced access to these services will have an impact on their health and wellbeing

### 3.8 **Other Council Services**

None.

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

None.

## 4. **Associated Risks / Opportunities**

- 4.1 Services may close due to a lack of funding. This is mitigated by a phased approach to the reductions.

## 5. **Legal Implications**

- 5.1 There are no legal implications.

## 6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out with the organisations concerned and their users.

## 7. **Equality Implications**

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

## **PORTFOLIO: Community, Leisure and Culture**

**Directorate and Service Area: Change and Governance, Partnerships**

**Option: Consider withdrawing funding to Community Associations**

**Saving Reference: 30**

### **1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	247,900	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>247,900</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### **2. Description of the Proposal**

2.1 Some Community Associations within the borough receive grants from the Partnerships team. This proposal is to consider withdrawing funding of Community Associations fully in 2017/18. These Grants are:

- Community Development Sustainability Funding
- Community Development New Initiatives/Schemes Funding
- Building Management Funding
- Luncheon/Breakfast Club Funding

This proposal seeks to consider the suitability and impact of removal of these grants on Community associations and the role they play within the community.

This provides an option that would result in greater capacity at Streets Corner or for this site to be part of a property rationalisation initiative and closure with potential accommodation savings.

This is a non statutory service.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

Reducing grants to Community Associations impacts all areas of the corporate plan as often a Community Association will play a part in delivering priorities of:

- Lifelong Health, Wealth and Happiness.
- Sustainable change and Improvement for all
- Safe, Resilient and Prospering Communities.

Community Associations undertake a wide and varied level of activities which support vulnerable people. They are a focal point for community activity and allow individuals opportunities to take part in a range of activities.

### **3.2 Customers**

This is a non-statutory function.

### **3.3 Employees / Staffing**

0.5 of a full time equivalent post supports the monitoring and development of grants.

### **3.4 Partners**

No implications.

### **3.5 Economic Implications**

No implications.

### **3.6 Environmental Implications**

No implications.

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

The impact of this proposal would negatively impact some of the most deprived areas in the borough.

### **3.8 Other Council Services**

Other council services often operate activities either through or in Community Associations. This has reduced over time but still needs to be considered.

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

Social Value is a key part of this grant expenditure as a Community Association provides a wide range of activities and support over and above the value of their grants.

## **4. Associated Risks / Opportunities**

- 4.1 Community Association finances can often be finely balanced and small changes impact their viability. There is a potential for the closure of some Community Associations if they are not strong enough financially to manage the reduction in grant funding.

5. **Legal Implications**

5.1 There are no legal implications

6. **Consultation and Customer feedback**

6.1 Consultation will be carried out with Community Associations and their users.

7. **Equality Implications**

7.1 A full equality impact assessment will be carried out.

## **PORTFOLIO: Community, Leisure and Culture**

**Directorate and Service Area: Change and Governance, Communities and Partnerships**

**Option: Remove Cohesion non staffing budget**

**Saving Reference: 31**

### **1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	74,356	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>74,356</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### **2. Description of the Proposal**

This proposal would remove the non staffing cohesion budget which would result in the ceasing of all grants funded by the cohesion budget for community events and activities.

- 2.1 There is no statutory duty to fund cohesion focused activity although as part of the work on the cohesion strategy targeted work may be identified and funding for those activities would be considered as part of that process.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The council has a priority to create “sustainable change and improvement for all” and ensure “our communities are engaged and sustainable”. This is achieved in a number of ways however this small budget can only ever have a marginal impact, if any, given the diversity of the borough. Some events historically rely on this funding and other more creative ways will need to be identified to mitigate any impact.

#### **3.2 Customers**

This is a non- statutory function. Some events, activities and projects historically rely on this funding and other more creative ways will need to be identified to mitigate any impact.

#### **3.3 Employees / Staffing**

No impact.

### 3.4 **Partners**

Activities involving faith or other voluntary sector groups will be impacted but the level of funding means this impact will be marginal.

### 3.5 **Economic Implications**

Some events, activities or projects will be impacted and if they ceased there may be a marginal economic effect

### 3.6 **Environmental Implications**

None .

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

A cohesive community would have positive impact on the health and wellbeing of its residents. This funding is marginal and therefore its removal would have minimal impact.

### 3.8 **Other Council Services**

The cohesion team will continue to support Council services with their engagement activities but this will not be impacted by the loss of this funding.

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

The activities that this money supports will often have social value but the marginal benefit it provides could be replaced by non council funding and events such as Love Your Neighbour which was put on by the council without core funding.

## 4. **Associated Risks / Opportunities**

- 4.1 Certain events, activities and projects may not take place but this can be mitigated by identifying non council funding which may ultimately prove to be more sustainable.

## 5. **Legal Implications**

- 5.1 None.

## 6. **Consultation and Customer feedback**

- 6.1 We will consult directly with previous beneficiaries to understand the potential impact. If this proposal is agreed we would then support organisations to identify funding from other sources.



7. **Equality Implications**

- 7.1 A full equality impact assessment is being carried out. There will be a marginal impact on people with protected characteristics.

## PORTFOLIO: Community, Leisure and Culture

Directorate and Service Area: Economy & Environment - Leisure, Culture & Operations

### *Option: A Re-design of the Borough's Library Service*

**Saving Reference: 32A, 32B, 32C Libraries, 33 Leather Museum, 34 Local History Centre**

#### 1. **Financial Proposal**

- 1.1 The proposal is to reduce the number of libraries within the borough subject to public consultation and the viability of the service. The proposal also includes the redesign and transfer of the Local History Centre and Leather Museum into the Lichfield Street Central Library premises.

#### 1.2 ***Library Service:***

The proposal is to make a revenue saving of c.£2.9m per annum and deliver a library service for a budget of c.£1m.

Net Saving – Library Service			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	2,900,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>2,900,000</b>	<b>0</b>	<b>0</b>
Capital investment	2,000,000	2,000,000	0

#### 1.3 ***Local History Centre:***

Net Saving – Local History Centre			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	93,000	93,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>93,000</b>	<b>93,000</b>	<b>0</b>
Capital investment	160,000	200,000	0

#### 1.4 ***Leather Museum:***

Net Saving – Leather Museum			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	85,000	86,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>85,000</b>	<b>86,000</b>	<b>0</b>
Capital investment	0	0	0

- 1.5 The capital investment required will be to modernise, repair and redesign the Lichfield Street site and integrate the Local History Centre and Leather Museum into the single site. Savings from these are shown below but should be taken as a single “consolidation” project. Additional capital investment may be required to undertake modifications to any buildings that the agreed service delivery model includes.

## 2. **Description of the Proposal**

- 2.1 This proposal affects the current Library service plus the Local History Centre in Essex Street and the Leather Museum in Wisemore. The proposed savings can only be made through consolidating the three services together into a single hub and redesigning the whole service and its operation.
- 2.2 The Library Service consists of sixteen libraries, two mobile library buses and the Home Delivery Service to the housebound costing approximately £3.9m net. The Schools’ Library Support Service (SLSS) falls within the remit of the Library Service but operates at no cost.
- 2.3 Usage data from 2014/15 and 2015/16 shows that the static library service has c.1m visits with approximately 775,000 books borrowed each year. There are 205,000 ICT usages.
- 2.4 Walsall’s residents will be consulted on three options:
- a) To reduce the number of static library sites from sixteen down to one (Lichfield Street, Walsall), retain one Mobile Library Bus and the Home Delivery Service. The single library site would be redesigned and developed as a “Hub” in conjunction with an integrated Local History Centre and Leather Museum. The one Mobile Library Bus would be used to deliver a library service to areas of the borough with reduced access and greater need.
  - b) To reduce the number of static library sites from sixteen to a maximum of five dependent on cost. The proposal should retain a Mobile Library Bus service and the Home Delivery Service. The libraries to be retained would be selected on consideration of viability.
  - c) Respondents would be invited to suggest alternative proposals subject to a budget limit of £1m.
- 2.5 The Lichfield Street “Hub” proposal would include consolidating a smaller Local History Centre from Essex Street and a smaller Leather Museum from Wisemore into a single operational entity. The Lichfield Street building would be redesigned internally, repaired and essential maintenance would be undertaken.
- 2.6 The Lichfield Street “Hub” will focus on knowledge, skills, business start-up and development, plus research on local history, family backgrounds and heritage. The premises would offer lending, reference and children’s books,

the Local History Centre & Archive, Leather Museum, a café & shop, wi-fi & ICT lounge, learning resource centre, and space for jobs & skills development. Wedding ceremonies would be possible in the large first floor room and a Tourist Information offer will also be made available. Consolidation into a single site should offer a 7 day a week offer. The Essex Street and Wisemore sites would be released.

- 2.7 The “Hub” is estimated to be a capital scheme in the region of £4.6m. Whilst funding may be available from the Carnegie Trust, Heritage Lottery Fund or The National Archive, the timescale for delivery of the savings and the complexity of the project will not allow time to work up such a scheme, submit the applications and receive a response and funding. Such work is a project in itself and will be subject to full tendering and procurement process. It may be possible to undertake the consolidation (of the “Hub”) over a phased six month period and decorate / repair the building on a rolling programme whilst keeping all services open to the public, albeit perhaps on a reduced basis.
- 2.8 Any site closure or disposals would be jointly managed by Integrated Facilities Management. The Estates team would consider any site development opportunities.
- 2.9 Following the release of the budget proposals at the 26 October 2016 Cabinet consultation will commence and it is currently planned that this will cease at Christmas allowing Cabinet Members the opportunity to adequately review the findings.
- 2.10 Consolidating the archive at the Local History Centre and the displays at the Leather Museum will take some considerable planning as will the project to move the environmentally controlled records store and specialist racking.
- 2.11 To have a library service is a statutory function of the council under the Public Libraries and Museum Act 1964. This states that local authorities must maintain a “comprehensive, efficient” and free library service. It does not stipulate what size and shape this should look like. Furthermore, the Chartered Institute for Library and Information Professional’s (CILIP) CEO confirmed that, contrary to general opinion, libraries can be closed as long as the opportunity to deliver something better was not missed.
- 2.12 The Local History Centre is the council’s professional archives service. With regard to this service, there are several Acts that apply:-
  - Local Government Act 1972 section 224; to be the authorised repository for the official records of Walsall MBC
  - Public Records Acts 1958 and 1967; local repository for public records (central government and its local agencies)
  - Local Government (Records) Act 1962; deposit of manorial and tithe records, as well as gifts or bequests of records
- 2.13 The proposal to consolidate three separate sites into a single town centre location, close to other amenities, transport links and parking, offers the opportunity to redesign the service, make improvements and efficiencies

whilst also protecting service delivery overall in the longer term. It is planned that the “Hub” would be open seven days a week and for longer hours; potentially up to 105 hours a week, rather than the 49.5 hours a week at the current Central Library.

- 2.14 From economic intelligence modelling various heat maps have been considered comparing the various sites and the effect that these would have on public access. Consideration has been given to walking, public transport and car ownership. Multiple indices of deprivation have also been considered, as have the Marmot principles.
- 2.15 Walsall is a relatively small geographical area. The furthest residential properties are within 9km (5.6 miles) of the Lichfield Street “Hub” location. Walsall has a good public transport network and the availability of several large public car parks. Alongside greater ICT use by the public, it is believed that a single Lichfield Street “Hub” could be an “efficient and comprehensive” service to meet the needs of Walsall residents.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

*Lifelong health wealth and happiness – Good education and training for all*

- The new library service is likely to be different from the existing sixteen site service. The Lichfield Street “Hub” itself will be a much enhanced facility linked to personal skills, business start-up advice, heritage, archives and community. Access is intended to be over seven days a week and for longer hours. Bringing a variety of services together will make them more efficient and sustainable, offering residents a wider and better offer.

*Safe, resilient and prospering communities – Supporting business growth*

- The Lichfield Street “Hub” will offer extended opening hours and be able to share staff between the three services effectively becoming a single leisure, cultural and learning hub. This will offer lending, reference and children’s books, Local History Centre, Leather Museum, tourist information, café & shop, wi-fi & ICT lounge, learning resource centre, and jobs & skills development. Collectively this proposal will offer support for business growth.

*Sustainable change and improvement for all – Service delivery linked to local need, Facilities are accessible and encourage and support healthy living plus Maximising the potential in electronic access to services*

- The whole principle of the service redesign is to make a service that is fit for the 21<sup>st</sup> century, flexible and sustainable at a time when need has probably never been greater. Retention of the Mobile Library Bus(es) and the Home Delivery Service are recognition of particular needs. The need

for advice (for jobs and applications) and information generally is particular requirement to develop the economy. Excellent ICT provision will be vitally important.

### 3.2 Customers

The council faces significant financial challenges over the Efficiency Plan period to 2020. This presents a challenge to the Library Service, however also offers an excellent opportunity to redesign the service in a different way, improve what is on offer and extend opening hours. A broader range of complementary services for residents and visitors to Walsall can be made available.

All residents in Walsall have the potential to be affected by this proposal. A reduction in the number of supported library buildings is a significant decision. It is possible that existing library users may be unable to visit their existing local library.

From a summary of the previous five years of public consultation it would appear that libraries are not actually about literacy and books, nor necessarily about ICT access, but more about two things:-

1. as a community space for people to meet, and,
2. a space that people think other people ought to have access to, even though they don't use it themselves.

What is required is something that offers a variety of services and residents will be consulted on several options. Consideration will be given to retain one or both Mobile Library Buses and also the Home Delivery Service as part of any final service delivery model on the basis of:

- The Mobile Library Bus(es) would be used to provide a service to those areas of the borough based on greatest need. This is likely to be to those areas with multiple deprivation, lower educational attainment and least car ownership.
- The Home Delivery Service would provide a service to those who are house-bound and rely on it for the delivery and collection of books, but also for personal contact that this group of people find essential and worthwhile.

The council has looked at a variety of different delivery options in terms of which library sites might be retained, closed or the management handed over to community groups in recent years. Whilst different proposals were made more recently for 2014/15 and 2015/16, no changes were made. Budget pressures for 2017/18 financial year are now much more severe.

There are a significant number of permutations that could theoretically be considered. For example, with sixteen libraries, two buses and a home

service, if there were to be just three sites, this would present approximately 1,000 different permutations.

As a result of the multiple possible options, the Cabinet (Libraries) Working Group have considered the data available to them and the preferred option for a service costing £1m would be for the Lichfield Street “Hub”, one Mobile Library Bus and the Home Delivery Service.

### **3.3 Employees / Staffing**

This proposal would lead to the anticipated redundancy of up to approximately one hundred and thirty staff. This proposal affects the Library Service, Local History Centre and the Leather Museum.

### **3.4 Partners**

It may also be possible that local community groups may wish to take over the delivery of a community book exchange from within their locality. Initial support through a professional librarian for an initial period of two years and a small (£10,000 per annum) grant could be available for each site.

In 2014 and 2015, several community groups expressed indicative interest in working with the Council to take over several libraries as community libraries and this option may still be possible. It should be noted however that it is unlikely that the council will be able to afford any on-going financial support to such community libraries.

### **3.5 Economic Implications**

The reduction in the number of libraries would affect residents’ access to the book stock and 180 public access computers. This is likely to make their ability to search for jobs and make job applications more difficult.

The intention to redevelop the Lichfield Street Central Library site into a “Hub” with a focus on skills, training, advice and business start-up would offer an enhanced service but also over a greater number of hours a week than from the current service spread over more sites.

### **3.6 Environmental Implications**

There are no environmental implications unless anything such as asbestos is found within the buildings to be disposed of and in the Lichfield Street “Hub” project.

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

The council has a statutory duty to promote health and wellbeing. Having fewer sites may have the impact of encouraging more active travel. Encouraging residents to walk further is likely to have indirect benefits to their

physical and mental health (through exercise) and overall health and well-being.

The key objectives of the Marmot Review (in addressing deprivation and health inequalities within the borough) are to be at the heart of our work. These are as follows:

➤ Give every child the best start in life

All children will have access to the Lichfield Street “Hub”. Additional opening hours and days will increase access to books, ICT, training and skills, the Local History Centre and Leather Museum. The Mobile Library Bus will offer children living in the areas with the highest level of multiple deprivation additional access to the service but in their own locality.

➤ Enable all children, young people and adults to maximise their capabilities and have control over their lives

The redesigned Lichfield Street “Hub” will offer; lending, reference and children’s books, the Local History Centre, Leather Museum, café, wi-fi & ICT lounge, learning resource centre, and jobs & skills development. The service will continue to offer support and access to all residents in their short and long-term objectives.

The benefit will be to fully utilise the available space, offer residents and visitors a town centre Local History Centre, linked to the Central Library provision. The site is close to town centre parking and other amenities and will help contribute to the regeneration of, and footfall in, Lichfield Street.

➤ Create fair employment and good work for all

The “Hub” is predicated around improving access to skills, training, knowledge, education and business knowledge, with the access to archival, family and historical records.

➤ Ensure a healthy standard of living for all

The “Hub” will offer fair and equal access to all residents, complemented by the Mobile Library Bus and the Home Delivery Service to the housebound

➤ Create and develop healthy and sustainable communities

Services available within the Lichfield Street “Hub” can be linked with other services such as Sport & Leisure at the Gala Baths to encourage “more people to be more active, more often”. This will improve mental and physical health and all-round health and well-being. Happier, healthier people are better placed to enjoy life, work, earn money and be(come) sustainable



- Strengthen the role and impact of ill-health prevention

Information and access to on-line resources should be available to the health service as well as sign-posting to other complementary and support services

### 3.8 Other Council Services

The proposed changes to the library service may have an indirect impact on other services within the council in that:-

Children's Services may be concerned about a possible impact on educational attainment through not having local libraries. It is thought likely that most, if not all, schools will have their own library albeit limited to school term-time and only be available to children registered at that particular school. There is no impact on the Schools' Library Support Service.

All children would have access to the Lichfield Street "Hub" provision, the reference library and on-line services.

Residents in receipt of services from Adult and Social Care may make use of their local library. The proposals outlined in this Policy Paper are likely to remove this service access point. The development of the Lichfield Street "Hub" and consolidation of the Library / Local History Centre / Leather Museum into a single town centre site, open on more days and for more hours, will however offer a better overall service to Walsall's adult population.

### 3.9 Procurement / Social Value Implications

The project to redesign the Lichfield Street building and consolidate the Local History Centre and Leather Museum into a single site will be subject to the relevant procurement and construction legislation. Local business and employment will be used wherever possible however it must be noted that several areas of the work may be defined as specialist (1<sup>st</sup> floor ceiling restoration and environmental archive for example) and appropriately trained, experienced and qualified contractors will be used for this work.

## 4. Associated Risks / Opportunities

- 4.1 Due to the sensitive nature of any library closure proposals a judicial review of the council's decision may be a possibility. There is a risk that the council might be challenged in respect of predetermination if only one option is presented in the consultation. The risk will be minimised by ensuring a robust consultation process, by presenting more than one option and providing sufficient information to support the process.
- 4.2 Extensive public consultation will be required to give the public the opportunity to comment on the proposal and submit other proposals for the council to consider.

- 4.3 The proposal includes the intention to integrate the Local History Centre and Leather Museum into the Lichfield Street “Hub”. Potential funding partners will need to be involved in working up such the scheme, submit funding applications and receive a response and funding. Such work is a project in itself and will be subject to full tendering and procurement process.

## 5. **Legal Implications**

- 5.1 There are several Acts that apply.

### The Library Service

- Public Libraries and Museum Act 1964; local authorities must maintain a “comprehensive, efficient” and free library service

### The Local History Centre service

- Local Government Act 1972 section 224; to be the authorised repository for the official records of Walsall MBC
- Public Records Acts 1958 and 1967; local repository for public records (central government and its local agencies)
- Local Government (Records) Act 1962; deposit of manorial and tithe records, as well as gifts or bequests of records
- The Local History Centre is the Council's professional archives service

- 5.2 The council should be able to demonstrate that it has done everything reasonably practicable to consider the needs of its residents and undertaken full, comprehensive, transparent and meaningful consultation in order to make its decision. It is possible that someone or a group may wish to issue a judicial review against the decision. Having a sound, well reasoned and proactive proposal will help mitigate against such a challenge but also be strong enough in the face of scrutiny.

## 6. **Consultation and Customer feedback**

- 6.1 Whilst there has been extensive public consultation in previous years, the consultation on the proposals outlined in this paper will commence after the 26 October 2016 Cabinet.
- 6.2 The Cabinet (Libraries) Working Group met on 21 and 30 September 2016 to consider the Marmot Indicators, library data from 2014/15 and 2015/16, partnership offers, the Lichfield Street “Hub” proposal, high level budgets and the accessibility information. The Working group concluded that their preferred option was for the Lichfield Street “Hub” (with Local History Centre and Leather Museum), one Mobile Library Bus and the Home Delivery Service at an overall cost of c.£1m.

## 7. **Equality Implications**

- 7.1 A full equality impact assessment will be carried out for the service redesign and consolidation.

## PORTFOLIO: Community, Leisure and Culture

Directorate and Service Area: Economy and Environment, Leisure, Culture & Operations

**Option: Removal of the Council's Revenue Subsidy to the Forest Arts Centre.**

**Saving Reference: 35**

### 1. **Financial Proposal**

- 1.1 This will see a gradual reduction in the financial support that the council gives to the operational costs of the centre over a four-year period. It is anticipated that the centre will have to operate on a more commercial basis and become self-sustaining or close
- 1.2 The council's net subsidy is £385k, plus central and property costs, a total cost of c.£443k. The current proposal outlined in the council's savings is to reduce the subsidy as follows:-

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	100,000	100,000	185,816
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>100,000</b>	<b>100,000</b>	<b>185,816</b>
Capital investment	0	0	0

- 1.3 It is anticipated that this option would be delivered through a combination of operational efficiencies, budget reductions, staffing and new income generation. Such an approach would give the Forest Arts Centre the opportunity to become self-sustaining.

### 2. **Description of the Proposal**

- 2.1 This proposal affects the Forest Arts Centre in Hawbush Road. "Forest Arts" is an amalgamation of the Arts Centre itself, Forest Community Association and the Music Education Hub (the outreach music service to Walsall's pupils). It is a combination of various buildings; two theatre halls, meeting rooms, recording studios and other arts spaces and music rooms. It also includes the new refurbishment of an old sports hall (July 2016) to create the A3 Arena. This is a specialist hall for large scale arts activities, show development, professional rehearsals, film production, aerial performances and circus arts.
- 2.2 To contribute towards the council's savings requirement, the proposal is to incrementally reduce the subsidy to the Forest Arts Centre. This approach would allow Forest the opportunity to review its entire operation, reduce costs and generate new business and additional income, in particular through the A3 Arena.

- 2.3 The Music Education Hub's operation is self-financing. Arts Council England (ACE) partially fund the Music Education Hub with an existing three year grant award of £463k per annum. This is about to change to a four-year period and it is worth noting that a bid will shortly be required for the academic years 2017/18 to 2020/21. The rest of the Music Education Hub costs are met by income from Service Level Agreements with schools and an annual Schools' Forum grant.
- 2.4 The council's direct subsidy of £385k plus central costs is in-line with ACE's own contribution and is spent on funding the Forest Arts Centre itself.
- 2.5 An added complication of the council removing (or reducing) its subsidy to the Forest Arts Centre is that this may lead to ACE reducing their grant to the Music Education Hub by a similar amount. There is however no statutory requirement for the council to deliver the Music Education Hub nor the Forest Arts Centre or Community Association.
- 2.6 The proposal would give the Head of Leisure, Culture & Operations the opportunity to work with staff to redesign the Forest Arts Centre business operation and model over a phased four-year period. This proposal would involve considering a different staff structure, reduction in costs, attracting new business and additional income. The new A3 Arena would help drive this business model.
- 2.7 Initial work suggests that up to £100k of costs could be removed from the Forest Arts Centre with effect from April 2017 and that the A3 Arena should be able to earn a further £100k of additional income by 2018/19 (year 2). This would leave the remaining £185k subsidy but it is expected that a commercialisation of the centre and its operation ought to be able to reduce this further. This is the same approach that the council has applied to Creative Development, Outdoor Activity Service, Sports Development as well the Gala Baths and Darlaston Swimming Pool.
- 2.8 A recent external review of the whole Forest operation (summer 2016) by consultants V4 Services made the recommendation that the Forest Arts Centre and Forest Community Association (CA) teams could be merged into a single management team. The CA would effectively become an integral part of the Forest Arts Centre. This may become part of a review of the Walsall Adult and Community College. Forest Community Association has an expired lease on the old sports hall (now the A3 Arena), the second theatre and two meeting / conference rooms. Whilst there is a CA Manager and one other member of staff, all other officers used in running the activities and operation on "the Forest" site are from Forest Arts Centre and are council employees.
- 2.9 At some point in the future the council could consider the sale of the entire two hectare Hawbush site for residential development. Leaving the Hawbush site and vacating the A3 Arena would lead to the clawback of the £95k ACE capital grant. Other grant monies totalling an estimated £0.231m would almost certainly also be reclaimed.

- 2.10 The Forest Arts Centre is not a statutory service. The Music Education Hub (schools' music service) is also not a statutory service.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

*Lifelong health wealth and happiness – Good education and training for all*

- Forest Arts Centre offers all residents the opportunity to experience, become involved in and benefit from the social, physical and mental attributes that music, art, dance, drama, cinema and theatre offer. In addition the Music Education Hub offers Walsall's schools access to in-school music tuition; a component of a well-rounded education and learning experience. If a new delivery plan can be developed for Forest Arts Centre it is anticipated that the hours of access will be extended in particular through the A3 Arena. Overall it would be the intention to deliver a more efficient and sustainable service, offering residents a wider and better offer.

*Safe, resilient and prospering communities – Supporting business growth*

- Forest Arts Centre's activities and those of the Music Education Hub offer children, young people, adults and the elderly the basis for developing their abilities, confidence and enjoyment that spill over into supporting themselves, their families, being employed and therefore the local economy. Indirectly the service offers generic support for business growth in Walsall.

*Sustainable change and improvement for all – Service delivery linked to local need, Facilities are accessible and encourage and support healthy living*

- The Forest Arts Centre is constantly seeking to improve its offer to its customers and thereby help individuals and groups to improve themselves; often based on local need for music, dance, drama and the arts generally. Forest is accessible for all ages and all residents. The services of the Music Education Hub can be commissioned by all Walsall schools.

#### **3.2 Customers**

The council faces significant financial challenges over the Efficiency Plan period. This presents a challenge to the Forest Arts Centre however also offers an excellent opportunity to redesign the service in a different way, improve what is on offer and extend opening hours. A broader range of complementary services for residents and visitors to Walsall could also be made available.

If the Forest Arts Centre was unable to operate within the reducing budget and was to close, there is the potential for all residents in Walsall to be

affected by this proposal, in particular children and young people. In the worst case scenario, existing Forest Arts users would not actually be able to visit the Centre.

Subject to Arts Council England agreement, it may be possible to deliver the Music Education Hub from another site thereby protecting front-line music tuition in Walsall's schools. The council has looked at a number of different delivery options in terms of how the Forest Arts' services might be delivered albeit possibly from a different location in Walsall.

### **3.3 Employees / Staffing**

To meet the re-designed operational plan it is likely that up to five staff may be made redundant.

### **3.4 Partners**

Arts Council England is the single largest contributor other than the council. Their interest is predominantly with the Music Education Hub however this is strongly intertwined with the Forest Arts Centre.

The Music Education Hub delivers a music tuition service to fifty-nine schools in Walsall and in 2015/16 this was to 4,500 children a week. A total of 430 children also benefit from music delivered by the Hub directly from the Forest Arts Centre.

At some point it may be possible that a community group may express an interest in taking over the Forest Arts Centre. The Forest Community Association is inextricably linked to "Forest" however much of its operational delivery is actually delivered by the council's own staff and the Arts Centre.

### **3.5 Economic Implications**

There are not thought to be any direct economic implications arising from this proposal.

### **3.6 Environmental Implications**

There are no environmental implications unless anything such as asbestos is found within the buildings to be disposed of.

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

The council has a statutory duty to promote health and wellbeing. Music and the arts are well recognised as having a significant and positive effect on the individual's mental and physical health and overall well-being. Whether listening to music, playing an instrument, participating in dance or a play, or watching a show; these activities generally give a strong sense of well-being and offer a genuine feel-good factor.

The key objectives of the Marmot Review (in addressing deprivation and health inequalities within the borough) are to be at the heart of our work. These are as follows:

- Give every child the best start in life

All users of the Forest Arts Centre and the Music Education Hub service are able to benefit from the social, physical and mental benefits that music, art, dance, drama, cinema and theatre offer. Not every child is educationally gifted yet they may however be artistically very talented, or in fact just enjoy it. Such involvement may offer them an opportunity to become confident and improve as an individual – which can have a positive impact on their educational attainment that might not otherwise have been achieved.

- Enable all children, young people and adults to maximise their capabilities and have control over their lives

The activities on offer at the Forest Arts Centre are available to all residents and sections of the community, irrespective of age. A good example is the Centre's Gamelan, a traditional Indonesian ensemble of percussive instruments. Imported from Bali in the late 1990's it is made up of metallophones and xylophones played by mallets, hand-played kendhang drums and gongs of approximately thirty pieces. Full, authentic hand-carved wood sets (such as Forest's) are rare in Britain but offer a very different, interesting and rewarding experience – available to Walsall residents.

Services offered also benefit the elderly when at a time that social interaction, physical activity, communication and mental health is particularly important.

- Create fair employment and good work for all

The activities at Forest offer the opportunity for individuals to improve their personal confidence - a key factor in improved self-worth. This is an important factor in improving personal skills that can be transferred to the workplace but also encourage individuals to extend themselves professionally.

- Ensure a healthy standard of living for all

All users of the Forest Arts Centre and the Music Education Hub service are able to benefit from the social, physical and mental benefits that music, art, dance, drama, cinema and theatre offer.

- Create and develop healthy and sustainable communities

A gradual reduction in subsidy, allowing the Centre and its users / supporters the opportunity to review and commercialise the operation may enable the Centre to become self-sustaining, making it possible to further develop healthy and sustainable communities.

➤ **Strengthen the role and impact of ill-health prevention**

Physical activity, whether undertaken through participation in sport or the arts, makes a significant and positive contribution to an individual's mental and physical health and general well-being. Services in Leisure are tasked with contributing to improve the health and well-being of all Walsall's residents.

Participating in music, art, dance, drama, cinema and theatre is to be valued as a solid foundation in avoiding ill-health.

### **3.8 Other Council Services**

The proposed changes to the Forest Arts Centre and Music Education Hub service may have an indirect impact on other services within the council in that:-

Children's Services may be concerned about a reduction or loss in music tuition to the Borough's children; however, there is no statutory requirement for a music support service to be provided by local education authorities. Music is no longer a part of the official National curriculum and is not a subject specific Ofsted requirement. Music is only considered as a "benefit" to whole school provision in the cultural environment of the school. It should be noted that many schools do little or no music whilst others support it only as an extra-curricular activity.

There has however been some considerable growth in the private sector - providing individual or groups of schools with music lessons and music support outside of the Music Education Hub framework. This may offer schools the opportunity to arrange their own arts provision.

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

If the Forest Arts Centre were to be able to develop a plan where it could continue its operation, local business and employment would continue to be used wherever possible. Appropriately trained, experienced and qualified contractors would be used for this work.

## **4. Associated Risks / Opportunities**

- 4.1 Working alongside Arts Council England, the Head of Leisure, Culture & Operations and Forest staff will seek to minimise and mitigate against any risks. The council's budget conversation will give the general public the opportunity to comment on the proposal and submit other suggestions for the council to consider.



5. **Legal Implications**

- 5.1 There is no statutory requirement for the Forest Arts Centre or Music Education Hub services to be provided by local education authorities.

6. **Consultation and Customer feedback**

- 6.1 Due to the radical extent of the service redesign, extensive public consultation will be required to give the public the opportunity to comment on the proposal and submit other proposals for the council to consider. Consultation will commence on 27 October 2016 as part of the council's budget conversation.

7. **Equality Implications**

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

## **PORTFOLIO: Community, Leisure and Culture**

### **Directorate and Service Area: Economy and Environment, Leisure, Culture & Operations**

#### ***Option: Removal of the Council's Revenue Subsidy to the New Art Gallery.***

#### ***Saving Reference: 36***

##### **1. Financial Proposal**

This will see a reduction in the financial support that the council gives to the operational costs of the centre. It is anticipated that the Gallery will have to operate on a more commercial basis and become self-sustaining over the period of the medium term financial outlook, or may close.

The council's net subsidy is £470k, plus central and property costs, a total of c.£900k. The current proposal outlined in the council's savings is to reduce the subsidy as follows:-

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	100,000	(20,000)	390,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>100,000</b>	<b>(20,000)</b>	<b>390,000</b>
Capital investment	0	0	0

It is anticipated that this option would be delivered through a combination of operational efficiencies, budget reductions, staffing and new income generation. Such an approach would give the Gallery the opportunity to become self-sustaining.

##### **2. Description of the Proposal**

- 2.1 This proposal affects the New Art Gallery (NAG), located in the town centre adjacent to the canal wharf. The council's net subsidy is £470k, plus central and property costs, a total of c.£900k. Arts Council England (ACE) contribute a further £881k per annum.
- 2.2 The Gallery was built in 2000 in partnership with ACE as one of its National Portfolio Organisations (NPO) and has approximately 200,000 visits a year. The NPOs represent some of the best arts practice in the world and play a vital role in helping ACE meet their mission of great art and culture for everyone. ACE are investing just under £1 billion in 663 art organisations (of which NAG is one) from 1 April 2015 to 31 March 2018.

- 2.3 The New Art Gallery hosts the Garman Ryan Collection, gifted to the Borough in 1973 by Kathleen Garman, widow of the 20<sup>th</sup> century sculptor Jacob Epstein. The Collection includes 365 works by Jacob Epstein, Van Gogh, Monet, Constable, Turner, Picasso, Degas, Matisse and Lucian Freud, alongside a wide range of artworks from throughout the world. In addition to the Collection, the New Art Gallery consists of temporary exhibition space, an Artists' Studio, Art library, the Family Gallery, a shop and a Costa coffee franchise.
- 2.4 To contribute towards the council's savings requirement, the proposal is that the council reduces the subsidy to the New Art Gallery over a period equal to the current medium term financial outlook, as identified in the table above. The gradual reduction in subsidy would allow the Gallery the opportunity to review its entire operation, reduce costs and make efficiencies, whilst also looking to generate new business and additional income.
- 2.5 The application to ACE for NPO funding for the next four-year period (2017/18 to 2020/21) will need to be submitted to ACE in January 2017. A decision will be made in early July 2017. Initial confidential discussions have already been held with ACE officers about the council's financial position, how this may affect NAG and what opportunities exist for alternative funding.
- 2.6 Cabinet have requested that opportunities for sponsorship and / or philanthropic support to NAG be investigated and this work is on-going. It should be noted that such work and any subsequent negotiations and legal agreements can take some months to come to fruition.
- 2.7 There is a possibility that if the council removes (or reduces) its subsidy to the New Art Gallery, this may lead to ACE reducing their grant by a similar amount. There is however no statutory requirement for the council to deliver the New Art Gallery. Whilst this is a possibility, ACE have made it clear that they do want to continue to work with the council to ensure that NAG remains open as part of their NPO network.
- 2.8 The proposal to gradually reduce the net operating subsidy to the New Art Gallery over a four-year period is in-line with similar proposals for the Forest Arts Centre. This is the same approach that the council has already applied to Creative Development, Outdoor Activity Service, Sports Development as well the Gala Baths and Darlaston Swimming Pool in recent years. The phased budget reduction gives officers the chance to redesign services, develop partnerships and to explore other revenue generating and commercial opportunities.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

*Lifelong health wealth and happiness – Good education and training for all*

- The New Art Gallery offers all residents the opportunity to experience, and gain an appreciation and an understanding of the arts, this being a key component of a well-rounded education and learning experience. If a new delivery plan can be developed for New Art Gallery, alongside a sponsor / philanthropist / partner, it would be the intention to deliver a more efficient and sustainable service, offering residents a wider and better offer.

*Safe, resilient and prospering communities – Supporting business growth*

- The New Art Gallery's activities offer children, young people, adults and the elderly the basis for developing their abilities, confidence and enjoyment that spill over into supporting themselves, their families, being employed and therefore the local economy. Indirectly the service offers generic support for business growth in Walsall.

*Sustainable change and improvement for all – Service delivery linked to local need, Facilities are accessible and encourage and support healthy living*

- The New Art Gallery is constantly seeking to improve its offer to its customers and thereby help individuals and groups to improve themselves; often based on local need for music, dance, drama and the arts generally. The Gallery is accessible for all ages and all residents and good use of the NAG is made throughout the year by Walsall schools.

### **3.2 Customers**

The council faces significant financial challenges over the Efficiency Plan period to 2019/20. This presents a challenge to the New Art Gallery however also offers an excellent opportunity to redesign the service in a different way, reconsider what is on offer and explore the opportunities of a more commercial and partner-led arrangement. A broader range of complementary services for residents and visitors to Walsall could also be made available.

If the New Art Gallery were to close, there is the potential for all residents in Walsall to be affected by this proposal. There would undoubtedly also be significant negative coverage in the national press in the same way that Sandwell Council experienced throughout the first ten years of The Public.

Officers are looking at a number of different options in terms of sponsorship, philanthropy and partnership and how the space within NAG might be used differently.

### **3.3 Employees / Staffing**

There are no planned redundancies derived from the proposal to gradually reduce the revenue subsidy. Only if the NAG were unable to continue to operate on a viable basis would this be considered. A maximum of twenty-four staff could ultimately be affected.

### 3.4 Partners

Arts Council England are the single largest contributor other than the council. The Walsall Museums and Art Galleries Development Trust pre-dates the Gallery, is a charitable trust, and oversees the actual art collection and new acquisitions.

### 3.5 Economic Implications

There are not thought to be any direct economic implications arising from this proposal.

### 3.6 Environmental Implications

There are no environmental implications unless anything such as asbestos is found within the building, if it were to be disposed of.

### 3.7 Health and wellbeing implications

The council has a statutory duty to promote health and wellbeing. The arts are well recognised as having a significant and positive effect on the individual's mental and physical health and overall well-being. Experiencing the arts generally gives a strong sense of well-being and offer a genuine feel-good factor.

The key objectives of the Marmot Review (in addressing deprivation and health inequalities within the borough) are to be at the heart of our work. These are as follows:

*Give every child the best start in life*

- All users of the New Art Gallery are able to benefit from the social, physical and mental benefits that the Gallery offers. Not every child is educationally gifted yet they may however be artistically very talented, or in fact just enjoy it. Such involvement may offer them an opportunity to become confident and improve as an individual – which can have a positive impact on their educational attainment that might not otherwise have been achieved.

*Enable all children, young people and adults to maximise their capabilities and have control over their lives*

- The galleries and activities on offer at the New Art Gallery are available to all residents and sections of the community, irrespective of age. Walsall residents are in the special position of having the opportunity to experience works of art by Jacob Epstein, Van Gogh, Monet, Constable, Turner, Picasso, Degas, Matisse and Lucian Freud.

Services offered also benefit the elderly when at a time that social interaction, physical activity, communication and mental health is particularly important.

*Create fair employment and good work for all*

- The activities at the Gallery offer the opportunity for individuals to improve their personal confidence - a key factor in improved self-worth. This is an important factor in improving personal skills that can be transferred to the workplace but also encourage individuals to extend themselves professionally.

*Ensure a healthy standard of living for all*

- All users of the New Art Gallery are able to benefit from the social, physical and mental benefits that the arts offer.

*Strengthen the role and impact of ill-health prevention*

- Physical activity, whether undertaken through participation in sport or the arts, makes a significant and positive contribution to an individual's mental and physical health and general well-being. Services in Leisure are tasked with contributing to improve the health and well-being of all Walsall's residents.
- Participating in the arts, travelling to the Gallery and generally being stimulated is to be valued as a solid foundation in avoiding ill-health.

### **3.8 Other Council Services**

The proposed changes to the New Art Gallery service may have an indirect impact on other services within the council in that:-

Children's Services may be concerned about a reduction or loss in interaction with the arts to the Borough's children, however, there is no statutory requirement for an arts service to be provided by local education authorities. Art is no longer a part of the official National curriculum and is not a subject specific Ofsted requirement. Music is only considered as a "benefit" to whole school provision in the cultural environment of the school. It should be noted that many schools do little or no music whilst others support it only as an extra-curricular activity.

The Gallery's arts provision, library and gallery space are extensively used by all ages, but can be particularly valued by the older generation, especially where mental health and stimulation are held to be particularly advantageous.

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

If the New Art Gallery were able to develop a plan where it could continue its operation, local business and employment would continue to be used wherever possible. Appropriately trained, experienced and qualified contractors are used for particular areas of work, both to the art itself but also to the building.

4. **Associated Risks / Opportunities**

- 4.1 Working alongside Arts Council England, the Head of Leisure, Culture & Operations and the New Art Gallery Director will seek to minimise and mitigate against any risks. The council's budget conversation will give the general public the opportunity to comment on the proposal and submit other suggestions for the council to consider.

5. **Legal Implications**

- 5.1 There is no statutory requirement for the New Art Gallery to be provided by the local authority.

6. **Consultation and Customer feedback**

- 6.1 Consultation on the proposals outlined in this Policy Paper will commence on 27 October 2016 as part of the council's budget conversation.

7. **Equality Implications**

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

## PORTFOLIO: Community, Leisure and Culture

Directorate and Service Area: Economy and Environment - Leisure, Culture & Operations

*Option: Additional income from Active Living (to fully recover costs of Darlaston Pool and Walsall Gala Baths)*

**Saving Reference: 37**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	0	519,383	783,559
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>519,383</b>	<b>783,559</b>
Capital investment	0	1,143,000	0

*The sums above are the full costs of Darlaston Pool and Walsall Gala Baths, including depreciation, impairment and the apportionment of various central costs.*

### 2. Description of the Proposal

- 2.1 Walsall currently has two Active Living Centres at Bloxwich, Walsall Wood (Oak Park), Darlaston Swimming Pool and Walsall Gala Baths.
- 2.2 As a discretionary service the council has set an aspiration that the leisure centres should operate at no cost to the council by 2018. It is anticipated that the new Bloxwich and Oak Park Active Living Centres ought to meet this target. It is likely that Darlaston Swimming Pool and the Gala Baths in isolation will be unable to do so.
- 2.3 A potential operating model is a move to a full-cost-recovery Local Authority Trading Company (LATCo) model for Sport & Leisure Services. A full cost recovery model previously allowed the retention of the Outdoor Pursuits team. The anticipated surplus generated from the new Active Living Centres could subsidise the continuation of other elements of the service – specifically Darlaston Swimming Pool, Walsall Gala Baths and the Sports Development unit.
- 2.4 The likely savings yielded from the LATCo model will be confirmed in the coming months working alongside Corporate Finance and VAT specialists and therefore is not currently part of this proposal. The trading surplus of the Active Living Centres will become more apparent by the end of the first year's trading (August 2017). This will inform the shape of the service that can be funded beyond 2017/18.



- 2.5 In the event that the surplus from the Active Living Centres is insufficient to fund all the other services, an alternative saving could be closure although closure of Gala Baths and Darlaston Pool is NOT an element of this current proposal.

## 2.6 **Darlaston Swimming Pool**

Darlaston Pool was built in 2000 and was principally funded by Sport England. The Pool is the least likely of the council's four leisure facilities to recover a large amount of its running costs. The centre is located outside the Darlaston district centre away from main transport routes with a small car park. The centre also has significant local competition from new leisure centres in Wednesbury and Bilston.

Darlaston Pool has previously made significant savings. As part of the 2015/16 budget savings the on-site centre manager post was removed and the centre is now managed as a satellite centre from Walsall Gala Baths. Further efficiency savings from the centre are considered unlikely.

The nature of the Darlaston Pool construction and the constrained site restrict the potential for major refurbishment to improve income generation. However a smaller-scale refurbishment to refresh the centre and give a cosmetic uplift has been proposed (and after 16 years' operation is long overdue), and is funded in the 2017/18 Capital Programme.

## 2.7 **Walsall Gala Baths**

At service level the closure of Walsall Gala Baths would be considered a *last resort*. The council invested £1m in a refurbishment of the centre – fully reopening in July 2016. Initial trading has indicated a substantial increase in usage and income from the refurbished centre; the first month recorded a 55% increase in income compared to pre-refurbishment. Whilst Gala Baths remains unlikely to achieve a break-even budget position in isolation, a substantial reduction to the £317k net controllable cost is anticipated.

Walsall Gala Baths is also a competition and training venue for national-level water polo and Prince William visited Gala Baths in 2008 as part of the Under 18s National Water Polo Championship.

The timing of the savings included in this proposal allow Walsall Gala Baths the greatest chance to realise a potential increase in trading in order to cover any current subsidy by 2019/20.

## 3. **Implications Associated With Proposal**

### 3.1 **Corporate Plan**

The purpose of the Active Living project is to offer better opportunities for Walsall residents to undertake more activity – leading to the adopted

philosophy of *more people, more active, more often*. By doing so, physical activity has the potential to improve the lives and life chances of everyone.

The Chief Medical Officer also highlights that there is a health cost of inactivity. Higher levels of activity have a positive impact on five key diseases (bowel cancer, breast cancer, diabetes, coronary heart disease and strokes) as well as helping reduce obesity levels.

There is a clear evidence base that shows physical activity improves health and well being, including independence for older people and the protection of vulnerable people. It helps create safe, sustainable and inclusive communities, supports the life chances for children and young people and raise aspirations. Healthier people are more likely to be more employable and efficient.

### **3.2 Customers**

There is no statutory requirement for Sport & Leisure Services. There is however specific support for the provision and encouragement of sport and leisure in the following legislation: Public Baths and Washhouses Act 1846, Public Health Act 1875, Public Health Act 1936, Physical Training and Recreation act 1937, Local Government Act 1972, and Local Government (Miscellaneous Provisions) Act 1976.

Given the scale of the budget savings required, previous efficiencies and substantial fixed overheads associated with leisure centres, alternate savings short of centre closures would have a proportionately greater impact on service for every £ saved.

### **3.3 Employees / Staffing**

16 staff (11 full time equivalents) are employed at Darlaston Pool and 23 (16 full time equivalents) at Gala Baths. There are no employee indications in respect of this proposal. Should the Active Living Centres not fully cover the costs of Darlaston Pool and Gala Baths then alternative options may be required, which may impact employee numbers.

### **3.4 Partners**

There is no explicit impact on the work of partners. Existing partnerships, where they are mutually beneficial and affordable – including those with Sport England and National Governing Bodies of Sport (such as the Amateur Swimming Association) – should continue.

The relationship with Sport England is strong. Sport England understands the financial challenge facing Walsall Council and a key component in their £2m investment in Active Living Centres was to provide a financially sustainable leisure estate. Sport England has also acknowledged the shortcomings of the Sport England-led design of Darlaston Swimming Pool.

### 3.5 Economic Implications

The economic costs of physical inactivity and obesity to Walsall are estimated as £70m a year. The reduction / cessation of funding for Sport and Leisure will need to have due regard to protecting physical activity outcomes.

### 3.6 Environmental Implications

None.

### 3.7 Health and wellbeing implications

The purpose of the Active Living project is to meet the council's philosophy to get "*more people, more active, more often*" and thereby improve their physical and mental health as well as overall well-being.

The key objectives of the Marmot Review (in addressing deprivation and health inequalities within the borough) are to be at the heart of our work. These are as follows:

*Give every child the best start in life*

Children's leisure provision is an integral function of Sport & Leisure, with children actively encouraged to swim from birth. *Parent and Toddler* sessions are a key element of the programmes of all council leisure facilities. The council's learn-to-swim programme currently has more than 2,500 children enrolled on weekly lessons, delivering a vital life-skill that underpins the nation's most popular participation sport.

*Enable all children, young people and adults to maximise their capabilities and have control over their lives*

Physical activity fitness has been acknowledged as a key determinant of independence, self-esteem and confidence. The Sport & Leisure service hosts a range of activities and programmes to both encourage physical fitness and to support and rehabilitate those for whom physical activity is a challenge.

*Create fair employment and good work for all*

Physical activity again underpins *fitness to work*. Overweight and obesity-related diseases result in the loss of 43,000 working days across the local economy, with £9m-£14.5m in lost earnings and a £40m loss to the wider Walsall economy. The leisure industry has been identified as a key growth industry. The sector is particularly highlighted as presenting strong career development with accessible entry-level roles and few barriers to progression.

### *Ensure a healthy standard of living for all*

There is solid evidence of the preventative and therapeutic benefits of physical activity on a range of conditions including obesity, cardiovascular disease, diabetes, cancer and musculoskeletal disorders.

### *Create and develop healthy and sustainable communities*

Sport and Leisure facilities create environments in which communities can come together for a shared positive activity. Families frequently participate as a complete family unit with children enjoying activities (particularly swimming) alongside their parents and grandparents. The demographic breakdown of Sport & Leisure's users is strikingly representative of the borough's demographics in terms of gender, age and ethnicity.

### *Strengthen the role and impact of ill-health prevention*

There is solid evidence of the preventative and therapeutic benefits of physical activity on a range of conditions including obesity, cardiovascular disease, diabetes, cancer and musculoskeletal disorders.

## **3.8 Other Council Services**

Optimising the surplus from the new Active Living Centres will require Sport & Leisure Services to take a commercial approach to several aspects of service delivery. It is essential that both the management of the service and council support services are in a position to support this commercial approach. Sport and Leisure does not fit the profile of a traditional council service with substantial income generation and a workforce deployed up to 18 hours a day, 7-days a week. Council systems may need to evolve to provide more bespoke and rapid support to meet the needs of the service.

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

None.

## **4. Associated Risks / Opportunities**

- 4.1 There is an opportunity that given a further two years' trading, the subsidy to Gala Baths and Darlaston Pool may be reduced to a point where they can be funded from the anticipated trading surpluses from Bloxwich and Oak Park Active Living Centres.

## **5. Legal Implications**

- 5.1 There is no statutory requirement for Sport & Leisure Services.

6. **Consultation and Customer feedback**

- 6.1 Previous budget consultation has identified Sport and Leisure as an area of council spend that residents would like to protect. An unsubstantiated rumour about the future of Gala Baths led to a 2,000 signatory petition to “save the Gala Baths” being presented to Council on 8 July 2013. This petition led to the decision to invest £1m in the refurbishment of the site comprising: completely remodelled reception and foyer, new changing village, new pool boom to create a new learner pool and new sauna provision.
- 6.2 No public consultation is required for this proposal.

7. **Equality Implications**

- 7.1 An initial screening has taken place and a full equality impact assessment is not required.

## PORTFOLIO: Community, Leisure and Culture

### Directorate and Service Area: Economy and Environment, Public Health

#### *Option: Change to Provision of Out of Hours Provision for the Community Protection Service*

#### **Saving Reference: 39**

#### 1. **Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	22,370	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>22,370</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 There has been a routine out of hours noise service for many years. This is provided every Friday, Saturday and Sunday night (with a few exceptions). With a service redesign in April 2016, the service also covers other aspects of the work that is within the remit of the Community Protection Team.

Historically there was very limited service for residents outside these hours. The proposed change would give a more consistent service to residents who suffer from relevant issues regardless of the time when the issues are experienced.

- 2.2 The proposal is to change how the out of hours' service is delivered. Rather than a routine service with officers at work every weekend at set hours, the service will be provided in a more targeted manner. Complaints and intelligence will be analysed and service prioritised to target hot spot locations or to assist particularly vulnerable residents.

This can be delivered by analysis of complaints and intelligence and targeting work to geographic area or at times specific to the identified and evidenced problem and to meet the needs of vulnerable residents.

This is a change in working practice and can be implemented relatively easily. When the service was redesigned for the 2016/2017 savings proposals, the new job descriptions contained a provision about modifications to this service and the fact that the service would be reviewed was clearly communicated to staff. There was full consultation on the new job descriptions at that time.

- 2.3 The authority has a statutory duty to investigate breaches of certain legislative requirements, including but not limited to statutory nuisance. In the case of the latter, there is a duty to issue an abatement notice. However, there is no

requirement to provide an out of hours service of the nature currently provided.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The work of the Community Protection Team delivers against all the corporate priorities. In particular:

- Safe resilient and prospering communities – licensing issues, enviro-crime, neighbourhood disputes, crime and anti-social behaviour impact on the safety of residents, promote fair trading environments, enable businesses to trade and people to work and study, promotes community cohesion. It is recognised by Regulatory Delivery (part of the department for Business Innovations and Skills) that well delivered regulation promotes business growth.
- Lifelong health, wealth and happiness - when residents are free from stress, crime, antisocial behaviour and disorder their health and wellbeing are improved and they better able to work and study to promote this objective. Residents able to help themselves can be supported with advice and guidance, freeing up services for the most vulnerable and disadvantaged and to target the most difficult offenders and perpetrators.
- Sustainable change and improvement for all - the changed delivery model will target the service to meet local needs, rather than a standard service delivered in the same way to all areas and residents.

#### **3.2 Customers**

It is a statutory function to investigate many criminal complaints and to issue notices on breach. Appended is a list of the legislation within scope of the team. The impact on customers is that a service that many are used to will be withdrawn in the form with which they are currently familiar but it will be replaced with a different, more targeted service. The service will not be delivered on demand, but will be based on evidenced need and prioritised to target the most vulnerable or difficult hotspot areas. There will be a need to communicate with residents and educate them on the new ways of working. Where persons affected by problems or causing problems are tenants of Registered Social Landlords, there is a service provided by them to deal with such issues, although the level of service varies by RSL.

The neighbouring Black Country Authorities do not provide a service comparable to the current out of hours' service. They typically operate a service that is an intelligence-led and similar to that proposed by this service change. In some instances other services deal with some aspects of the service delivery. However, in Walsall, the equivalent service is part of the one Community Protection Team already.

### **3.3 Employees / Staffing**

This option maintains the same number of employees but gives more flexibility in service delivery. The employees will no longer receive the 5% unsocial hours payments so will effectively be a pay cut to those affected.

### **3.4 Partners**

There will be minimal impact on partners. There will be a need to discuss with them the revised service and how it will be delivered. Some residents who call the out of hours service may call the police or social landlords instead but they will only respond in accordance with their duties, priorities and capacity.

### **3.5 Economic Implications**

Any implications concerning the economy, regeneration, business sector will be marginal and may be positive in some instances and negative in others.

### **3.6 Environmental Implications**

The service deals with environmental issues. Some nuisance, eg noise, may continue and not be dealt with at the time it is occurring but will be dealt with at a different time.

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

The council has a statutory duty to promote health and wellbeing.

### **3.8 Other Council Services**

There may be complaints to officers working on other out of hours call services who currently field the incoming requests for out of hours' service until residents become accustomed to the alternative service delivery.

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

The Social Value element derives from the council's legal duty to have regard to how economic, social and environmental well being can be improved by the procurement exercise – please consult the Councils Social Value Policy.

## **4. Associated Risks / Opportunities**

- The opportunity is that officers are available at different times to meet customer need that the service does not have the flexibility to meet currently.
- The risk is that a vulnerable person calls for service when it is no longer available on demand. However, this is no different to that person needing service when the out of hours rota is not currently operational.



- In mitigation, vulnerable persons are able to call emergency services or third sector providers. Where a problem is ongoing, officers will be communicating with the vulnerable person on a regular basis and be working when the identified need is greatest or be able to refer to additional support from relevant services.

## 5. **Legal Implications**

- 5.1 This is discussed in paragraph 3.2 and derives from a number of statutes. A list of relevant statutes is attached. The council has a duty to provide a service to deal with the legislation but does not specify how that is done. The proposal would still be compliant with legal requirements

## 6. **Consultation and Customer feedback**

- 6.1 Consultation has not been undertaken to date for confidentiality reasons.. However future consultation will need to be undertaken with:
- Members of staff within the Community Protection Team who will be directly affected
  - Partner services, e.g. police, RSLs
  - Residents and community groups
  - Elected Members

Consultation will be backed up with analysis of work patterns.

## 7. **Equality Implications**

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

### ***List of legislation:***

Animal Boarding Establishments Act 1963	Health & Safety at Work etc Act 1974
Animal Health and Welfare Acts 1981 and 1984	Highways Act 1980
Animals Act 1971	House to House Collections Act 1939
Animal Welfare Act 2006	Licensing Act 2003
Animals Act 1971	Local Government (Miscellaneous Provisions) Acts 1976 & 1982
Anti Social Behaviour Act 2003	Noise and Statutory Nuisance Act 1993
Breeding of Dogs Acts 1973 and 1991	Noise Act 1996
Breeding and Sale of Dogs (Welfare) Act 1999	Offices Shops and Railway Premises Act 1963
Building Act 1984	Pet Animals Act 1951
Children and Young Persons Acts 1933, 1963, 1969	Police, Factories & (Miscellaneous Provisions) Act 1916
Clean Air Act 1993	Powers of Criminal Courts Act 1973
Clean Neighbourhoods and Environment Act 2005	Prevention of Damage by Pests Act 1949
Control of Pollution Act 1974	Public Health (Control of Diseases) Act 1984
Control of Pollution (Amendment) Act 1989	Public Health Acts 1936 and 1961
Criminal Attempts Act 1981	Refuse Disposal (Amenity) Act 1978
Criminal Justice & Public Order Act 1994	Riding Establishments Acts 1964 and 1970
Dangerous Dogs Acts 1989 and 1991	Road Traffic (Consequential Provisions) Act 1988
Dogs (Fouling of Land) Act 1996	Road Traffic Acts 1988 & 1991
Environment Act 1995	Road Traffic Offenders Act 1988
Environmental Protection Act 1990	Scrap Metal Dealers Act 2013
Equality Act 2010	Sunday Trading Act 1994
European Communities Act 1972	The House to House Collections Act 1939
Factories Act 1961	Town Police Clauses Act 1847
Fraud Act 2006	Vehicles (Crime) Act 2001
Food and Environment Protection Act 1985	West Midlands County Councils Act 1980
Gambling Act 2005	Wildlife and Countryside Act 1981
Guard Dogs Act 1975	Zoo Licensing Act 1981
Health Act 2006	

## PORTFOLIO: Community, Leisure and Culture

### Directorate and Service Area: Economy and Environment - Public Health

***Option: A Review of the Operation of the Councils Pest and Animal Control Service to Control Demand, Target Resources more effectively and Increase Income.***

***Saving Reference: 40***

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	20,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>20,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Walsall Council provides a pest control service on an appointment basis for a variety of pests. Priority has traditionally been given to those pests (public health pests) that spread disease such as rats, mice, cockroaches and bedbugs. To prevent charges creating a financial barrier to using the service for vulnerable persons and those suffering most financial hardship these pests have traditionally been treated for free. As a consequence of having trained and well equipped pest controllers the service has also offered a service for non public health pests such as wasps, fleas, ants etc this has raised income to offset the cost of the free service and provided additional work for the staff throughout the year. This chargeable work has also had an element of protection for certain residents in that the full cost of treatment was discounted for those on benefits.
- 2.2 The system currently in operation where individual appointments are booked on any day in any part of the borough places a practical and administrative burden on the service as well as not concentrating effort in any one location to resolve infestations affecting groups of premises. The variety of charges for different pests and the difficulty in proving all persons claiming the discounted rates are in fact entitled to it requires simplifying.
- 2.3 The service is seeking to establish
- a) How the service will be staffed at present there are 3 operational posts one of which is vacant. It would be beneficial in order to drive this proposal forward to fill the vacant post but give it the additional

responsibilities of day to day coordination of activity to ensure resources and income generating opportunities are effectively implemented.

- b) The true cost of an appointment
- c) Which services that are provided ought to be charged for and what that charge ought to be (based on 1 above)
- d) Whether discounted or free treatments ought to be stopped other than where proactive area based treatments are undertaken.
- e) Whether missed appointments where the fault is with the resident will be charged at the full rate or call out charge less than the full rate.
- f) How to effectively operate an area based, proactive project to treat pests in a defined area known to have a large demand.

- 2.4 It would be beneficial to have the proposal implemented in time for 1<sup>st</sup> April 2017 as this is the start of the insect season and when income generation begins in earnest. Publicity around any changes in the lead up to this would be vital as changes to this traditional frontline and key public service is likely to cause frustration amongst residents. Liaison with key social housing providers would also be key to implementation.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

##### ➤ **Lifelong health wealth and happiness**

The role of pest control within local authorities is to protect residents from ill health and disease and protect food and premises from destruction and damage. Pests can affect whole communities if they remain untreated. Cooperation between individuals to control pests is difficult unless there is a central body such as Local Authority to coordinate activity voluntarily or through enforcement if necessary. Infestation of pests is the most common cause of Environmental Health closing food businesses due to their presence creating an immediate risk to health.

##### ➤ **Safe, resilient and prospering communities**

Having houses, streets and communities infested with pests such as rats, mice or cockroaches does not inspire confidence or pride. The types of situations where pests proliferate poorly kept premises, refuse accumulations, litter, defective sewers etc are all issues that signal problems with pride and the cohesiveness of communities in general.

##### ➤ **Sustainable change and improvement for all**

It is becoming increasingly difficult to provide a responsive service to all residents at a time and date convenient to them, free of charge but largely uncoordinated. Altering our services and using intelligence and local knowledge to prioritise our work is likely to be a key way to develop in future.

### **3.2 Customers**

In terms of the statutory basis for pest control there are three main elements as described in the legal section. The council can choose how to operate their service – cessation of services may create legal challenge. Changing services may not create a legal challenge but may be unpopular and counterproductive in some cases particularly where charges may prevent persons accessing a previously free service.

### **3.3 Employees / Staffing**

Staffing numbers would be maintained at current levels. It would be recommended that a current vacant post is altered to give more responsibility for coordination of activity based on the changes being suggested as part of this proposal.

### **3.4 Partners**

There may be an effect on Registered Social Landlords such as WHG and Caldmoreaccord as their tenants may be disproportionately affected by changes to charges or practices. They may however benefit from proactive area based projects if this was possible to implement.

### **3.5 Economic Implications**

A rise in levels of pests infestations could adversely affect the food industry. The main cause of food premises closure and subsequent prosecution by environmental health officers locally is for infestations of mice and rats.

### **3.6 Environmental Implications**

All pests live in the local environment in close proximity to the human population. The Pest Control service contains these pests whilst also taking into account the Councils responsibility to protect non target species (birds, voles, fish, pets, humans) from primary and secondary poisoning.

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

Pest Control forms part of the council's disease control responsibilities. The service has been working with Public Health on transformational projects to ensure areas of most need are identified and visits carried out. The service has assisted in collecting information of poor quality housing, waste accumulations, possible Prevent and MDS issues. Apart from disease implications living with pests can cause mental stress affecting well being. If your home is infested it will have a significant effect on your mental health as well as physiological health.

### 3.8 Other Council Services

First Stop Shop and the Contact Centre assist with taking appointments and taking payments. They would be supportive of a simplification of the system and taking more control of demand. They will be consulted on any changes made to our procedures and charges. Should pest control reduce its availability complaints to enforcement teams may increase as infestations aren't controlled properly and peoples tolerance of infestations from neighbouring premises reduces. Landowning departments are responsible for pest control on their premises. The Pest Control Service can provide a responsive service for these Departments or they can potentially administer contracts with private companies which may be more expensive and administratively cumbersome.

### 3.9 Procurement / Social Value Implications

At present no contracting proposals are being considered, however in-house staff linked directly to enforcement, health and other key services provides great opportunities to emphasise council priorities and values that maybe lost with a large external provider.

## 4. Associated Risks / Opportunities

- 4.1 **Opportunity** If demand is controlled through charges the service can carry out more proactive operations in areas of highest need.

**Risk** if demand isn't controlled through charging then income will increase but the ability to carry out area based treatments will be difficult.

*Opportunity* - Area based treatments allow a more holistic approach making treatment of premises more effective. It also enables other council services to gain intelligence from our access to domestic premises.

*Risk* - This is a popular front line service, any change made could result in major dissatisfaction with the public and poor publicity in the press.

*Opportunity* - If the service operates proactively it can link to RSL's, Clean & Green, enforcement teams, etc., to identify areas of major pest and associated problems and deal with them more effectively.

*Risk* - Reductions in service may create additional burdens on other services that will have to respond to issues on their land or through enforcement actions on private land.

The service has the ability to control the flow of appointments so in times of high demand it can switch to a reactive only service. In times of less demand it can reduce appointments and work more proactively. This does however require a higher level of coordination than we currently have and without a post to manage the process could create significant backlogs, customer dissatisfaction and loss on income.

## 5. Legal Implications

- 5.1 In terms of the statutory basis for pest control there are three main elements as described below. The Council can choose how to operate their service – cessation of services may create legal challenge. Changing services may not create a legal challenge but may be unpopular and counterproductive in some cases particularly where charges may prevent persons accessing a previously free service.

Prevention of Damage by Pests Act 1949 - Places a duty on local authorities to take such steps as may be necessary to secure so far as practicable that their district is kept free from rats and mice, and in particular:

- (a) from time to time to carry out such inspections as may be necessary for the purpose aforesaid;
- (b) to destroy rats and mice on land of which they are the occupier and otherwise to keep such land so far as practicable free from rats and mice;
- (c) to enforce the duties of owners and occupiers of land under the following provisions of this Part of this Act, and to carry out such operations as are authorised by those provisions.

Public Health Act 1936 - Where a local authority, upon consideration of a report from any of their officers, or other information in their possession, are satisfied that any premises:

- (a) are in such a filthy or unwholesome condition as to be prejudicial to health, or
- (b) are verminous,

the local authority **shall** give notice to the owner or occupier of the premises requiring him to take such steps as may be specified in the notice to remedy the condition of the premises by cleansing and disinfecting them, and the notice may require among other things the removal of wallpaper or other covering of the walls, or, in the case of verminous premises, the taking of such steps as may be necessary for destroying or removing vermin.

Environmental Protection Act 1990 - Any insects emanating from relevant industrial, trade or business premises and being prejudicial to health or a nuisance... **it shall** be the duty of every local authority to cause its area to be inspected from time to time to detect any statutory nuisances which ought to be dealt with under section 80 and, where a complaint of a statutory nuisance is made to it by a person living within its area, to take such steps as are reasonably practicable to investigate the complaint. Where a local authority is satisfied that a statutory nuisance exists, or is likely to occur or recur, in the area of the authority, the local authority shall serve a notice ("an abatement notice") imposing all or any of the following requirements:

- (a) requiring the abatement of the nuisance or prohibiting or restricting its occurrence or recurrence;
  - (b) requiring the execution of such works, and the taking of such other steps, as may be necessary for any of those purposes,
- and the notice shall specify the time or times within which the requirements of the notice are to be complied with.

6. **Consultation and Customer feedback**

- 6.1 No consultation has taken place to so far. Consultation with primary housing providers, residents groups etc would be worthwhile to check the value they place upon pest control and their reaction to changes proposed.

7. **Equality Implications**

- 7.1 An equality impact assessment is being undertaken there is a possibility implementing a full charging policy for all pests would have a significant impact on vulnerable or low income individuals and families.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduction in the Public Health investment in Drug and Alcohol Treatment Services*

#### **Saving Reference: 41**

#### **1. Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	143,000	250,000	500,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>143,000</b>	<b>250,000</b>	<b>500,000</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 Public Health commissions the Walsall drug and alcohol treatment and recovery services from the national Public Health ring-fenced grant.
- 2.2 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 the 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 at a value of £3,283,796. This contract was awarded for a three year period, ending in March 2018, with options to extend by two further twelve month periods.
- 2.3 The proposed cumulative three year savings of £893,000 represents a further 25% reduction of the programme budget. These can only be achieved by significantly reducing the scope of the programme and by reducing the core contracted services. Accepting that any reduction in other smaller contracts could impact disproportionately on the service provision.
- 2.4 In the first instance the proposed savings will need to be put to the main provider agency for consideration if they are willing or able to continue offering the service with a new service specification based on the available budget for the remaining years of the contract. Utilising the 2 optional 12 month periods of the contract will be critical. Depending upon the response this may trigger an immediate re-tendering process or at best delay it for a further 2 years.



- 2.5 Drug and alcohol services have a number of fixed costs, which relate to the employment of medical staff, prescribing and dispensing of controlled drugs, clinical supervision of the consumption of medication and detoxification services. It is envisaged that due to these fixed costs, in the knowledge that the present service is efficient and has already made significant savings on the previous contract value, it is highly unlikely that the proposed savings will be possible without a reduction in the present service staffing levels, triggering potential redundancies.
- 2.6 Negotiations will start immediately to secure the savings whilst ensuring the continuity of service provision. The existing contract has a nine month notice period. If CGL served notice a procurement process would be necessary to secure an alternative provider agency to deliver the service. Attempting to reduce the contract value over a three year period will make this response more likely.
- 2.7 Drug and alcohol service are not a mandated service. However, 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. In addition the Public Health grant specifies local authorities “requirement to improve the take up, and outcomes from, its drug and alcohol misuse treatment services”<sup>1</sup> when setting it’s spending priorities.
- 2.8 In addition Drug and Alcohol services do deliver the treatment of court mandated orders, supervised by the Community Rehabilitation Service. These court mandated treatment orders are not optional and will need to be available as part of the re-specified service offer.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

It is well documented that the impacts of drug and alcohol are disproportionately found in the most vulnerable. Drug and alcohol treatment services contribute to reducing Walsall’s health and societal inequalities by protecting vulnerable children, adults, families and communities from the direct and indirect harms caused by addiction.

Drug and alcohol services deliver against the following corporate priorities;

- Safeguarding and protecting children and vulnerable families from the impact of addiction
- Improving health and prosperity when free from addiction
- Treating the underlying causes of prolific and high volume offending
- Reducing acquisitive crime and the impact on local residents and local businesses
- Making communities safer by reducing anti social behaviour

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<sup>1</sup> ‘Guidance on the Ring fenced Public Health Grant Conditions and Mandated Functions In England’ PHE (2016)

### 3.2 Customers

The customers of the services fall into two categories;

- The service users and their families who benefit from the range of clinical and psychological support services that are on offer and
- The wider public and business community who benefit from the positive outcomes of safer communities, more attractive town centres to visit and reduced crime to local businesses

### 3.3 Employees / Staffing

The staff that will be directly impacted will be those directly employed by voluntary sector service providers, CGL and Black Country YMCA. To a lesser extent, because it may only be as a result of a reduced contract value rather than direct employment, primary care providers, GPs and Pharmacists will also be impacted.

### 3.4 Partners

Partners who will be directly affected by the proposed cuts to drug and alcohol services and may result in additional demand on their services fall into three categories:-

- Walsall Council: Children's Services Edge of Care Team, Walsall Youth Justice Team, Adult Social Care, Housing/Homeless Services, Clean and Green and Regulatory/Community Safety Services
- Criminal Justice Partners (who are dependent upon the drug and alcohol services to receive their referrals and offer evidence based interventions, whether voluntarily or through court mandated orders, to deliver recovery programmes) – Police, National Probation Service, Community Rehabilitation Services, and Court Services
- NHS Services; Joint care planning with Mental Health Service, Supporting to GP and Pharmacy services. Secondary hospital based services at A&E and hospital wards including blood borne virus services (HIV, hepatitis B&C), and specialist residential detoxification and rehabilitation services.

### 3.5 Economic Implications

There is a risk that the regeneration of our communities and town centre businesses across the borough will be adversely affected by any increase in drug and alcohol service waiting times resulting in individual's not entering treatment in a timely manner and causing anti-social behaviour and committing offences. This could have a direct impact upon retaining existing businesses and attracting new businesses to Walsall Town Centre and the borough as a whole.

### 3.6 Environmental Implications

The drug and alcohol services work closely to complement the council's clean and green services to pick up and disposal of litter relating to drug injecting

paraphernalia. Although this is a low volume service and mostly involves the picking up of unused clean litter it is an essential service because of the potential harm that could be caused by the spread of blood borne viruses from used needles and rightfully creates alarm for those communities who are confronted by this litter.

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

As a cross cutting theme drug and alcohol service are central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon all the principles set out in the Marmot Review.

### **3.8 Other Council Services**

Reducing the harm caused by drug and alcohol are a priority for the Safer Walsall Partnership Board and form a significant collaboration between Public Health and the Community Safety Team.

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

When procuring the present services Social Value was a criterion upon which the bid was scored. There is an expectation that the service contributes, wherever possible, to make investments in local people and business. In addition in a specific manner it demonstrate its contribution to reducing the number of children taken into local authority care and/or assisting care leavers to optimise their employability through offering opportunities for work placements – this is partially met through the supervision of the 444 parents who are in treatment services and the parenting and safeguarding support the 670 children who reside with them.

## **4. Associated Risks / Opportunities**

- 4.1 The main risk to this proposal is the present provider agency giving notice to the contract because the reduced financial value is no longer viable for them to deliver the service, or alternative re-specified service, with insufficient budget to cover potential staff redundancies. The additional consequential risk is the difficulty of finding, through a tender process, an alternative provider to take on the contract at the proposed reduced contract value whilst, through TUPE regulations, inheriting a staff group who will be eligible for redundancy.
- 4.2 If the timescale of the proposal will allow for discussions to take place with neighbouring areas to consider cross border co-operation and aligning tendering timescales for potential joint service tendering and contracting to cover a wider geographical footprint offering savings through economies of scale.

## **5. Legal Implications**

- 5.1 Legal advice will need to be sought before commencing the contract negotiations with the present providers.

6. **Consultation and Customer feedback**

- 6.1 To achieve the proposed savings fundamental changes to the service will be required so a full consultation with service users, provider agencies and partner agencies will be required.

7. **Equality Implications**

- 7.1 This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010) and therefore a full equality impact assessment will be completed.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Saving due to Re-procurement of Lifestyle Services*

#### **Saving Reference: 42**

#### 1. **Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	260,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>260,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Public Health re- procured an integrated lifestyles service in 2016. This provides universal support to adults and children in Walsall to improve their health and wellbeing as well as targeted (face-to-face) programmes for those at highest risk of ill-health and economic inactivity. The service includes children's weight, workplace health, mental health and well being, nutrition, workplace health, and sustained behaviour change. This budget saving was not taken by council in 2016, in order to provide some ongoing transition services to support physical activity whilst the procurement exercise was run and new services set up. These transitional services included supporting local people to increase physical activity through volunteering, developing services from community groups; helping businesses to improve opportunities for staff.
- 2.2 The proposed savings of £260,000 will be achieved by the new model of service, which has already been procured. The new provider commenced in August 2016 and it is anticipated that once embedded, the service will help to reduce inequalities, promote equity, increase sustained employment, improve mental health and musculoskeletal issues, promote healthy weight and increase physical activity within a smaller financial envelope.
- 2.3 Whilst lifestyles services are not mandated, Local Authorities do have a duty (under the Health and Social Care Act (2012)) to reduce health inequalities and to improve the health of the local population.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The proposed change will impact on the following priorities for the council outlined in the Corporate Plan:

- Lifelong health wealth and happiness – Lifestyle Services play a key role in improving the health and wellbeing of Walsall's residents. A healthy population is fundamental to a strong local economy, enabling residents to access and sustain employment.
- Safe Resilient and Prospering Communities – Development of the voluntary and community sector will be a key element of the proposed change. This will include support to the sector to develop sustainable health improvement activities.
- Sustainable Change and Improvement for All – Lifestyle services are delivered on a 2 tier model. Universal support provides a range of self help tools to help residents improve their own health without the need for more intensive and costly support. Targeted services prioritise those with the greatest health needs.

#### 3.2 **Customers**

The customers of these services include all those who live or work in Walsall. All could benefit from the range of clinical and behaviour change support services on offer. The proposed savings of £260,000 will be achieved by the new model of service, which has been procured.

#### 3.3 **Employees / Staffing**

The staff who will be directly affected are those directly employed or volunteering for local service providers.

#### 3.4 **Partners**

Lifestyles services contribute to improving the health and wellbeing of local residents, thus reducing dependency on other services e.g. within health and social care.

#### 3.5 **Economic Implications**

A vibrant local economy relies on a healthy workforce.

#### 3.6 **Environmental Implications**

No environmental implications anticipated.

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

Lifestyle services are central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon all the principles set out in the Marmot Review.

### **3.8 Other Council Services**

Reducing lifestyle services may impact on social care services due to ill health and chronic long term illnesses.

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

Social Value is a criterion scored against within the procurement process. There is an expectation that the services contribute, wherever possible, to make investments in local people and business.

## **4. Associated Risks / Opportunities**

- 4.1 As previously stated this is non recurrent funding for 2016/17, Public Health have identified and utilised this funding to increase physical activity and volunteering opportunities with Green Spaces which otherwise would not have been possible to fund.

## **5. Legal Implications**

- 5.1 Legal advice will need to be sought before commencing any contract negotiations with the present providers.

## **6. Consultation and Customer feedback**

- 6.1 Consultation will be required.

## **7. Equality Implications**

- 7.1 This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010) and a full equality impact assessment is underway.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduction in Healthy Child 5-19 Services in Schools*

#### ***Saving Reference: 43***

#### **1. Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	125,000	0	100,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>125,000</b>	<b>0</b>	<b>100,000</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 To achieve proposed savings in year 1 by remodelling a service for schools that will support a whole school and early years' approach to healthy food.

#### **2.2 Healthy Eating/Healthy Weight (£125,000 saving in 2017/18)**

Walsall Public Health has responsibility for commissioning universal support for healthy eating and sustainable whole school food programmes in early years settings and schools in order to promote healthy weight within Walsall for children. This includes awareness of healthy food, growing and transportation; support for schools to meet the statutory School Food Plan; and support to improve the dining room experience

This proposal involves reducing the funding available to support healthy eating in schools. A reduction in funding has already been factored into this service with the remodelling of the universal healthy eating programme in order to deliver proposed savings with the procurement process close to completion. The remodelled service is due to start January 2017.

The service to promote healthy eating in primary and special schools and for home schooled children through a whole school approach will support schools to meet the following national expectations;

- Ofsted common inspection framework, ensuring that Inspectors see pupils making informed choices about eating and physical activity and the school's culture in promoting this aspect of pupils' welfare;
- National voluntary 'healthy rating scheme' (launched September 2017) for primary schools to recognise and encourage their contribution to preventing obesity;
- Mandatory National School Food Standards for schools and for early years settings to meet the voluntary food and drink standards;



- Meet the recommendations in the Children's Obesity: A Plan for action
- Improve school readiness, attainment and behaviour;
- Contribute to reducing the prevalence of obesity as identified by the Statutory National Child Measurement Programme and contribute to a reduction in dental decay;
- Embed a whole school approach to healthy eating. This incorporates the eight key principles of a whole school approach including student responsibility, leadership and partnership working with local communities and students families.

### 2.3 **School Nursing Service (£100,00 saving in 2019/20)**

Walsall Public Health currently funds the whole school nursing service offering a school health programme to all primary and secondary schools in Walsall. This service was redesigned and re procured for a three year period with a start date of 1 August 2015 with the option to extend by two further 12 month periods.

This proposal involves reducing the incentive payment process currently in place for the school nursing service to the value of £100,000 which prioritises the issues of particular importance to young people in Walsall such as relationship and sexual health education and promotion of young people's emotional health and wellbeing. This incentive payment funding would cease.

The service supports the mandated National Child Measurement Programme. In addition, school nurses have a key role and responsibility for safeguarding children and for contributing to local safeguarding procedures including child protection conferences as set out in *Working Together to Safeguard Children (2013)*;<sup>2</sup>

## 3. **Implications Associated With Proposal**

### 3.1 **Corporate Plan**

The 2 services described in this proposal support the following priorities:

#### ➤ ***Lifelong health wealth and happiness***

##### Preventing and tackling ill health (Healthy eating Services in Schools)

- Supporting parents and families to eat healthily and be active and reducing the number of children entering reception an unhealthy weight and supporting children to maintain a healthy weight throughout their primary years.
- Supporting communities to be active through gardening
- Offering children in early years settings, primary and special schools an understanding of healthy living

*Continuation of the proposed model will ensure the above can be achieved.*

#### Preventing and tackling ill health (School Nursing Service)

- Supporting children and young people from 5-19 to maximise their health following the Healthy Child programme 5-19
- Specifically offering support around:
  - the reduction of teenage pregnancy/ sexual health and support for healthy relationships
  - supporting young person emotional health and wellbeing
  - increasing the profile and accessibility of the school nursing service amongst school staff and pupils/parents

*Removal of the incentivised scheme will mean that it may be difficult to deliver a change to these outcomes.*

#### Children and adults are safe from harm (Healthy eating Services in Schools)

The element of this service offering support for home-schooled children has the potential to reach into these families where children can sometimes be lost if home-schooled

*Continuation of the proposed model will ensure the above can be achieved.*

#### Children and adults are safe from harm (School Nursing Service)

The 5-19 Healthy Child Programme has a key role in safeguarding at each tier. This service has the potential to impact on direct work to safeguard children at risk but also impact on the issues which can protect young people from harm, namely;

- Promotion of good mental health
- Understanding of positive relationships and promotion of safe sexual behaviour
- Drug and alcohol misuse

*Removal of the incentivised scheme will mean that it may be difficult to deliver a change to these 3 issues and with a possible reduction in the numbers of already stretched school nurses the opportunity to identify and support those young people who are at risk will be reduced.*

#### Good Education and training opportunities for all

The correlation between health and attainment is evidenced. By supporting health in schools, both the school nursing and healthy eating programmes impact on attainment and therefore employment prospects. Both services will support children and families in special schools to maintain a healthy lifestyle

*Reduction or removal of the school nurse incentivisation scheme will result in reduced access to health promoting activity.*

#### Targeted Early support where needed, supporting the vulnerable

The school nursing service offers an intensive service to families where a need has been identified. This could be from a short term intervention for an issue such as fussy eating to regular visits and support for parenting or behaviour. The level and intensity of support will be dependent on the

identified need. The team work closely with the school localities to support dearly help, essential partnership work which would be reduced with a reduction in funding

➤ **Safe, resilient and prospering communities**

Strengthening community pride and cohesion, empowering residents and celebrating our neighbourhoods

The remodelled healthy eating in schools service will ensure that the whole community is involved in growing and preparation of healthy food thereby offering additional skills and using current community assets

*Continuation of the proposed model will ensure the above can be achieved.*

### 3.2 **Customers**

The customers of these services are:

- Children and their families in Walsall from the Early years to age 19 whether in mainstream education, special schools or home-schooled. If the service was reduced, promotion of good health and wellbeing would be correspondingly impacted.
- School and Early years staff who have identified their need for external support in the promotion of health (42.9% of settings preferred the service to be delivered by an external provider).

The services are not statutory. However, they are a vital element in the statutory National Child Measurement programme to prevent the increase in unhealthy weight that is seen across the Borough. With reduced support to promote community wide healthy eating and the school nurse service intervention when a child has been identified as being very overweight, the levels of obesity may rise.

### 3.3 **Employees / Staffing**

The proposal will reduce the number of school nurses by 2 or approximately 15% of the workforce. This may be mitigated by a possible redesign and re-procurement of a wider integrated Healthy Child Programme 0-19 service.

### 3.4 **Partners**

School nurses - If health support in schools is reduced, the following responsibility that school staff have for demonstration of the following national expectations will be affected; achievement of Ofsted common inspection framework, the National voluntary 'healthy rating scheme', achievement of mandatory National School Food Standards for schools and for early years settings, and meeting recommendations set out in the Children's Obesity: A Plan for action.

Early Help and safeguarding team - The school nursing team work closely with the school localities to support early help, essential partnership work

which would be reduced with a reduction in funding and therefore staffing. The school nursing team is an integral partner in safeguarding conferences where a child has a health need. While safeguarding is prioritised, this takes staff from an already diminished universal service.

### **3.5 Economic Implications**

None.

### **3.6 Environmental Implications**

No environmental implications anticipated.

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

The school nursing service is central to the delivery the elements of Walsall's Health and Wellbeing Strategy for children and young people. It also impacts upon all the principles set out in the Marmot Review. Work to promote health in schools is not a mandated service but 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 that promote health. The National Child Measurement Programme which is a key element of both services is mandated

Promotion of health in schools is central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon the following principles set out in the Marmot Review;

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives

The Healthy Child programme 5-19 is based on to the Marmot principle of universal proportionalism in recognition of the social gradient that exists in society

### **3.8 Other Council Services**

Implications on other services supporting Children and young people will be evident. Should there be a corporate decision to pursue this option, the Public Health team will take part in the corporate consultation process and gather specific information from groups who have particular interest in this proposal e.g. Children's Services and early years providers.

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

When procuring the present services, Social Value was a criterion upon which the bids were scored. There is an expectation that the services contribute, wherever possible, to make investments in local people and business and support parents. The healthy eating service in schools has assured the

evaluation team that local resources and assets will be used as a part of their service offer.

#### 4. **Associated Risks / Opportunities**

- 4.1 The risk of reduction in staffing as a result of the reduction in school nurse funding in 2019 may be mitigated by a possible redesign and re procurement of a wider integrated Healthy Child Programme 0-19 service in 2020/21 as opposed to separate 0-5 and 5-19 services. Possible integration with 0-19 services in Children's Services will be investigated
- 4.2 Work is currently taking place to develop a new Healthy Schools model which will involve a traded service element. This may reduce the impact of the funding reduction on the school nursing incentive service.
- 4.3 It is anticipated that by year 2020 schools will be subsidising a behaviour change healthy eating programme through traded services which will ensure a long term legacy to the school based universal healthy eating programme.

#### 5. **Legal Implications**

- 5.1 Legal advice will need to be sought before commencing any contract negotiations with the present providers.

#### 6. **Consultation and Customer feedback**

- 6.1 Consultation will be required.
- 6.2 *In a consultation undertaken with key stakeholders in March 2016, it was identified that*
  - a) 92.9% of schools and early years settings required information, support and advice on healthy eating;
  - b) 42.9% of settings preferred the service to be delivered by an external provider;
  - b) 96.4% of settings felt that if parents understood the benefits of healthy eating that this would improve the behaviours of children and young people;
  - c) 91.9% of settings identified that having an inviting dining room experience would be effective in improving the eating habits of children as well as involving children in menu planning (86%);
  - d) 86% identified that advice and policies for healthy packed lunches would improve health eating.
  - e) The majority of schools were supportive of the proposed remodelled healthy school programme but unsure whether they would be willing to contribute financially

7. **Equality Implications**

- 7.1 This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010) and a full equality impact assessment is underway.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Proposal: Re-commissioning of 0-5 services*

#### **Saving Reference: 44**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	100,000	0	400,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>100,000</b>	<b>0</b>	<b>400,000</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Integrating the infant feeding programme (includes breastfeeding support, promotion of Healthy Start vitamins and maternal and early years weight management) with the 0-5 Healthy Child programme by 2017/18. This will include an element supporting a healthy pregnancy.
- 2.2 Decommissioning the Family Nurse Partnership, a support service for teen parents, which has been recently shown to have no additional public health benefit for parents over and above the core universal 0-5 Healthy Child Programme offer by 2017/18. This will be replaced by a service for all vulnerable parents in Walsall.
- 2.3 To re-procure a 3 year redesigned service by May 2017 based on proposals in 2.1 and 2.2. Although funding for this new service has been significantly reduced, it is believed that a service can be set in place, albeit with a challenge, that will ensure that the needs of Walsall can be met.
- 2.4 To deliver further savings (£400,000) by investigating the redesign and re-procurement of a wider integrated Healthy Child Programme 0-19 service. This may result in a further loss of staffing (estimated at an additional loss of 10 members of the Health Visiting team) and therefore loss of direct support for families. Possible integration with 0-19 services in Children's Services will be investigated.
- 2.5 The Health Visiting 0-5 Healthy Child Service is a statutory service with 5 mandated checks expected for all families between 28 weeks in pregnancy to when the child is 2 years.

- 2.6 The Health Visiting service is unique in that it is a universal service seeing all families and so is in contact with some families that other services are unable to reach. Without this universal service, awareness of a child's needs early in life may be reduced. Nationally this universal service has been identified as identifying 39.5% of unmet health needs, a safety net which would be reduced with a reduction in the workforce.
- 2.7 Health Visitors have a direct impact on supporting the health of parents and babies pre conceptually and in the first 5 years of a child's life and impact on:
- Infant mortality \* and accident reduction
  - Smoking in pregnancy
  - Parenting
  - Maternal and child mental health
  - School readiness\*
  - Childhood obesity \*
  - Safeguarding\*
  - Breastfeeding
  - Looked after children (LAC)
  - Registration with Children's Centres
- (\* Being key indicators for Walsall)

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The Healthy Child programme 0-5 service supports the following priorities:

##### ➤ **Lifelong health wealth and happiness**

##### Preventing and tackling ill health

- supporting a healthy pregnancy and assisting parents in entering their successive pregnancies healthily
- Reducing infant mortality and promoting adult health by supporting parents to quit smoking and ensure that safe sleep messages can be put into practice
- Supporting parents to eat healthily, be active and reduce the number of children entering reception an unhealthy weight
- Offering support for parental mental health issues

##### Children and adults are safe from harm

The 0-5 Healthy Child Programme has a key role in safeguarding at each tier. Nationally this universal service has been identified as identifying 39.5% of unmet health needs, a safety net which would be reduced if the workforce was reduced in 2020. Identification of need includes identifying parental mental health which contributes to child neglect.

##### Good Education and training opportunities for all

As part of the 5 mandated health checks, the service is tasked to identify developmental delay at age 2 and work in partnership with Early Years



providers to set actions in place with the family to support a child's development to ensure that they enter school ready to learn. The service also supports children and families where an educational need has been identified.

#### Targeted Early support where needed, supporting the vulnerable

The service offers an intensive service to families where a need has been identified. This could be from a short term intervention for an issue such as bedwetting to regular visits and support for parenting. According to Marmot principles, the level and intensity of support is dependent on the identified need.

### **3.2 Customers**

Families with young children to age 5 - As a universal service, this service provides a valued service to all families with young children in Walsall with 5 mandated visits offered to all families from 28 weeks in pregnancy to when the child is 2 years of age. In addition to these mandated visits, support is available on a 1:1 and group basis. The Health Visiting service is statutory and marks the final transition of Public Health services from the NHS to Local Authorities pursuant to the Health and Social Care Act 2012. The number of visits provided and prevalence of breastfeeding at 6-8 weeks is nationally reported and contribute to national CHIMAT reporting and benchmarking.

### **3.3 Employees / Staffing**

In 2013 the Government identified the optimum number of Health Visitors required to meet the needs of a population the size of Walsall to be 67.4 full time equivalents. The 2017 procurement ensures that this workforce trajectory can be maintained. To reduce funding by a further 10% by 2020, ability to meet this nationally set trajectory will be affected with a possible reduction of 16 Health Visitors.

### **3.4 Partners**

It is anticipated that the redesigned service will take on the lead professional role for all children 0-5 from 2018/19 which may be jeopardised should funding and therefore workforce be reduced. As a part of the redesign of the service, it has been expected that this service will fill gaps where it is anticipated that funding will be reduced in other services for children. There is therefore no other service available that would mitigate against potential loss of staff from this service.

A possible reduction in staffing would impact on the staff available to attend safeguarding conferences or run parenting courses. Reductions in complimentary services such as Children's Centres or libraries will impact on the 0-5 Healthy Child Programme by reducing the number of venues where services might be offered or publicised.

### **3.5 Economic Implications**

None.

### **3.6 Environmental Implications**

No environmental implications anticipated.

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

The council has a statutory duty to promote the health and wellbeing of its population. The re commissioned 0-5 Healthy Child Programme service will protect the most vulnerable in Walsall and reduce health and wellbeing inequalities including infant mortality, an explicit objective of the Joint Strategic Needs Assessment (JSNA) and Health and Wellbeing Strategy.

There remains a strong economic case for investing in early intervention in pregnancy and early childhood. The 0-5 Healthy Child Programme and in particular the service for vulnerable parents and healthy pregnancy service are key to meeting the health needs of expectant and new parents and young children and is in a position to identify previously unrecognised social, physical and mental health issues in all families. It will work towards priorities identified in the JSNA and Health and Wellbeing Board and ensure that Marmot principles of universal proportionalism in the early years is prioritised.

There are high levels of vulnerability and need amongst first time teenage mothers, care leavers and parents with mental health issues and learning difficulties in England, which need to be addressed to improve infant mortality, life chances and break intergenerational cycles of deprivation. These groups have high rates of maternal smoking in pregnancy, rapid subsequent pregnancy, NEET, domestic abuse and continuing mental health problems and will be supported through the service for vulnerable parents.

The council's Health and Wellbeing Strategy is available on the internet.

### **3.8 Other Council Services**

No impact.

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

When procuring the present services, Social Value was a criterion upon which the bid was scored. There is an expectation that the service contributes, wherever possible, to make investments in local people and business. In addition, the parenting support role and safeguarding role of this service contribute to reducing the number of children taken into local authority care.

#### 4. **Associated Risks / Opportunities**

- 4.1 A 10% reduction in funding may result in a 10% reduction in staff which impacts on the health and wellbeing outcomes listed above. A further reduction in funding by 2020 may make the service unattractive for potential bidders and may result in no interest in provision of the service. This will be mitigated through investigating the redesign and re procurement of a wider integrated Healthy Child Programme 0-19 service in 2020/21. This may result in loss of staffing and therefore direct support for families but should ensure a greater rationalisation of administration and support services. Possible integration with 0-19 services in Children's Services will be investigated.

#### 5. **Legal Implications**

- 5.1 Legal advice will need to be sought before commencing any contract negotiations with the present providers.

#### 6. **Consultation and Customer feedback**

- 6.1 Consultation will be required.
- 6.2 Previous consultation around the proposed remodelling undertaken in spring 2016 with residents and stakeholders received feedback from 503 people and identified that;
- Views on current early year's health services are positive with the work of health visitors, breastfeeding and parenting advice valued
  - Both health professionals and the public supported the introduction of a new service aimed at vulnerable parents, as this was seen as an identified gap in the current market. Concerns raised from this proposal from both groups, however, were that this may put extra pressure on current services
  - Support during pregnancy was welcomed by residents with breastfeeding and monitoring foetal movements seen as most important messages to be given

#### 7. **Equality Implications**

- 7.1 This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010) and a full equality impact assessment is underway.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### ***Option: Cease all Public Health Investment in Adult Weight Management Programmes***

#### ***Saving Reference: 46***

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	175,152	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>175,152</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 Walsall's adult weight management a service is commissioned through the Public Health ring fenced Grant. The weight management service delivers two elements- general and advanced. A 12 week programme supported through groups and an advanced 24 week programme supported by a team of specialists. These programmes help residents to lose up to 10% of their body weight thus reducing their risk of long term conditions and dependence on local services. Estimated annual social care costs of obesity to the council are £1,702,620. The proposed savings of £175,152 will be achieved by ceasing all weight management programmes. This would require an early exit from our current contract and would require legal and procurement advice to minimise risks to the council.
- 2.2 The earliest the contract can terminate is June 2017. Whilst adult weight management services are not mandated, Local Authorities do have a duty (under the Health and Social Care Act (2012)) to reduce health inequalities and improve the health of the local population.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Weight management services are fundamental to supporting the most vulnerable and reducing the inequalities. Obesity does not affect all groups equally and is more common in people in deprived areas, older people, some black and minority ethnic groups and people with disabilities.

The proposed change will impact on the following priorities for the Council outlined in the Corporate Plan:

- Lifelong health wealth and happiness – Weight management services play a key role in improving the health and wellbeing of Walsall's residents. A healthy population is fundamental for strong local economy enabling residents to access and sustain employment.
- Sustainable Change and Improvement for All – Lifestyle services provides targeted support for those with the greatest health needs.

### **3.2 Customers**

Customers that will be affected will be service users including council staff and their families. There is a strong link between parental obesity and childhood obesity, 24% of boys aged 2-15 living in overweight/obese households were classed as obese compared with only 11% in normal/underweight households. Equivalent figures for girls classed as obese were 21% and 10%.

### **3.3 Employees / Staffing**

Employees that will be impacted on are those directly employed by the providers, Walsall Healthcare Trust and Heartcare.

### **3.4 Partners**

Partners that will be affected by ceasing the weight management programme include:

- NHS Partners – GP's, secondary care services including diabetic, cardio vascular, physiotherapy and bariatric services (Part of the weight management pathway), Clinical Commissioning Group and Mental Health services.
- Council services - Human Resources due to sickness and reduced productivity.

### **3.5 Economic Implications**

Obesity threatens the health and wellbeing of individuals and places a burden on employers though loss of productivity and increased sickness absence. A healthy workforce is imperative to the economy, regeneration and businesses.

### **3.6 Environmental Implications**

No environmental implications anticipated.

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

Weight management service are central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon all the principles set out in the Marmot Review.

### 3.8 Other Council Services

*Ceasing adult weight management services will impact on social care services due ill health and chronic long term illnesses. Also Children services due to the strong link between parental obesity and childhood obesity.*

### 3.9 Procurement / Social Value Implications

Social Value is a criterion scored against within the procurement process. There is an expectation that the services contribute, wherever possible, to make investments in local people and business.

## 4. **Associated Risks / Opportunities**

- 4.1 The risks associated with ceasing all weight management services is that as predicted nationally, Walsall obesity prevalence and associated long term conditions will continue to rise and by 2030 it is estimated annual social Care cost of obesity may increase by £661,145.

## 5. **Legal Implications**

- 5.1 Legal advice will need to be sought before commencing any contract negotiations with the present providers.

## 6. **Consultation and Customer feedback**

- 6.1 A full consultation with service users, provider agencies and partner agencies will be required.

## 7. **Equality Implications**

- 7.1 A full equality impact assessment will be completed. This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010).

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduction of Public Health Stop Smoking Services*

#### *Saving Reference: 47*

#### 1. Financial Proposal

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	200,000	200,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
Capital investment	0	0	0

#### 2. Description of the Proposal

- 2.1 Walsall Stop Smoking Services are commissioned by Public Health. The purpose of stop smoking services are to reduce the number of smokers by providing evidence-based treatment and behavioural support to smokers making quit attempts. The services support people to successfully quit smoking for 4 and up to 12 weeks anticipating that many of these service users will permanently stop smoking and as a result, will have reduced levels of smoking-related illness, disability, premature death, health inequality and protect their families from the effects of secondhand smoke. This proposal is to reduce the Stop Smoking Support available.
- 2.2 The proposed savings of £200,000 in 2017/18, followed by a further saving of £200,000 in 2018/2019 will be achieved by reducing the stop smoking support available. This equates to a 50% reduction. The current contracts end March 31<sup>st</sup> 2017 however, there is the option to extend for a further year. A reduced service will require a re-configuration which may be achieved as part of the extension discussions or may require a re-tendering. If re-tendering is required this will result in the stop smoking services ceasing until this re-procurement is completed.
- 2.3 Whilst Stop Services are not mandated, Local Authorities have a duty (under the Health and Social Care Act (2012)) to reduce health inequalities and improve the health of the local population.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

Stop Smoking services are fundamental to supporting the most vulnerable and addressing health inequalities. Smoking is a key contributor to health inequalities. The Stop Smoking Services deliver against the Corporate Plan priorities listed below:

- Lifelong health, wealth and happiness - Reducing the number of people smoking; tackling inequalities; protecting people from secondhand smoke; illegal tobacco and links to organised crime and the costs of tobacco to health and the economy
- Safe, resilient and prospering communities – Quitting smoking is part of a co-ordinated approach to tobacco control requiring a commitment and engagement from all key partners recognising the public as being one of these key partners.

#### **3.2 Customers**

This is not a statutory function, however, the service is not available elsewhere within the borough. An individual is 4 times more likely to quit smoking by using a stop smoking clinic. With a reduction in service there will be reduced support to local residents wishing to use evidence based stop smoking services.

The impact would likely be greatest on:

- Those with long terms conditions, children of people that smoke, those from BME communities and those with mental health conditions.
- The wider public and business community that benefit from the positive outcomes of a reduction in those smoking

#### **3.3 Employees / Staffing**

The staff that will be directly impacted will be those directly employed by the providers of the stop smoking services.

#### **3.4 Partners**

With a reduced stop smoking service, contracts with providers will either not be renewed or will be greatly reduced and this will have a significant impact on local health and social care services

#### **3.5 Economic Implications**

There are potential individual and societal costs associated with providing a reduced Stop Smoking service. Smoking costs society through lost productivity – sick days; smoking breaks and early deaths; costs to health through smoking related disease; smoking related social care costs; smoking related fires and passive smoking (ASH Ready Reckoner, Dec 2015)



Smoking is a key contributor to health inequalities. The cost of tobacco represents a higher proportion of household income amongst poorer smokers, meaning that their tobacco use not only damages their health but also contributes to trapping people in poverty. (NCSCT, Stop Smoking Services and Health Inequalities).

### **3.6 Environmental Implications**

The majority of cigarette filters are non bio-degradable and must be disposed of in landfill sites. Cigarette waste is discarded as street litter that must be collected by local government street cleaning services. (ASH Ready Reckoner, Dec 2015)

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

The council has a statutory duty to promote the health and wellbeing of its population. Stop Smoking Services are a key part of a co-ordinated approach to tobacco control which is required to fully realise the improvements to the health and economy of Walsall and its residents.

The provision of stop smoking services supports Corporate Plan priorities to protect the most vulnerable in Walsall and reduce health and wellbeing inequalities, an explicit objective of the Joint Strategic Needs Assessment and Health and Wellbeing Strategy.

### **3.8 Other Council Services**

As part of a co-ordinated approach to tobacco control, there are implications relating to our partnership working with council colleagues working in this area. In particular, Environmental Health and Trading Standards.

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

There is an expectation that the service contributes to the Social Value Policy.

## **4. Associated Risks / Opportunities**

- 4.1 The major risk is that a reduced service will require re-design/re-configuration. The current contracts end March 31<sup>st</sup> 2017. There is the option to extend for a further year. A re-configuration may be achieved as part of the extension discussions or may require a re-tendering. If re-tendering is required this will result in the stop smoking services ceasing until this re-procurement is completed. The additional consequential risk could be a difficulty of finding, through a tender process, a provider(s) to take on the contract at the proposed reduced contract value.

## **5. Legal Implications**

- 5.1 Legal advice will be sought on the procurement process.

6. **Consultation and Customer feedback**

6.1 Consultation would be carried out to inform a reduced Stop Smoking service.

7. **Equality Implications**

7.1 A full equality impact assessment will be completed. This proposal will impact upon individuals who fall within the protected group categories as set out in the Equalities Act (2010).

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduce Scope of Infection Control Service*

#### *Saving Reference: 50*

#### 1. Financial Proposal

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	0	20,000	20,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>
Capital investment	0	0	0

#### 2. Description of the Proposal

- 2.1 Public Health currently commissions an infection prevention service which is provided free to all Walsall independent healthcare providers e.g. Care Homes, General Practices and Dentists. The infection prevention service visits each provider at least once a year and this provides some assurance that infection prevention standards are being met and the service user is not being put at risk through poor practices or unclean environments. This Infection prevention service is an essential part of care provision to ensure that service users receive quality care and are not put at risk of avoidable infection. More care is being undertaken in the community and “nearer to home” which means that more and more invasive and higher risk treatments are being undertaken in general practices, dentists and care homes meaning that infection prevention standards need to be of the highest standards in order to protect service users.

The service includes: audit, education and training, ongoing advice and answering specific questions to ensure safe management of patients in the community, outbreak management, investigation and Root Cause Analysis of specific avoidable infections e.g. MRSA, *Clostridium difficile*, *E.coli* blood stream infections, organisms that are highly resistant to antibiotics; and surge capacity in the case of major outbreaks/incidents pandemic flu etc.

- 2.2 This saving could be delivered by a reduction in contract in year 2018/19 and a further cut in year 2019/2020. It is anticipated that there may be a reduction in the scope of services offered, subject to negotiation with the current provider.
- 2.3 The Director of Public Health (DPH) is a statutory appointment. Acting as a Chief Officer of the local authority and principle adviser to elected members and officers on all three domains of Public Health: Health Improvement;

Healthcare Public Health and Health Protection, which includes Infection Prevention and Control, outbreaks of disease and emergency preparedness.' The DPH on behalf of their local authority should be absolutely assured that the arrangements to protect the health of the communities they serve are robust.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

- *Lifelong health wealth and happiness: Prevent and tackling ill health.* The infection prevention service is an excellent example of how preventive work saves lives and improves health. Walsall Health economy is set objectives by the Department of Health each year. At present we are well under trajectory which is an excellent achievement and a benefit to users of health and social care in Walsall.

#### 3.2 **Customers**

This is a statutory function. A lack of infection prevention support to GPs, Care Homes and Dentists due to a reduction in funding may lead to an increase in avoidable infections amongst service users using health and social care facilities in Walsall. This situation must be considered against a back drop of an increasing threat in the numbers of antibiotic resistant organisms that are emerging. This current threat puts even more emphasis on the importance of prevention of infections as treatments are becoming harder to find for some infections.

#### 3.3 **Employees / Staffing**

There will be no impact on local authority employee numbers.

#### 3.4 **Partners**

There will be an impact on Walsall Healthcare NHS Trust who will be asked to sign up to a reduced contract. Primary Care and Dentists may be asked to pay for the service. It is not anticipated that care homes will have a reduced service or support. None have been consulted at this stage.

#### 3.5 **Economic Implications**

None.

#### 3.6 **Environmental Implications**

None.

### 3.7 Health and wellbeing implications

Infection Prevention and Control contributes to a number of the Health and Wellbeing strategy's themes:

- Create healthy sustainable places and communities
- Reduce the burden of preventable disease, disability and death

In addition it also meets the Marmott objectives, which the themes of the strategy mirror in particular:

- Create and develop healthy sustainable places and communities
- Strengthen the role and impact of ill health prevention – e.g. cancer and non-cancer screening, immunisation, infection control and communicable disease control

### 3.8 Other Council Services

The infection prevention service works closely with the contract management team in Adult Social Care following up safe guarding concerns about care homes. The Directorate will need to be consulted as part of this process.

### 3.9 Procurement / Social Value Implications

None.

## 4. Associated Risks / Opportunities

- Walsall Healthcare NHS Trust may choose to decline the reduced contract. A new provider would not have the overview of all Walsall residents and access to the same information technology.
- The service may become ineffective leading to avoidable infection in service users and staff, outbreaks of infection, uncontrolled spread of antibiotic resistant organisms
- Reduced staffing levels in the service could mean that it lacks resilience.
- Only general practices and dental practices with high standards of infection prevention sign up to the offer.
- The DPH would have no knowledge of how the other providers are performing and therefore could not be fully assured and service users may be put at risk.
- A major outbreak occurs in Walsall which is not well controlled leading to increased morbidity and mortality amongst Walsall residents and organisational reputation damage for Walsall.

## 5. Legal Implications

- 5.1 Health Protection is a mandated function under The Health and Social Care Act 2012. "The DPH on behalf of their local authority should be absolutely assured that the arrangements to protect the health of the communities they serve are robust."

6. **Consultation and Customer feedback**

- 6.1 The consultation process will be timed to coincide with the proposed savings timeline of 2018/19 and 2019/2020. To achieve the proposed savings major changes to the present service will be required so a full consultation with service users, provider agency and partner agencies will be necessary.

7. **Equality Implications**

- 7.1 A full equality impact assessment is required.

## PORTFOLIO: Health

### Directorate and Service Area: Economy and Environment - Public Health

#### *Option: Reduction in the Public Health Transformation Fund Investment in Domestic Abuse Services*

#### **Saving Reference: 51**

#### **1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	50,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 In 2014/15 a Transformation Fund was identified from the Public Health ring fenced budget to support council Directorates to identify services which could enhance health and wellbeing outcomes in line with the grant as a means of embedding improved public health outcomes across Walsall Council services.
- 2.2 Adult Social Care identified the funding of the Domestic Abuse Emergency accommodation and floating support provision, provided by Accord Housing, at a value of £275,384 to be funded from the Public Health Transformation Fund.
- 2.3 The 3 year contract allowed for an extension to the service, which was utilised, meaning the service entered into its final year from 1<sup>st</sup> April 2016 with a contract end date of 31<sup>st</sup> March 2017. The final year was also agreed at a reduced contract value of £238,886.
- 2.4 Adult Social Care commissioners are presently engaging with stakeholders and provider agencies to consider what new model of service will be required to deliver the required outcomes. As part of the review of the services moving forward a £50,000 cost saving has been identified reducing the available budget in 2017/18 of £188,886.

#### **3. Implications Associated With Proposal**

##### **3.1 Corporate Plan**

The emergency accommodation and floating support service has a direct impact upon;

- Safeguarding and protecting children, adolescent and vulnerable groups
- Improving health and prosperity

### **3.2 Customers**

The customers of the services are vulnerable adults and families fleeing domestic abuse.

### **3.3 Employees / Staffing**

The staff that will be directly impacted upon will be primarily those employed by the lead provider agency Accord Housing.

### **3.4 Partners**

Partners who will be directly affected by the proposed fall into two categories:

- Council services who work in close partnership with the services are Housing, Community Safety Team and Children's Services.
- Organisations that are members of the Safer Walsall Partnership Board, Including: West Midlands Police, CPS and Court Services.
- Other sub-regional domestic refuge accommodation providers because there is a 35% import/export nature to the provision with neighbouring areas

### **3.5 Economic Implications**

None.

### **3.6 Environmental Implications**

None.

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

The availability of safe accommodation for vulnerable adults and families fleeing abuse are central to the delivery of Walsall's Health and Wellbeing Strategy as it impacts upon all the principles set out in the Marmot Review.

### **3.8 Other Council Services**

The impact of this proposal will have an impact upon housing services if the demand for the service outstrips the supply. The present occupation rate for the service is 86%. The proposed saving represents a 21% reduction in the present contract value. It could also impact upon the safeguarding of children and looked after children and the safeguarding of vulnerable adults.

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

Procurement advice will be sought as part of the re-tendering exercise.



There is an expectation that the present service through the Accord Housing contract contributes, wherever possible, to make investments in local people and business. This will also be factored into the new service specification

4. **Associated Risks / Opportunities**

- 4.1 The proposed saving may impact upon a higher demand on other emergency accommodation provision both within the borough and in neighbouring boroughs

5. **Legal Implications**

- 5.1 Legal advice will be sought as part of the procurement and contracting process.

6. **Consultation and Customer feedback**

- 6.1 The consultation process will be timed to coincide with the proposed procurement timeline. The commissioners have commenced the “soft marketing” exercise with stakeholders and provider agencies to support the re-tendering process in time for a new contract to be in place by April 2017.

7. **Equality Implications**

- 7.1 A full equality impact assessment is required. This proposal will impact upon individual who fall within the protected group categories as set out in the Equalities Act (2010).

## **PORTFOLIO: Personnel and Business Support**

**Directorate and Service Area: Change & Governance, Human Resources**

***Option: Cease Retirement Awards***

***Saving Reference: 52***

### **1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	26,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>26,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### **2. Description of the Proposal**

- 2.1 To cease the council's Retirement Awards scheme with effect from 1<sup>st</sup> April 2017. Such an award is as detailed in the council's retirement award procedure. And it is payable to all council employees, including those employed at schools, upon retirement, who have a minimum of 10 years aggregated service.
- 2.2 The Award scheme pays £12.50 for each year of Walsall Service subject to a minimum of 10 years aggregated service. The payment is pro rata for part time staff. The scheme is not a long service award it is based purely on retirement from the service. It is a non-contractual payment.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

None.

#### **3.2 Customers**

None.

#### **3.3 Employees / Staffing**

The cessation of this award has no impact on employee numbers.

#### **3.4 Partners**

None.

### **3.5 Economic Implications**

None.

### **3.6 Environmental Implications**

None.

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

None.

### **3.8 Other Council Services**

None.

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

None.

## **4. Associated Risks / Opportunities**

- 4.1 It is recognised that such a cessation may for some staff have a negative impact on their motivation and morale. However as such an award only applies to a relatively small number of staff each year (less than a hundred in 2015/16) who by being eligible to receive such an award will already be in receipt of monies linked to their retirement, such an additional award is viewed as non-essential particularly recognising the difficult financial climate the council faces.

## **5. Legal Implications**

- 5.1 As such an award is non-contractual then only reasonable notice of its cessation is required, which this process will provide.

## **6. Consultation and Customer feedback**

- 6.1 Consultation will be carried out as appropriate including through the council's Employee Relations Forum and Directorate JNCC's with the unions and the Schools Forum.

## **7. Equality Implications**

- 7.1 A full equality impact assessment will be undertaken

## PORTFOLIO: Personnel & Business Support

Directorate and Service Area: Change and Governance, Integrated Facilities Management

*Option: Consider alternative Funding for Category 2 School Crossing Patrol Wardens*

**Saving Reference: 53**

### 1. Financial Proposal

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	85,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>85,000</b>	0	0
Capital investment	0	0	0

### 2. Description of the Proposal

2.1 There are two categories of school crossing patrols and these are risk assessed by the council's Road Safety Team as to which criteria they meet in line with national standards for road safety:

- **Category 1** is for a school crossing patrol warden to be on duty at specific times during school opening hours because of the potential road safety risks and is not supported by secondary crossing facilities i.e. pedestrian, pelican, zebra crossings etc.
- **Category 2** is for a school crossing patrol warden supported by secondary crossing facilities i.e. pedestrian, pelican, zebra crossings, therefore these are risk scored lower than a category 1.

2.2 There will be a review of Category 2 school crossing patrol wardens with the view to schools funding the costs. If funding is not found then the service will be removed as this is not a statutory service.

2.3 School patrols are a discretionary service. They were established by the School Crossing SCP Act 1953 and instituted on 1<sup>st</sup> July, 1954 through the School Crossing SCP Order 1954.

The Road Traffic Regulation Act 1984 (Sections 26-28) gave 'Appropriate Authorities' (defined as county councils, metropolitan district councils, the Commissioner of the Metropolitan Police and the Common Council of the City of London) the power to appoint SCPs to help children cross the road on their way to or from school, or from one part of a school to another, between the hours of 8.00 a.m. and 5.30 p.m.

Section 270 of the Transport Act 2000, which came into force on 30<sup>th</sup> January, 2001, amended the 1984 Regulations to allow SCPs to operate “at such times as the Authority thinks fit”. Therefore, SCPs may now work outside the hours of 8.00 a.m. to 5.30 p.m. and can stop traffic to help anyone (child or adult) to cross the road. The same amendments were also introduced in Section 77 of the Transport (Scotland) Act 2001.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

Road Safety plays a part in providing “safe, resilient and prospering communities”. Category 2 school crossing patrols are supported by secondary crossing facilities therefore the risk to children is lesser, but not removed completely, than Category 1 school crossing patrols.

#### **3.2 Customers**

This is a discretionary function. The council will seek alternative funding streams.

#### **3.3 Employees / Staffing**

38 part time posts will be impacted, currently 14 are vacant. This equates to 7 full time equivalents.

#### **3.4 Partners**

No implications.

#### **3.5 Economic Implications**

No implications.

#### **3.6 Environmental Implications**

No implications.

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

There is a risk of an increase in road accidents mitigated by further road safety awareness campaigns and regular reviews of school crossing patrol sites.

#### **3.8 Other Council Services**

Highways currently carry out regular reviews of Category 1 and 2 crossings. These reviews will still continue.

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

None.

### 4. **Associated Risks / Opportunities**

- 4.1 There is a risk of an increase in road accidents mitigated by further road safety awareness campaigns and regular reviews of school crossing patrol sites.

### 5. **Legal Implications**

- 5.1 School Crossing Patrols are a discretionary service. They were established by the School Crossing SCP Act 1953 and instituted on 1<sup>st</sup> July, 1954 through the School Crossing SCP Order 1954. See section 2 for further information.

### 6. **Consultation and Customer feedback**

- 6.1 Fresh consultation will take place with all schools impacted by this proposal.

### 7. **Equality Implications**

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

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: A Reduction in the Maintenance of Road Signs*

**Saving Reference: 55**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	15,000	0	64,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>15,000</b>	<b>0</b>	<b>64,000</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 Following a pilot project in 2015/16 it was demonstrated that a small reduction in budget would have a negligible impact on our ability to satisfy our statutory duties as Highway Authority. In line with our agenda to de-clutter the highway (hence reducing maintenance liabilities) this proposal aims to introduce this small maintenance budget reduction. The year 3 proposal will be subject to the review of the success of the year 1 proposal.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a negligible impact on the council's ability to deliver the following priorities for the reasons set out in this paper:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Ensuring that the highway is in a reasonable and safe condition reduces the risk of accidents and injuries to road users. Less maintenance will mean that residents, businesses and road users are placed at greater risk of injury and damage to their property, however this saving is seen as very low risk.

#### 3.3 **Employees / Staffing**

None.

**3.4 Partners**

None.

**3.5 Economic Implications**

None.

**3.6 Environmental Implications**

None.

**3.7 Health and wellbeing implications**

None.

**3.8 Other Council Services**

None.

**3.9 Procurement / Social Value Implications**

None.

**4. Associated Risks / Opportunities**

- 4.1 Recent Case Law has shown that a lack of resources is no defence for an authority to fail to comply with its statutory duty. Any reduction of this budget means an increased risk of this liability. As the saving is small the actual risk associated with it is viewed as minimal.

**5. Legal Implications**

- 5.1 It is a legal requirement for a relevant authority to keep the highway in a reasonably safe and efficient condition. Any reduction in budgets such as these decreases the council's ability to satisfy this duty. This saving is however low risk. The council has a statutory duty imposed by the Traffic Management Act 2004 to provide and adequately maintain signage necessary to facilitate the safe and efficient movement of vehicles on the road network.

**6. Consultation and Customer feedback**

- 6.1 The Department for Transport requires all local authorities to reduce street clutter created by unnecessary and obsolete signage. This will result in less signage to maintain.

**7. Equality Implications**

- 7.1 An initial screening has been undertaken and a full assessment is not needed for this proposal.



## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Reduction in Highway Maintenance revenue budgets resulting from the re-procurement of the Highway Maintenance Contract.*

**Saving Reference: 58**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	150,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>150,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This savings proposal reduces the highway maintenance budgets by £150,000, to be delivered through the re-procurement of the Highway Maintenance term contract.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a minimal detrimental impact on the council's ability to deliver the following priorities for the reasons set out in this paper:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Maintaining the highway in a reasonably safe condition is an explicit statutory function placed on the council under the Highways Act 1980. Less maintenance may mean that pedestrians and road users are placed at greater risk of injury and damage. The aim of this proposal is to re-procure the contract with in-built efficiencies.

### **3.3 Employees / Staffing**

If there are less works orders placed through the new term contract there may be a need to reduce staff numbers that have previously been transferred under TUPE arrangements.

### **3.4 Partners**

This may mean that there are fewer works orders placed with the new term contractor than at present.

### **3.5 Economic Implications**

It is recognised by central government that the condition of the highway has a direct effect on the economic strength of an area. The ability to move goods and people around the transport network is an essential contributor to economic wellbeing.

### **3.6 Environmental Implications**

None.

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

The tendering process aims to secure efficiencies without any significant impact on the level of services delivered. If efficiencies are not delivered, and maintenance is reduced, a reduced condition of highway and footways across the borough may place users at greater risk of personal injury.

### **3.8 Other Council Services**

None.

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

None.

## **4. Associated Risks / Opportunities**

- 4.1 The tendering process aims to secure efficiencies without any significant impact on the level of services delivered. There is a risk however that should rates increase then the net result of this saving would be a reduction in services.

## **5. Legal Implications**

- 5.1 It is a legal requirement for the council to maintain the highway in a reasonably safe condition. If the council is less able to do this there is an increased risk that it will be held to have failed to comply with its statutory duty.

6. **Consultation and Customer feedback**

6.1 Consultation will be undertaken as appropriate.

7. **Equality Implications**

7.1 An initial screening has been undertaken and an equality impact assessment is not needed for this proposal.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Additional reduction in Highway Maintenance revenue budgets resulting from the re-procurement of the Highway Maintenance Contract.*

**Saving Reference: 59**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	0	100,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This savings proposal further reduces the highway maintenance budgets by £100,000. This is in addition to savings identified through the re-procurement of the Highway Maintenance term contract and will result in the reduction of services, and quality of highway maintenance.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a detrimental impact on the Council's ability to deliver the following priorities for the reasons set out in this appendix:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Maintaining the highway in a reasonably safe condition is an explicit statutory function placed on the council under the Highways Act 1980. Less maintenance will mean that pedestrians and road users are placed at greater risk of injury and damage.

### **3.3 Employees / Staffing**

If there are less works orders placed through the new term contract there may be a need to reduce staff numbers that have previously been transferred through TUPE arrangements.

### **3.4 Partners**

This may mean that there are fewer works orders placed with the new term contractor than at present.

### **3.5 Economic Implications**

It is recognised by central government that the condition of the highway has a direct effect on the economic strength of an area. The ability to move goods and people around the transport network is an essential contributor to economic wellbeing.

### **3.6 Environmental Implications**

None.

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

A reduced condition of highway and footways across the borough will place all users at greater risk of personal injury.

### **3.8 Other Council Services**

None.

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

None.

## **4. Associated Risks / Opportunities**

- 4.1 This proposal will reduce capacity of the council to undertake repairs to the highway. There is a risk that this will lead to more accidents and injuries to residents and highway users resulting in an increased risk of insurance claims and compensation. The council's ability to secure external capital funding may be reduced.

## **5. Legal Implications**

- 5.1 It is a legal requirement for the council to maintain the highway in a reasonably safe condition. If the council is less able to do this there is an increased risk that it will be held to have failed to comply with its statutory duty.

- 5.2 The council has a statutory duty imposed by the Traffic Management Act 2004 to adequately maintain the public highway in order to facilitate the safe and efficient movement of people and vehicles. Failure to adequately discharge this duty could result in direct intervention from Central Government.

6. **Consultation and Customer feedback**

- 6.1 Consultation will be undertaken as appropriate.

7. **Equality Implications**

- 7.1 An initial screening has been undertaken and an equality impact assessment is not needed for this proposal.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Increased cost of Parking Permits*

**Saving Reference: 60**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	6,000	6,000	6,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 The increased cost of parking permits by £1 per month yields an effective increase in income of £6,000.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal could have a negligible impact on the following criteria due to a slight increase in the costs to customers and the potential to discourage the use of these facilities:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

A very small increase in the costs incurred by our customers using these car parks.

#### 3.3 **Employees / Staffing**

This proposal results in a very small increase in the costs incurred by our staff using these car parks. The revised cost will still be lower than that available to normal day to day pay and display customers.

#### 3.4 **Partners**

The proposed increase in permit costs will be applicable to all parking permits provided to partner agencies.

### **3.5 Economic Implications**

This proposal should have a negligible impact on town centre businesses and the wider local economy.

### **3.6 Environmental Implications**

None.

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

None.

### **3.8 Other Council Services**

None.

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

None.

## **4. Associated Risks / Opportunities**

- 4.1 There is a small risk that this proposal may encourage users to use alternative private facilities reducing the additional income below target.

## **5. Legal Implications**

- 5.1 This proposal will require an amendment to the Off Street Parking Places Order that has to be progressed in accordance with the relevant statutory procedures.

## **6. Consultation and Customer feedback**

- 6.1 The council will be required to publish a legal notice indicating the change in parking permit charges applicable to its car parks.

## **7. Equality Implications**

- 7.1 An initial equality impact assessment screening has been undertaken and will be further developed following consultation.



## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Increasing Town Centre, Off Street Parking Charges.*

**Saving Reference: 61**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	15,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>15,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 There is a need to fully reflect the cost to the council of providing and maintaining its car parks in the charges it applies to its customers. The additional income shown above is based on increasing the cost of town centre off street parking charges by 10p per parking charge band.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal could have a negligible impact on the following criteria due to a slight increase in the costs to customers and the potential to discourage the use of these facilities:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

This proposals results in a very small increase in the costs incurred by our customers using these car parks.

#### 3.3 **Employees / Staffing**

None.

#### 3.4 **Partners**

None.

### 3.5 **Economic Implications**

Negligible impact on Town Centre businesses should this increase in charge discourage visitors to the town centre.

### 3.6 **Environmental Implications**

None.

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

None.

### 3.8 **Other Council Services**

None.

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

None.

## 4. **Associated Risks / Opportunities**

- 4.1 There is a small risk that this proposal may encourage users to use alternative private facilities reducing the additional income below target.

## 5. **Legal Implications**

- 5.1 This proposal will require an amendment to the Off Street Parking Places Order that has to be progressed in accordance with the relevant statutory procedures.

## 6. **Consultation and Customer feedback**

- 6.1 The council will be required to publish a legal notice indicating the change in parking charges applicable to its car parks.

## 7. **Equality Implications**

- 7.1 An initial screening has been undertaken and an equality impact assessment will be further developed following consultation.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: The Introduction of an additional charge for Vehicle dropped Crossings to cover the costs of preparing quotations.*

**Saving Reference: 62**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	10,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This proposal relates to the introduction of an initial charge for preparing quotations to provide vehicle dropped crossings and is designed to cover the cost to the council for producing the quotation.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal could have a negligible impact on the following criteria due to a slight increase in the costs of providing vehicle crossing pints to private premises:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Residents and businesses can apply to the council for the installation of a dropped vehicle crossing. This will lead to a slight increase (approximately 10%) in the overall cost but will result in the customer meeting all of the cost.

#### 3.3 **Employees / Staffing**

None.

### 3.4 **Partners**

None.

### 3.5 **Economic Implications**

This proposal covers the cost of a part of a service that is currently unrecovered. This will increase the cost to those customers requesting this service.

### 3.6 **Environmental Implications**

None.

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

None.

### 3.8 **Other Council Services**

None.

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

None.

## 4. **Associated Risks / Opportunities**

- 4.1 There is a low risk in achieving this saving as there is potential for people not to pursue the provision of a dropped crossing because of the introduction of a charge.

## 5. **Legal Implications**

- 5.1 None.

## 6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out as appropriate.

## 7. **Equality Implications**

- 7.1 An initial screening has been undertaken and an equality impact assessment will be further developed following consultation.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: The Introduction of Street and Roadwork Permit Scheme*

**Saving Reference: 63**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	0	100,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This proposal relates to the introduction of a permit scheme to control and regulate street and road works whilst offsetting the costs to the council through the application of statutory permit fees.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a positive impact on the Council's ability to deliver the following priorities for the reasons set out in this paper:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

The proposal will have a positive impact for all users of the public highway.

#### 3.3 **Employees / Staffing**

The team delivering this function will need to have additional resources allocated. Income from the cost of permits and potential fines for breaches of requirements are designed to accommodate these costs.

#### 3.4 **Partners**

Everyone has the potential to be adversely affected by increased congestion. The permit scheme is aimed at improving traffic flows and public safety.

### **3.5 Economic Implications**

This proposal will incur costs for organisations carrying out work on the Highway, however it is recognised by central government that the effectiveness of the highway has a direct effect on the economic strength of an area. The ability to move goods and people around the transport network is an essential contributor to economic wellbeing.

### **3.6 Environmental Implications**

Increased congestion has the potential to increase pollution levels in critical areas. This proposal aims to improve traffic flow.

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

Improved traffic flows will reduce air pollution which has a direct and significant impact on health. The introduction of a permit scheme will improve the safety at roadworks.

### **3.8 Other Council Services**

None.

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

None.

## **4. Associated Risks / Opportunities**

4.1 This is a low risk proposal.

## **5. Legal Implications**

5.1 The Traffic Management Act 2004 already gives Local Authorities the powers to introduce permit schemes and all Local Authorities are being encouraged by the Department for Transport to use those powers.

## **6. Consultation and Customer feedback**

6.1 As part of introducing a permit scheme within Walsall, widespread consultation will be undertaken, primarily with statutory undertakers as they will be the organisations directly impacted by such a scheme.

## **7. Equality Implications**

7.1 An initial screening has been undertaken and an equality impact assessment will be further developed following consultation.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Redesign and Reduce the Traffic Management Function*

**Saving Reference: 64**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	0	75,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>75,000</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This proposal is to review the traffic management function as part of the introduction of a street and roadwork permit scheme. The proposal would include the loss of 1 staff member and a small reduction in associated works budgets. This saving will reduce the overall capacity to manage planned and unplanned issues impacting on the operation of the public highway.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a minimal detrimental impact on the council's ability to deliver the following priorities for the reasons set out in this paper:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Reduced traffic management could lead to increased congestion and disruption to motorists, increasing journey times across our network. Less management and maintenance will mean that pedestrians and road users are placed at greater risk of injury and damage.

#### 3.3 **Employees / Staffing**

The proposal will involve the reduction in the team by one full time post.

### **3.4 Partners**

Everyone has the potential to be adversely affected by increased congestion.

### **3.5 Economic Implications**

It is recognised by central government that the effectiveness of the highway has a direct effect on the economic strength of an area. The ability to move goods and people around the transport network is an essential contributor to economic wellbeing.

### **3.6 Environmental Implications**

Increased congestion has the potential to increase pollution levels in critical areas.

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

A reduced condition of highway and footways across the borough will place all users at greater risk of personal injury.

### **3.8 Other Council Services**

The council will have a reduced capacity to respond to enquiries from councillors, MPs and members of the public in relation to traffic regulation and management issues. Other transport dependent services could be adversely affected by increased congestion.

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

None.

## **4. Associated Risks / Opportunities**

4.1 The council will reduce its ability to meet the standards required to deliver effectively its network management duties, with a potential for increased probability of risk & insurance claims and traffic delays as the numbers of road traffic collisions could increase.

4.2 However, the introduction of a street and roadworks permit scheme may mitigate some of the negative impacts of this proposal in relation to the management and control of utility activities and their potential to cause disruption.

## **5. Legal Implications**

5.1 It is an explicit duty of the Network Management Act 2004 to manage the safe and efficient flow of traffic throughout the council's Highway network. It is also a legal requirement for the council to maintain the highway in a reasonably



safe condition. If the council is less able to do this there is an increased risk that it will be considered to have failed to comply with its statutory duty.

6. **Consultation and Customer feedback**

- 6.1 Direct consultation with the impacted staff will be undertaken in accordance with council policy.

7. **Equality Implications**

- 7.1 An initial screening has been undertaken and an equality impact assessment is not needed for this proposal.

## PORTFOLIO: Regeneration

Directorate and Service Area: Economy and Environment - Planning, Engineering and Transportation

*Option: Reduction in the reactive Highway Maintenance Budget*

**Saving Reference: 65**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	50,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This savings proposal reduces the reactive highway maintenance budget by £50,000, leaving a total annual budget of £834,000. This money is used to pay for reactive and emergency repairs to the highway including damage to guardrail, potholes and tripping hazards on footways.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

Implementation of this proposal will have a minimal detrimental impact on the council's ability to deliver the following priorities for the reasons set out in this paper:

- Economic development, employment and improving employability
- Improving health, including wellbeing and independence for older people

#### 3.2 **Customers**

Maintaining the highway in a reasonably safe condition is an explicit statutory function placed on the council under the Highways Act 1980. Less maintenance will mean that pedestrians and road users are placed at greater risk of injury and damage.

#### 3.3 **Employees / Staffing**

With less works orders placed with our term contractor Tarmac there may be a need to reduce staff that have been TUPE transferred from the council to the contractor at the start of the contract in 2009.

### 3.4 **Partners**

This will mean that there are fewer works orders placed with our term contractor Tarmac

### 3.5 **Economic Implications**

It is recognised by central government that the condition of the highway has a direct effect on the economic strength of an area. The ability to move goods and people around the transport network is an essential contributor to economic wellbeing.

### 3.6 **Environmental Implications**

None.

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

A reduced condition of highway and footways across the borough may place users at greater risk of personal injury.

### 3.8 **Other Council Services**

None.

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

None.

## 4. **Associated Risks / Opportunities**

- 4.1 The highway maintenance team and the term contractor Tarmac have been proactive in pioneering innovative technologies and techniques in order to deliver efficiencies and mitigate the impact of this saving.

## 5. **Legal Implications**

- 5.1 It is a legal requirement for the council to maintain the highway in a reasonably safe condition. If the council is less able to do this there is an increased risk that it will be held to have failed to comply with its statutory duty.

## 6. **Consultation and Customer feedback**

- 6.1 Consultation will be carried out as appropriate.

## 7. **Equality Implications**

- 7.1 An initial screening has been undertaken and an equality impact assessment is not needed for this proposal.

## PORTFOLIO: Regeneration

### ***Directorate and Service Area: Economy and Environment – Regeneration and Development***

***Option: Merge the Strategic Planning Team with those of other Councils.***

***Saving Reference: 66***

#### **1. Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	0	100,000	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
Capital investment	0	0	0

#### **2. Description of the Proposal**

- 2.1 The proposal is to merge at least two neighbouring council strategic planning (policy) teams by 1 April 2018 to streamline services, reduce costs and provide a more co-ordinated approach to policy matters e.g. the Joint Core Strategy.

#### **3. Implications Associated With Proposal**

##### **3.1 Corporate Plan**

There is no impact on the delivery of the council's priorities set out in the Corporate Plan.

##### **3.2 Customers**

A Joint Core Strategy needs to be produced but there is unlikely to be any direct impact on our customers by taking a more joined up approach.

##### **3.3 Employees / Staffing**

Fewer staff may be required in a merged team which may result in redundancies in Walsall or partner authorities but this is yet to be determined.

##### **3.4 Partners**

The proposal would involve closing working with other West Midlands local authorities.

### **3.5 Economic Implications**

The proposal should result in a more co-ordinated approach to policy making across the West Midlands which will be beneficial for the economy, regeneration and, business sector.

### **3.6 Environmental Implications**

A more co-ordinated, consistent approach to policy making across the West Midlands (including environmental policies) should have a beneficial effect on the environment.

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

A more co-ordinated, consistent approach to policy making should have a beneficial effect on health and well being and reinforce the objectives of the Marmot review.

### **3.8 Other Council Services**

Other council services will still have access to the services of the team even if staff are no longer based in Walsall.

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

There are no implications arising from this proposal.

## **4. Associated Risks / Opportunities**

- 4.1 There is a risk that if agreement cannot be reached with other local authorities then the saving may not be achieved. Officers will work closely with their colleagues in other local authorities to ensure an agreement can be reached.

## **5. Legal Implications**

- 5.1 A formal legal agreement may be required between participating local authorities if a merger can be agreed

## **6. Consultation and Customer feedback**

- 6.1 Consultation with other West Midlands authorities will be undertaken.

## **7. Equality Implications**

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

## PORTFOLIO: Regeneration

### Directorate and Service Area: Economy and Environment – Regeneration and Development

#### *Option: Stop Cleansing after Markets / Collecting and Disposing of Market Traders Waste*

**Saving Reference: 68**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	175,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>175,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 Clean & Green currently undertake the cleansing of Walsall, Bloxwich and Willenhall markets on behalf of the Markets Service for a cost of £175,000 a year. This includes the removal of market trader's waste e.g. packaging and leftover produce as well as removal of litter in an around the markets area and occasional cleaning of the waste containers. The cost includes staff, transport and waste disposal charges. The savings proposal is to cease this service.
- 2.2 From 1 April 2017, market traders would be responsible for the removal of their own waste unless they paid for a trade waste service.

#### 3. **Implications Associated With Proposal**

##### 3.1 **Corporate Plan**

Safe, Resilient and Prospering Communities: This proposal may lead to an increase in litter which could affect community pride.

##### 3.2 **Customers**

This is not a statutory function. Market traders may incur cost in removing their waste themselves whether through a trade waste agreement or by some other means. An alternative would be for the service to continue but traders asked to contribute to the costs. This has been ruled out because the income raised would not cover the cost of the service.

### **3.3 Employees / Staffing**

Two members of staff are employed to provide this service on an agency basis.

### **3.4 Partners**

There are no partners involved in providing this service.

### **3.5 Economic Implications**

If the cost of making alternative arrangements is too high for market traders they may decide to cease trading or trade in another area. A smaller market may have a negative impact on other town and district centre businesses.

### **3.6 Environmental Implications**

Litter may increase if market traders don't dispose of their waste properly which would have a negative impact on the environment.

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

The proposal will have no impact on health and wellbeing.

### **3.8 Other Council Services**

Clean and Green will be affected by this proposal as they provide the waste and cleansing service on behalf of the Markets Service. They also have responsibility for general litter collection across the borough.

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

There are no implications arising from this proposal.

## **4. Associated Risks / Opportunities**

- There is a risk that this proposal could increase the amount of litter and even fly tipping in and around the market areas. Market Service staff will need to ensure this doesn't happen and try to identify any offenders.
- There is a risk that if traders incur additional expense in removing their own waste they may decide to trade elsewhere or not at all. This will have an impact on the income of the Markets Service and may have a detrimental effect of the viability of the town and district centres. There is little the Markets Service can do about this as regular traders only need to give short notice period to quit and by their nature, casual traders no notice at all.

5. **Legal Implications**

- 5.1 There is no legal requirement for the council to remove market trader's waste.  
There are no legal consequences for the council arising from the proposal.

6. **Consultation and Customer feedback**

- 6.1 Consultation will be undertaken as appropriate.

7. **Equality Implications**

- 7.1 A full equality impact assessment is being carried out.



## PORTFOLIO: Regeneration

### Directorate and Service Area: Economy and Environment - Regeneration & Development

#### *Option: Increase District Centre Market Fees*

**Saving Reference: 69**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	35,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>35,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 To increase fees in the district centre markets (Bloxwich and Willenhall) by £5 a stall. This is expected to increase income to the Council by £35,000 a year. Fees have been frozen since 2005.

#### 3. **Implications Associated With Proposal**

##### 3.1 **Corporate Plan**

A Robust, Flourishing Economy: This proposal may have a negative impact if traders go out of business due to the increase in fees.

##### 3.2 **Customers**

This proposal may have a negative impact on traders if they can no longer afford to trade because of an increase in fees. This could make the markets and therefore the district centres less attractive to shoppers and may have a knock on effect on the viability of other district centre businesses.

##### 3.3 **Employees / Staffing**

None.

##### 3.4 **Partners**

There are no partners affected by this proposal.

### **3.5 Economic Implications**

If market traders feel the increase is unaffordable they may decide to cease trading or trade in another area. A smaller market may have a negative impact on other town and district centre businesses.

### **3.6 Environmental Implications**

None.

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

The proposal will have no impact on health and wellbeing.

### **3.8 Other Council Services**

There are no implications on other council services.

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

There are no implications arising from this proposal.

## **4. Associated Risks / Opportunities**

- There is a risk that if traders feel the increase is unaffordable they may decide to trade elsewhere or not at all. This will have an impact on the income of the Markets Service and may have a detrimental effect of the viability of the town and district centres. There is little the Markets Service can do about this as regular traders only need to give short notice period to quit and by their nature, casual traders no notice at all.
- There is a risk that the full £35,000 saving may not be achieved if a large number of district centre market traders decide not to trade in our markets or reduce the number of stalls they hire. The proposed saving allows for a small element of this.

## **5. Legal Implications**

- 5.1 There is no legal duty and obligation on the council concerning delivery of this proposal and no legal consequences for the council arising from the proposal.

## **6. Consultation and Customer feedback**

- 6.1 Consultation will be undertaken as appropriate.

## **7. Equality Implications**

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

## PORTFOLIO: Regeneration

### Directorate and Service Area: Economy and Environment - Regeneration & Development

#### *Option: Cessation of Landscape Service*

**Saving Reference: 70**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	40,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 This proposal involves cessation of the landscape service as there is insufficient design work to sustain the service. The council will no longer have an in- house landscape design and project management service and will be unable to provide professional advice on landscapes matters.

#### 3. **Implications Associated With Proposal**

##### 3.1 **Corporate Plan**

There is no impact on the delivery of the council's priorities set out in the Corporate Plan. .

##### 3.2 **Customers**

This is not a statutory function and will have little direct impact on our customers.

##### 3.3 **Employees / Staffing**

There will be an impact on one employee. The council's procedures would be followed.

##### 3.4 **Partners**

There are no partners involved in providing this service.

##### 3.5 **Economic Implications**

None.

### **3.6 Environmental Implications**

Without the advice of a professional landscape architect on the landscape elements of planning applications, less than satisfactory landscaping may be provided on new developments leading to a poorer quality environment. However, advice can be provided from private landscape architects.

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

The proposal will have no impact on health and wellbeing.

### **3.8 Other Council Services**

The council will no longer be able to provide an in house landscape design and project management service. This is currently provided to a number of council services on a fee basis. Where this service is required, the council will be required to purchase this from elsewhere, potentially at a higher cost.

The development management service will no longer have internal access to professional landscape advice in respect of planning applications. The development management service will need to use their own judgement and expertise or buy in external advice for more complex applications.

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

There are no implications arising from this proposal.

## **4. Associated Risks / Opportunities**

- There is a risk that buying in professional landscape advice may be more expensive than the in house service which charges fees at a discounted rate. External advice will only be sought if the project budget allows for this.
- There is a risk that without professional landscape input into the planning application process, less than satisfactory landscaping will be provided on new developments leading to a poorer quality environment. The development management service will need to build up their own expertise in landscape matters.

## **5. Legal Implications**

- 5.1 There are no legal consequences for the council arising from the proposal.

## **6. Consultation and Customer feedback**

- 6.1 Consultation will be undertaken if appropriate.

## **7. Equality Implications**

- 7.1 A full equality impact assessment is not required.

## **PORTFOLIO: Social Care**

**Directorate and Service Area: Change and Governance - Money, Home, Job**

***Option: Combined Welfare Rights service, Housing Advice & Crisis Support***

***Saving Reference: 74***

### **1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	200,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>200,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### **2. Description of the Proposal**

- 2.1 It is proposed that funding to support Welfare Rights provision to local residents is reduced. A restructure of housing advice, crisis support and welfare and debt advice services would be undertaken. Analysis has revealed that a significant volume of the demand for housing advice, crisis support and from homeless households includes those with financial issues (where debt advice and related support can be key to helping them achieve a sustainable future). The services will therefore be merged to deliver £200,000 of savings.
- 2.2 The service is non-statutory (with the exception of the statutory duties owed towards homeless households currently carried out by the Housing Support Team). The statutory obligations towards homeless households are contained within the Housing Act 1996 (as amended by the Homelessness Act 2002). Under this legislation the council is required to offer advice and assistance to all household's that are homeless or at risk of homelessness and provide alternative accommodation to vulnerable households deemed to owe the full statutory duty under the legislation.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The front-line services that are being impacted by the proposal contribute towards delivering the following corporate priorities:

- Lifelong health, wealth and happiness
- Safe, resilient and prospering communities
- Sustainable change and improvement for all
- Our communities are engaged and sustainable.

Reducing the investment in these services could impact upon the wealth and happiness of local people. The Housing Support Service directly contributed towards meeting the council's corporate priorities by preventing 2,914 households from becoming homeless (by either supporting them to remain in their own homes or moving into alternative accommodation in 2015/16). The Council's Welfare Rights Service also assisted by helping households to gain additional income via benefits of £8,718,270.35 (over 10 months) with the average benefit gain per client being £3,205.25 per year. A further £2,442,169.40 of debt was managed by the team on behalf of clients (545 cases).

Reduced investment in these services could make the community less sustainable. Academic research reports that when households are in significant poverty or under financial pressure, there is an increased chance of civil unrest, and less community cohesion (as different groups compete for limited resources).

### **3.2 Customers**

The proposal predominately impacts on non-statutory services, with the exception of the statutory duties owed towards homeless households, which are contained within the Housing Act 1996 (as amended by the Homelessness Act 2002). Under this legislation the council is required to offer advice and assistance to all homeless households and provide accommodation to vulnerable households owed the full statutory duty. The council will prioritise the remaining internal investment in Welfare Rights towards supporting vulnerable households at risk of homelessness and other residents who without support are likely to end up in further crisis (thus placing increased demand on statutory social care services).

In developing the proposal, consideration was given to commissioning out all welfare rights provision. It was felt that having internal provision assisted other professionals from social care, partnerships, and housing, to directly access welfare support for their vulnerable clients. It was recognised that efficiencies could be gained by professionals working more collaboratively and recording notes on the same software systems.

### **3.3 Employees / Staffing**

Should the proposal be taken forward, 7 posts will be subject to the council's redundancy policy.

### **3.4 Partners**

A reduction in house capacity will push service users to other partners.

### 3.5 **Economic Implications**

Reducing welfare advice provision may impact on the frequency of benefits claimed by local people. Households may have less money to spend in local shops and businesses.

### 3.6 **Environmental Implications**

There are no environmental implications.

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

The proposal will impact on services that directly support the council to deliver the following Marmot principles:

- Give every child the best start in life
- Enable 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
- Create and develop healthy and sustainable communities
- Strengthen the role and impact of ill-health prevention

It is hoped that retaining some front-line welfare assistance will provide the safeguards needed to protect the most vulnerable clients. Increasing the information available to clients via the website and offering other self-help tools, more able customers will be able to increase their capabilities and have greater control over their own finances.

### 3.8 **Other Council Services**

The services impacted by the proposals currently receive a large number of referrals from Adult Social Care and Early Help. The proposal seeks to retain a smaller in-house Welfare Advice Service to support the most vulnerable residents. It is hoped that by competitively tendering some welfare advice, providers will be encouraged to deliver greater efficiencies, and deliver more for less. Initial consultation with internal stakeholders has taken place. Further consultation will be required with key operational professionals to identify the specific roles that should be retained internally and develop a specification for the commissioning process.

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

None.

## 4. **Associated Risks / Opportunities**

### Opportunities

- Delivers savings for the council;

- Merging of housing, crisis support and welfare advice will reduce duplication in effort and improve efficiency;
- Customers capable of helping themselves will have access to 'self-help' tools, building their capability and giving them greater control over their finances.

#### Risks

- Residents may fail to claim all the benefits they are entitled to;
- Residents will have less money to spend in local shops and businesses;
- More customers may approach the Council at risk of homelessness (due to failure to claim benefits / inability to access help with debts);
- Waiting lists for welfare advice / debts could go up;

#### Mitigation

- Remaining internal resources will be focused towards providing assistance to the most vulnerable customers;
- Information on the website and Self-help tools will be developed to encourage more able customers to resolve their own problems;

### 5. **Legal Implications**

5.1 None.

### 6. **Consultation and Customer feedback**

6.1 The following consultation is planned. Public and partner agency consultation will be undertaken via face to face consultation, telephone surveys, focus groups with key professionals and targeted survey / correspondence.

### 7. **Equality Implications**

7.1 A full equality impact assessment will be carried out.



## PORTFOLIO: Social Care

Directorate and Service Area: Change and Governance - Money, Home, Job

*Option: Closure of Banking Hall in Civic Centre*

**Saving Reference: 75**

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
	£	£	£
Estimated Saving	100,000	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 This proposal is to consider closure of the banking hall in the civic centre, which is a non-statutory service. This would be delivered by the giving of notice to all internal and external stakeholders who currently use the facilities to make payments or collect cash. Public / partner consultation will be required. A minimum of six months notice for third party contractual purposes will be needed. Internal stakeholders using the service will need to promote alternative arrangements for collecting funds from customers (such as direct debits, bank transfers, card payments via telephones, Paypoint or Payzone in shops).
- 2.2 Public / partner consultation could have an impact on the closure date if ceasing the service was the intended outcome. Due to third party contractual arrangements a minimum six months notice period to be given before ceasing the service. It is therefore anticipated that the Banking Hall would close in October 2017 (although a phased approach could be taken where the number of staff or opening times are reduced). It may be possible to reduce this timescale subject to negotiation with WATMOS.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

*Sustainable Change and Improvement for all:* there is a potential loss of income for the council if suitable alternative payment options are not put in place by all internal stakeholders and promoted.

### **3.2 Customers**

There is a potential for vulnerable customers currently using the face to face service to become more marginalised and / or fall into debt if suitable alternative payment options are not put in place.

### **3.3 Employees / Staffing**

Four full time equivalent employees would be impacted.

### **3.4 Partners**

The Banking Hall currently takes payments on behalf of WATMOS (Registered Housing Provider). There is a potential for there to be a reduction in rental income if a suitable alternative payment option is not put in place.

### **3.5 Economic Implications**

There is a potential loss in income to the Council if alternative payment options are not promoted / put in place.

### **3.6 Environmental Implications**

There are no environmental implications.

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

The closure of the banking hall will reduce cost to the council, which will enable more money to be directed towards funding activities that directly meet the Marmot objectives.

### **3.8 Other Council Services**

The following internal partners will also be impacted and will need to make alternative arrangements for taking cash payments: adult social care, registrars, clean and green, and parking enforcement.

There is a potential for one-off costs for internal stakeholders who need to inform customers and make alternative arrangements for taking payments (this will be more fully explored during the formal consultation process).

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

None.

#### 4. **Associated Risks / Opportunities**

##### 4.1 **Opportunities**

Reviewing existing payment options across the whole council may deliver greater consistency between departments and provide a better service to all customers.

##### 4.2 **Risks**

Potential for loss of income to the council if suitable alternative payment options are not put in place. This risk will be mitigated by:

- Carrying out robust consultation with all stakeholders;
- Promoting the closure of the banking hall to ensure all customers are fully informed of the alternatives in place. It is proposed to undertake a range of low cost marketing approaches to advise residents of the shift in terms of payment for example with annual council tax billing and letters that are scheduled annually for other purposes for example, but not limited to, correspondence with residents enquiring about Disabled Facility Grants, Housing Benefits and Free School Meals.

#### 5. **Legal Implications**

5.1 None.

#### 6. **Consultation and Customer feedback**

6.1 In regard to considering future options there are legitimate reasons to fully explore closing the Banking Hall in light of the significant financial constraints the council is facing. The following information has been made available for consideration:

- Costs associated with running the Banking Hall
- Falling use of the banking hall (as Walsall Housing Group no longer use the facility, and increasing customers move towards alternative electronic payment routes)
- Results from consultation previously undertaken with staff and other stakeholders

6.2 Consultation with internal and external partners, and staff consultation is planned, via: direct written correspondence with all external partners, workshops with staff, and face to face customer consultation at the Banking Hall reception / within the Civic Centre.

#### 7. **Equality Implications**

7.1 An equality impact assessment will be carried out.

## PORTFOLIO: Social Care

Directorate and Service Area: Change and Governance, Money Home Job

*Option: Reduction in Grant to the Citizens Advice Bureau*

**Saving Reference: 76**

### 1. **Financial Proposal**

	Net Saving		
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	132,458	45,966	66,191
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>132,458</b>	<b>45,966</b>	<b>66,191</b>
Capital investment	0	0	0

### 2. **Description of the Proposal**

- 2.1 The proposal is to reduce the funding to the Citizens Advice Bureau (CAB). The CAB provides a valuable service to support the population of Walsall delivering a variety of services ranging from welfare advice to employment law advice. This proposal reduces the contribution from the council in 2016/17 (by £75,000 from Public Heath and by £57,458 from Money, Home, Job). From 2018/19 the service will be commissioned rather than grant funded and an efficiency saving will be built into the contract of any future supplier, of £45,966 in 2018/19 and £66,191 in 2019/20. The focus on any re-design will be on providing help and advice on-line and building more resilient residents and communities.
- 2.2 There are no property, capital or revenue investments required in the short term although it should be noted that CAB benefit from property support from the council. This service is non-statutory.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The variety of services provided by the CAB has an impact on the corporate priorities, Safe, Resilient and Prospering Communities and Lifelong Health, Wealth and Happiness. The reduction in funding if it cannot be replaced or efficiencies made will lead to a reduction in help to the residents of Walsall.

#### 3.2 **Customers**

This is a non-statutory function. This proposal alongside a proposed cut in welfare support and advice provided by the council will have an impact on

residents of Walsall. Residents and communities will need to become more self-reliant in order to ensure they gain appropriate support and advice through different channels.

### **3.3 Employees / Staffing**

There is no impact on the council workforce.

### **3.4 Partners**

CAB are trusted partners in delivery of support and advice to the residents of Walsall. The challenge, driven by the current financial position of the council is that alternative sources of funding or efficiencies in service delivery need to be found to offset the reduction in funding.

### **3.5 Economic Implications**

There will be an implication on the economy of the borough as a reduction in income driven by a lack of benefit maximisation will result in reduced spending within the borough.

### **3.6 Environmental Implications**

There are no environmental implications.

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

The impact of this proposal, if accepted, will be on the health and wellbeing of some of the most vulnerable people in Walsall, as potentially more people will find themselves unable to climb out of debt or find themselves unable to find timely sources of advice and guidance.

### **3.8 Other Council Services**

There are no implications.

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

There are no implications.

## **4. Associated Risks / Opportunities**

- 4.1 The reduction of available help will have a direct impact on benefits maximisation of the most vulnerable people of Walsall unless people become more resilient or funding cannot be replaced.

## **5. Legal Implications**

- 5.1 There are no implications.

6. **Consultation and Customer feedback**

- 6.1 The CAB in 2015/16 had nearly 40,000 contacts dealing with nearly 50,000 issues. The council will seek to consult with service users and the CAB directly. The council will consult with other service providers who deliver similar help to the residents of Walsall.

7. **Equality Implications**

- 7.1 A full equality impact assessment is being carried out.

## PORTFOLIO: Social Care

### Directorate and Service Area: Adult Social Care

#### *Option: Consider cessation of Adult Social Care Universal Services*

#### **Saving Reference: 77**

#### 1. **Financial Proposal**

Assuming all savings associated with this proposal are taken forward, this would reduce the current spend on universal services of £3.2m by £2.24m.

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	1,111,505	1,099,521	30,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>1,111,505</b>	<b>1,099,521</b>	<b>30,000</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

2.1 This proposal seeks to reduce investment in preventative or universal services let via service level agreements (SLA's) in the voluntary sector or managed within the council. It includes the following services:

- Community Alarms – to retain the equipment, fitting and call handling service
- Community Alarms Responder Service – to cease
- Mental Health Prevention and Early Intervention - Early Access Team and Welfare Benefits Advice - to cease
- Recovery College Service – to cease
- Mental Health Employment Support – to cease
- Neighbourhood Community Officers – to reduce to 5 posts to retain the statutory duties
- Independent Living Service – to cease
- Sensory Support Services - to provide a statutory response only
- Complex Needs Universal SLA's with Voluntary Organisations - to reduce and retain only statutory responsibilities for advocacy and befriending
- Older People Universal SLA's with Voluntary Organisations – to cease luncheons clubs, bereavement contract and former Supporting People arrangements at Wilbraham Court
- Sons and Daughters of Rest – to review and move to a model that is not subsidised by the council during 2017.

- 2.2 The suggested proposals will be implemented in full by 1/11/17, with full year savings in-effect from 2018/19, with the exception of the Sons and Daughters of Rest (as above).
- 2.3 A majority of the services in the list above are non-statutory with the following exceptions:-
- Local Authority must maintain a registered list of the partial sighted
  - Ensuring there is an Advocacy, Befriending, Empowerment and Engagement service for users and carers; as per the Care Act.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The cessation of universal services may have an impact on the “Improving Health and Wellbeing” priority. Whilst a high percentage of the services covered above are preventative, and non-statutory, there is recognition that a reduction in prevention, could lead to an impact upon the cost of support packages as people might move quicker into formal care.

The mitigation for the above is well planned ongoing engagement and developmental work, to improve access to “community run” universal services. Moreover, partnership work with the private and voluntary sector and well as Public Health colleagues, will stimulate alternatives derived from charitable income, grants applied for, and/or private investment.

#### 3.2 **Customers**

Whilst there will be no impact upon statutory services, customers may feel that access to low level support, advice and guidance is being reduced. Whilst we would endeavour to maintain the Community Directory Service, to ensure people could find low cost prevention, some may perceive these efficiencies as direct service cuts.

#### 3.3 **Employees / Staffing**

This could impact upon approximately 85 staff, 56 full time equivalents (10 are vacant. There would need to be a formal staffing consultation in accordance with council procedures.

#### 3.4 **Partners**

It will be the expectation that adult social care (ASC) will work closely with the voluntary and private sector as well as Public Health to determine the economy's ability to respond to the challenges for the borough-wide preventative agenda.



### 3.5 Economic Implications

Some voluntary sector providers may see a reduction in funds; therefore impacting upon their ability to invest in the employment market.

### 3.6 Environmental Implications

There are no environmental implications.

### 3.7 Health and wellbeing implications

#### Marmot principles:

All of the above proposed efficiencies will impact on four of the Marmot principles as follows:

- *Create fair employment and good work for all*  
Statutory signposting services for vulnerable adults will still exist. ASC has invested in the youth employment initiative (YEI) scheme to support 16-29 year olds and this will not be affected by the above proposals.
- *Ensure a healthy standard of living for all*  
This proposal will not affect the standard of living for individuals in Walsall.
- *Create and develop healthy and sustainable communities*  
ASC will continue to support the community in partnership with external organisations, and with other Council services such as the Neighbourhood Management Service. In addition our pivotal service made up of 5 retained Neighbourhood Community Officers will further support cohesion, and will link into the health and social care locality model to better support people in their own communities.
- *Strengthen the role and impact of ill-health prevention*  
ASC will continue to work with statutory health partners and Public Health on a range of priorities. No statutory service has been proposed as an efficiency.

### 3.8 Other Council Services

There should be no impact upon other council services as a result of this proposal. There will be a consultation process with closely related disciplines such as Public Health, Neighbourhood Management and Strategic Housing to ensure any perceived implications are planned for.

### 3.9 Procurement / Social Value Implications

As a result of the above proposals there are some services that may be re-procured from the external market. It is proposed that as part of the work underpinning this proposal that community alarms will be tendered to a housing provider. There will also be work carried out to refine those aspects of

community preventative service level agreements that are retained, for example, befriending, advocacy, engagement and empowerment.

#### 4. **Associated Risks / Opportunities**

- Impact upon commissioned support plans
- There may be an effect on statutory support planning costs if need is unmet at the prevention stages, leading to a formal care package.

However the mitigation explained above would come from better working with partners such as Public Health, WVA and other private investors. A more focused approach to funding panel will support the appropriate sharing of resources too, to ensure people, where necessary, have the formal support they need when they need it, whilst signposting to the remaining universal, non-statutory services.

#### 5. **Legal Implications**

- 5.1 Statutory elements have been retained, therefore there should be no legal impact. There is a chance of individual or collective challenge to any of the services being reduced. However recent successful consultation and engagement, with service users carers and their families, by social care in recent years, has reduced that challenge significantly.

#### 6. **Consultation and Customer feedback**

- 6.1 Whilst a majority of the services are non statutory, non prescribed, and non regular in nature or delivery, a majority of the consultation will be with other partners.
- 6.2 Where universal services reductions impact upon individual cohorts of service users they will be consulted with, following the acceptance of these proposals.
- 6.3 The consultation process will depend on the differing elements, but this consultation can run collectively or in conjunction. It is envisaged the consultation process will run for 90 days and will take various forms: consultation events, focus groups, questionnaires and individual consultation.

#### 7. **Equality Implications**

- 7.1 It is likely that the cessation of some universal services could be perceived as having an impact on protected characteristics such as disability and age. A full equality impact assessment will be developed if this proposal is taken forwards.

## PORTFOLIO: Social Care

### Directorate and Service Area: Adult Social Care, Provider Services

#### *Option: Review of Respite and Day Services*

#### **Saving Reference: 78**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	885,328	0	0
Revenue Investment	(85,280)	0	0
<b>Net Saving</b>	<b>800,048</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposals**

- 2.1 It is proposed that Adult Social Care (ASC) will cease delivering learning disability day opportunities at one of its current sites: either Goscote or Fallings Heath House.
- 2.2 It is also proposed that respite provision at Fallings Heath should cease and be re-procured from the external market. Despite best efforts the occupancy remains at only 39%, and reflects habitual use at weekends rather than any other time.
- 2.3 In addition, all service users (at both Goscote and Fallings) will be reviewed against Care Act criteria and those found non-eligible for a care service will be supported to leave the service and to access community activities. It is estimated that over a third of service users (55) are non-eligible or could benefit from an alternative placement.
- 2.4 The rehabilitation service operating at Goscote for ongoing health need would also need to cease, with long term rehabilitation need being addressed by the clinical commissioning group (CCG). This service currently occupies a lot of space for a service that is appointment based and sporadic. Social Care should not be funding health services. The CCG have declined to invest in this service, although ASC will work in partnership to reprovide this service. The space this service occupies will be needed if Goscote continues as a day service location.
- 2.5 There is a small amount of reinvestment £85,280 to fund the commissioning of demand from the external market.
- 2.6 Whilst there is a statutory need to meet users assessed need there is evidence to suggest that some users at Fallings Heath and Goscote are either

a) non-eligible or b) inappropriately placed. The exercise will not exclude those with an assessed need; rather it will identify the best way to support those eligible. These services no longer have young people referred to them and cater for people with disabilities in their middle and older age. As such, attendance is waning. In the recent exercise to close down Links to Work many service users felt they would rather access the community or exit services rather than go into day opportunities.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

The cessation of either Goscote or Fallings Heath may have an impact on the “Improving Health and Wellbeing” priority. However, those with eligible need will continue to be supported, but in a more community focused way. The mitigation for the above is well planned ongoing engagement and developmental work, to improve access to “community run” universal services for those deemed non-eligible. Moreover, partnership work with the private and voluntary sector and well as Public Health colleagues will stimulate alternatives derived from charitable income, grants applied for, and/or private investment.

#### **3.2 Customers**

This proposal will probably impact more on older carers. There is a long tradition of support for these services in the community, as they care for children and loved ones; and give families peace of mind.

Cessation of services may lead to an increase in supported living packages; this however will eventually happen due to the infirmity of many of the carers.

One aspect that should be protected is the importance of friendship. Wherever possible community groups will be supported to offer support to groups of friends where there is a social need highlighted within their support plans.

#### **3.3 Employees / Staffing**

This could impact approximately on up to 50 full time equivalent posts; however this might reduce after mitigation into other vacant, statutory posts. Formal consultation will take place in accordance with council procedures.

#### **3.4 Partners**

It will be the expectation that ASC will work closely with the voluntary and private sector as well as Public Health to determine the economy’s ability to respond to the challenges for the borough-wide support agenda.

In this particular area ASC is taking part in discussions with Walsall Adult Community College as we share a similar cohort of people. In additions

capacity within the community will be explored with discussions underway with most localities. A recent injection of £60k of one off grant money has prepared some community associations to begin to think how they support people within their own communities better.

### 3.5 **Economic Implications**

There are no economic implications.

### 3.6 **Environmental Implications**

There are no environmental implications.

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

#### Marmot principles:

All of the above proposed efficiencies will impact on four of the Marmot principles as follows:

#### ➤ *Create fair employment and good work for all*

Statutory signposting services for vulnerable adults will still exist. Adult social care has invested in the youth employment initiative (YEI) scheme to support 16-29 year olds and this will not be affected by the above proposals. Links with employment agencies will support people to access work and work readiness courses. WACC support the cohort in a similar fashion.

#### ➤ *Ensure a healthy standard of living for all*

This proposal will not affect the standard of living for individuals in Walsall.

#### ➤ *Create and develop healthy and sustainable communities*

This proposal will stimulate those community focused discussions, investigating the development of robust community associations improving their ability to serve communities better. The neighbourhood community officers and our lead officer for community cohesion will work with neighbourhood management team to ensure links are made and people are not isolated. A focus on micro-enterprise will also stimulate services on offer across the borough.

#### ➤ *Strengthen the role and impact of ill-health prevention*

ASC will continue to work with statutory health partners and Public Health on a range of priorities. No statutory service has been proposed as an efficiency.

### 3.8 Other Council Services

There should be no impact upon other council services as a result of this proposal.

One related impact would be the potential to use Fallings Heath as a focal point for Children's services in the area. There have been early scoping discussions aimed at making the best possible use of Fallings Heath as an asset. The building houses 8 bedrooms that are fitted out to a high specification and would enable more children to be supported in the borough.

### 3.9 Procurement / Social Value Implications

As a result of the above proposals there are some services that may be re-procured from the external market. For those users who require the respite service, this will be commissioned from the external market.

## 4. Associated Risks / Opportunities

- 4.1 There will be an impact upon commissioned support plans and there may be an effect on statutory support planning costs if need is unmet at the prevention stages, leading to a formal care package. However the mitigation explained above would come from better working with partners such as Public Health, Walsall Voluntary Action and other private investors. A more focused approach to funding panel will support the appropriate sharing of resources too, to ensure people, where necessary, have the formal support they need when they need it, whilst signposting to the remaining universal, non-statutory services.

## 5. Legal Implications

- 5.1 Statutory elements have been retained; those with assessed need will be provided for, therefore there should be no legal impact. There is a chance of individual or collective challenge to any of the services being reduced. However recent successful, and detailed, consultation and engagement, with service users carers and their families, by social care in recent years, has reduced that challenge significantly.

## 6. Consultation and Customer feedback

- 6.1 The consultation process will depend on the differing elements of the proposals taken forwards, but this consultation can run collectively or in conjunction with other affected services. Consultation will take various forms, including consultation meetings, focus groups, JNCC.

## 7. Equality Implications

- 7.1 It is likely that the cessation of some services could be perceived as having an impact on protected characteristics such as disability and age. A full equality impact assessment will be undertaken on this proposal.

## PORTFOLIO: Social Care

Directorate and Service Area: Adult Social Care, Access, Assessment and Care Management

*Option: Improving Demand Management for Adult Social Care*

**Saving Reference: 79A and 79B**

### 1. Financial Proposal

Net Saving				
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £	Total £
Estimated Saving (1)	1,718,750	3,062,500	1,218,750	6,000,000
Estimated Saving (2)	0	1,145,833	2,854,167	4,000,000
Revenue Investment	0	(150,000)	0	(150,000)
<b>Net Saving</b>	<b>1,718,750</b>	<b>4,058,333</b>	<b>4,072,917</b>	<b>9,850,000</b>

### 2. Description of the Proposals

- 2.1 It is proposed that Adult Social Care (ASC) will reduce spend on all new and existing support packages by £6m with the profiled yearly savings laid out in the table above.
- 2.2 **In addition** and with investment of £150k from 2018 onwards, there is also a proposal to stretch the £6m and to review all new and existing cases and moderate their care costs within the average price points. This would release an additional £4m over the remaining years of the medium term financial outlook.
- 2.3 In order to conclude the above option ASC has looked at the 2,500 cases of people who receive long term support. In undertaking a variety of comparisons with other regional social care authorities, and using national benchmarking data (PSS RU) there is clear variability in the allocation of funding to individuals. As an example, when comparing client types (mental health, physical disabilities) or support types (direct payments, versus community support) the allocations differ and in many cases exceed the national upper price points for care. The range (depending on these categories) is from 13.7%, to 21%, 33.5% and 54% ABOVE what other authorities allocate in funding for care per individual. This is not equitable for vulnerable people, does not comply with the spirit of the Care Act nor is it sustainable in times of severe financial austerity.
- 2.4 Adult Social Care have established a panel-based means of moderating all care costs across all client and support types with immediate effect for all cases. The modelling for this means that over 2-3 years, there is a release of £6m, with a further stretch of £4m, reflecting the time it takes to confirm the

assessment of all new and existing cases based on the demand presented and the average length of stay.

### **3. Implications Associated With Proposal**

- 3.1 Whilst this proposal does not directly affect named individuals, it does set up a panel process that will see the average of care given to individuals in Walsall reduce, in keeping with their assessment of eligible needs and a more imaginative approach to meeting such needs.

This would require significant change in social work practice, approval of care and support costs and the recording and monitoring / tracking of financial costs (which may require some further investment to achieve than is currently included in this figure) and these values would represent more than has been achieved for similar options in previous years. There is also a risk that the challenge from the marketplace at present is that cost pressures over the next 4 years are significant and pressures remain in terms of the national living wage. The medium term financial outlook does contain investment provision for such an increase, although here is a risk that it may be insufficient in the longer term.

All cases will be subject to a Care Act compliant assessment of eligible needs and care packages adjusted only if the assessed needs can be met safely.

### **3.2 Customers**

Some customers will see a reduction in their care package costs and therefore hours of support. However as you can see in the table below Walsall is more generous when planning care packages with an average of 22 hours a week given. With the exception of Birmingham all of the other local authorities allocate less community support per person.

<b>Local Authority</b>	<b>Domiciliary Care</b>
Birmingham	22
Coventry	11
Dudley	4
Sandwell	13
Solihull	7
<b>Walsall</b>	<b>22</b>
Wolverhampton	11
Staffordshire (for comparison)	7
<b>Average (excluding Staffordshire)</b>	<b>13</b>
Walsall against the average	+9

Customers should however see an improvement in their support plans and social workers ability to support their outcomes. The options above and the new panel process are as much about improved quality of service as it is



budget management. The process is aimed at reducing dependency, and care packages that impact on people's dignity to such an extent that they have one or more people with them at all times twenty four hours a day seven days a week. The process has already highlighted areas for improvement:

- Reduced unnecessary double handled calls
- Innovative solutions to meal preparation and medication reminders
- Family respite/replacement care
- Social activities for bespoke needs and outcomes

### **3.3 Employees / Staffing**

This proposal does not affect any staffing posts.

### **3.4 Partners**

It will be the expectation that ASC will work closely with partners at the Clinical Commissioning Group, Dudley and Walsall Mental Health Trust, and Walsall Healthcare Trust to mitigate any impact of the plans above. ASC are also in discussion with the CCG and Walsall Healthcare trust who also have significant budgetary issues of their own to ensure users are not left without adequate support.

### **3.5 Economic Implications**

These proposals may affect care providers who might in future invest less in Walsall.

### **3.6 Environmental Implications**

There are no environmental implications.

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

Marmot principles:

All of the above proposed efficiencies will impact on two of the Marmot principles as follows:

- *Create fair employment and good work for all*

The proposals might reduce the overall ability for some care workers to find employment.

- *Strengthen the role and impact of ill-health prevention*

ASC will continue to work with statutory health partners and Public Health on a range of priorities to support the development of appropriate support plans which meet the need of vulnerable individuals but prevent them from becoming dependent.

### **3.8 Other Council Services**

There should be no impact upon other council services as a result of these proposals.

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

Not applicable at present. However future procurement may be on a more flexible basis, and engagement with providers should be focused to make them more aware of the rehabilitative nature of care and Walsall Councils need to flex care packages, as well as the need to reduce costs. This will be managed through the provider forums led by the lead commissioners.

## **4. Associated Risks / Opportunities**

4.1 There is a risk of significant challenge to the reduction of care packages by both the person and carer receiving the service as well as any providers who might deem the council are rationing care.

4.2 Risks include: challenge from customers; more people taking a legal recourse; judicial review; market failure from some providers who will not be able to manage within the new requirements; and impact on partner agencies who may see some risks shifted to them. This option requires: partner cooperation; positive provider responses to changing cost bases; adjustment by customers to less care being publically funded. This proposal also requires a £150k investment for change capacity (project managers, forensic cost analysis and negotiation, legal and procurement resources).

## **5. Legal Implications**

5.1 Whilst every care plan that results from the new panel process will have the Care Act requirements applied, there will be individuals, family members or carers who may see this as detrimental and may provide significant challenge to these options by way of the complaints process, the Local Government Ombudsman and judicial review.

## **6. Consultation and Customer feedback**

6.1 Consultation will be based on an individual basis. It is intended that every assessment or service review will set the expectations for the individual, carers and family which will then be played out at panel.

## **7. Equality Implications**

7.1 It is unlikely that the policy options above impact upon any protected characteristics. However an equality impact assessment would be appropriate to ensure procedure has been followed. It is important to note that any legal challenge will probably be founded on a basis of inequality irrespective of policy or procedure.

**PORTFOLIO: Social Care**

**Directorate and Service Area: Adult Social Care, Commissioning**

***Option: Housing & Care 21 Budget Savings with effect from 2017/18***

***Saving Reference: 80***

**1. Financial Proposal**

<b>Net Saving</b>			
	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Estimated Saving	137,000	295,000	590,000
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>137,000</b>	<b>295,000</b>	<b>590,000</b>
Capital investment	0	0	0

**2. Description of the Proposal**

- 2.1 In line with the budget setting process the Housing & Care 21(HC21) contract has been reviewed to ensure it provides good quality and outcomes for services users, which are fit for purpose and offer value for money.
- 2.2 Negotiations concluded a number of mutually agreed savings:
- Convert the remaining 5 respite units across the extra care courts to permanent tenancies/shared ownership. Potential saving £50k per annum.
  - Remove property related overheads from the five extra care courts associated with the closure of day centres in 2014. Potential saving £65k per annum.
  - Reduce under-utilised core care hours (400 – 360) at Alrewych Court. Potential saving £22k per annum.
- 2.3 In addition work is ongoing to achieve better value for money by:
- Converting 5 under-utilised respite beds at Watermill to permanent placements (leaves 5 in place and increases permanent Residential EMI provision in the borough)
  - The potential to remodel extra care courts without impact on existing residents/CQC registration (potential for EMI wing that will offer the council better value for money and contribute to a savings against the ASC budget).
- 2.4 The council will be required to service an Authority Notice of Change on HC21 to formally vary the contract to release the savings detailed above.

### **3. Implications Associated With Proposal**

#### **3.1 Corporate Plan**

Lifelong Health Wealth and Happiness – the provision of extra care and additional residential EMI placements will enable older people to live longer and healthy lives; helping to promote wellbeing for both the individual and their families by providing a safer environment in which to live.

#### **3.2 Customers**

HC21 provides the council with 225 socially rented extra care flats and 20 leasehold flats across five courts located in the borough, built to modern standards. The council has 100% nomination rights on all socially rented HC21 flats. Walsall has no other nomination rights with extra care providers (Accord Furlong House and Midland Heart Oakwood lodge). Although this service is not a statutory requirement, it supports social care promote wellbeing, keep people independent and reduce/delay the need for residential/nursing placements by offering an alternative, with the provision of 24 hour staff to respond to emergencies. HC21 account for 70% of extra care provision in the borough, a reduction in provision would directly affect the number of residential/nursing placements.

#### **3.3 Employees / Staffing**

There will be no impact on HC21 employees as these changes will make better use of existing resources and remove overhead costs.

#### **3.4 Partners**

There will be no impact on partners.

#### **3.5 Economic Implications**

The proposed changes will provide 5 additional extra care tenancies and 5 permanent residential EMI placements in a market that is currently limited.

#### **3.6 Environmental Implications**

There are no environmental implications.

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

This proposal will provide 5 additional extra care tenancies and 5 permanent EMI residential placements by removing under-utilised respite services. This will in turn enable the council re-house 5 additional applicants off the extra care waiting list to provide them with more appropriate accommodation to promote/maintain their independence and improve their wellbeing. It will also enable the Water Mill EMI residential unit to accommodate 5 additional

permanent placements to help meet demand and enable residents to be accommodated within the borough.

### **3.8 Other Council Services**

ASC and corporate staff would need to be informed of the changes to Housing & Care 21 contract.

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

There are no procurement/social value implications.

## **4. Associated Risks / Opportunities**

- 4.1 There are risks associated with changes to a long term contract which is prescribed on terms of the model of delivery and the financial costing model. The Council will work proactively with the provider and others to gain the best value from this contract; and may seek to convert other care into extra care to meet the future needs of Walsall residents.

## **5. Legal Implications**

- 5.1 Contractually the council has responsibility for the legal costs for both organisations and can start the process of contract variation by way of an Authority Change Notice at a cost of about £10k.

## **6. Consultation and Customer feedback**

- 6.1 Consultation as part of contract negotiations with Housing and Care 21 has been ongoing since October 2015 with no adverse impact to residents within the extra care courts however; remodelling will have a positive impact on Walsall residents by increased capacity of provision to help meet demand:
- Convert 5 under-utilised extra care respite flats to permanent tenancies/leasehold flats to help reduce waiting lists. There is sufficient alternative respite facility within the borough.
  - Remove overheads associated with day care rooms. (Extensive consultation around the closure of the day care provision at the five extra care courts took place in 2014)
  - Reduce underutilised core hours at Alrewych Court to make better use of funding.
  - Convert 5 under-utilised respite flats at Water Mill EMI to permanent placements to provide additional residential EMI in the borough and make better use of funding.
  - Explore the potential to remodel extra care courts without an impact of existing residents/CQC registration

## **7. Equality Implications**

- 7.1 A full equality impact assessment is being completed.

## PORTFOLIO: Social Care

### Directorate and Service Area: Adult Social Care

#### *Option: Removal of Jointly Funded Vacant Posts*

#### ***Saving Reference: 81***

### 1. **Financial Proposal**

Net Saving			
	2017 / 2018	2018 / 2019	2019 / 2020
	£	£	£
Estimated Saving	826,627	0	0
Revenue Investment	0	0	0
<b>Net Saving</b>	<b>826,627</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

### 2. **Description of the Proposals**

- 2.1 The Walsall Health and Social Care Economy is overly reliant on a bed based model of post-acute care when national and local evidence shows that a significant proportion of this care could be provided at home (wherever that setting might be) with appropriate clinical or support services.
- 2.2 Walsall Manor has consistently failed to meet the A&E 95% waiting target. Whilst a proportion of this is due to internal WHT issues, a significant proportion are patients deemed medically fit for discharge but waiting for something from external partners which adversely affects flow through the hospital and availability of beds for those in A&E/MAU who need admission. Prolonged stays in hospital result in patient de-compensation and poorer outcomes.
- 2.3 Emergency admissions to both physical and mental health acute hospital settings continues to rise year on year which is not sustainable.
- 2.4 Intermediate Care Services in Walsall work in isolation making pathways complex to navigate, delays in hand-over, and duplication of effort.
- 2.5 Walsall clinical commissioning group (CCG) and the council currently invest significantly above what the national benchmarking suggests is reasonable for the demographic of Walsall.
- 2.6 It is proposed that as part of the transformation of Intermediate Care Services Adult Social Care will re-model the service and the staff profile and delete vacancies that are joint-funded in partnership with other organisations.
- 2.7 The proposed saving equates to 35 full time equivalent posts that have been vacant for some time, however, through the development of the new

Intermediate Care model it may be appropriate to achieve the same level of saving with a different staff profile.

### **3. Implications Associated with Proposal**

#### **3.1 Corporate Plan**

The deletion of these posts will not impact upon the corporate plan.

#### **3.2 Customers**

The deletion of posts will not have an adverse effect upon customers.

#### **3.3 Employees/Staffing**

The Intermediate Care staff profile will be reconfigured in line with the new Intermediate Care Model which will result in a number of vacancies being deleted.

#### **3.4 Partners**

It will be the expectation that Adult Social Care will work closely with partners at the CCG, Dudley and Walsall Mental Health Trust, and Walsall Healthcare Trust to mitigate any impact of the deletion of the vacancies. There will need to be a clear consultation plan with an agreement where savings need to be shared between partners.

#### **3.5 Economic Implications**

There are no economic implications other than the reduction of job opportunities.

#### **3.6 Environmental Implications**

There are no environmental implications.

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

##### Marmot principles:

All of the above proposed efficiencies will impact on four of the Marmot principles as follows:

##### ➤ *Create fair employment and good work for all*

There will be an impact on employment opportunities for some staff as posts and vacancies are deleted, however, this should be balanced against value for money measures. The service is currently an outlier in terms of spend when benchmarked against national and regional averages.

- *Ensure a healthy standard of living for all*

This proposal will not affect the standard of living for individuals in Walsall.

- *Create and develop healthy and sustainable communities*

The transformation of Intermediate Care will ensure that we continue to create and develop healthy and sustainable communities.

- *Strengthen the role and impact of ill-health prevention*

Adult Social Care will continue to work with statutory health partners and Public Health on a range of priorities.

### **3.8 Other Council Services**

There should be no impact upon other council services as a result of this proposal.

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

Not applicable.

## **4. Associated Risks / Opportunities**

- 4.1 The main risk is a breakdown in any agreement to reduce the posts should any of the partners lodge a complaint or feel the posts should not be reduced.
- 4.2 Equally, the budget for this service sits within the Better Care Fund, the agreement from partners to release this saving to the council will be required.
- 4.3 Vacancies may well be part of staffing teams in services that are CQC inspected and subject to minimum staffing.

## **5. Legal Implications**

- 5.1 It is assumed there are no legal implications, other than should either party disagree to dispose of the vacancies, or unless another party does not feel totally involved in discussions.

## **6. Consultation and Customer feedback**

- 6.1 The consultation process for vacant posts is the informing of partners and trade unions that the posts are to be deleted. There does not need to be a public consultation period. There may be consultation period that partners will have to abide by depending upon governance approaches. Consultation will take various forms, including consultation meetings, focus groups, JNCC.



## **7. Equality Implications**

- 7.1 It is unlikely that the reduction in posts impacts upon any protected characteristics. However, an equality impact assessment would be appropriate to ensure procedure has been followed.

## PORTFOLIO: Social Care

### Directorate and Service Area: Adult Social Care, Commissioning

#### *Option: Introducing an Interim Charge for Community Based Services*

#### **Saving Reference: 82**

#### 1. **Financial Proposal**

Net Saving			
	2017 / 2018 £	2018 / 2019 £	2019 / 2020 £
Estimated Saving	518,894	0	0
Revenue Investment	(44,000)	0	0
<b>Net Saving</b>	<b>474,894</b>	<b>0</b>	<b>0</b>
Capital investment	0	0	0

#### 2. **Description of the Proposal**

- 2.1 People are currently charged for community based services at the point Welfare Rights have conducted a financial assessment of their circumstances. The proposal relates to an interim community based charge of £54 per week to cover the period from the start date of services up to the point of financial assessment. The usual timescale between the start date of services and the financial assessment is approximately 4 weeks. Many people receive reablement services prior to the point of being charged for services.
- 2.2 Charges would be based on benefits information the council has at the time the client is in receipt of services. Charges would be based on Income, savings and property data collected by the social worker at the point of the care assessment and agreeing the support plan
- 2.3 Based on 200 new people receiving services every month, the average charge of £54 per week, and the average delay between the commencement of services and the financial assessment being 4 weeks, the income raised would be £518,400.
- 2.4 Two finance staff would be required to administer the charges at a cost of £44,000 per annum.
- 2.5 It is envisaged that quarterly reconciliations would take place regarding the difference between the £54 interim charge and actual assessed charge and clients would be refunded or billed accordingly.
- 2.6 Implementation date would anticipated to be 1 April 2017 with a project approach to oversee preparation required from the 1 December 2016 up to the 31 March 2017.

- 2.7 The financial assessment and charging regulations for community care services are governed by the Care Act 2014.

### 3. **Implications Associated With Proposal**

#### 3.1 **Corporate Plan**

The corporate priorities impacted on by this proposal are supporting greater independence by generating Income to allow adult social care to maintain and develop services.

#### 3.2 **Customers**

Although charging for community care services is discretionary all council's with social care responsibilities tend to charge customers for services. This is critical in ensuring councils can maintain services and cope with the demographic pressures which they face.

#### 3.3 **Employees / Staffing**

2 staff would be required to administer at a cost of £44,000.

#### 3.4 **Partners**

We would need to communicate the new arrangements to existing partners.

#### 3.5 **Economic Implications**

None.

#### 3.6 **Environmental Implications**

None.

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

None.

#### 3.8 **Other Council Services**

Corporate Finance have been consulted on the proposal and would administer the new arrangements

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

None.

4. **Associated Risks / Opportunities**

- 4.1 The system could be complex and difficult to administer.
- 4.2 The proposal could be confusing for clients who may challenge based on having to pay charges based on their circumstances before a full financial assessment has taken place.

5. **Legal Implications**

- 5.1 Non residential charging legislation is governed by the Care Act 2014 which will be followed as part of this proposal.

6. **Consultation and Customer feedback**

- 6.1 Individuals will be consulted with at the point of Financial Assessment

7. **Equality Implications**

- 7.1 An equality impact assessment is being carried out.