

Cabinet – 28 October 2015

Resource Allocation 2016/17 to 2019/20: Draft Revenue Budget for Consultation

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

Related Portfolios: All

Service: Finance – council wide

Wards: All

Key decision: No

Forward plan: No

1. Summary

- 1.1 This report outlines plans for future service delivery, including proposals to meet funding reductions and cost pressures in 2016/17 - 2017/18, with a further two years of cash limits, in the context of a four year financial outlook for the period 2016/17 to 2019/20.
- 1.2 A new Corporate Plan, setting out the council's priorities for the next 4 years, will be put forward for adoption by Council alongside the budget in February 2016. To ensure the budget process is informed by a clear purpose and key council priorities, the emerging Plan and objectives approved by Council on 9 September 2015 have been used to shape the draft budget proposals.
- 1.3 A provisional revenue cash limit is shown for four years. These follow a service redesign review that has been undertaken within each portfolio to meet the forecast budget reduction of c£84.8m over the four year period from 2016/17 to 2019/20. Resident surveys and stakeholder consultation to date have been considered in the formulation of the draft budget, and further consultation on the draft proposals will be presented to Cabinet over the coming months, alongside the findings of equality impact assessments, to allow Cabinet to formulate its final budget proposals for recommendation to Council.
- 1.4 This draft budget will be distributed to overview and scrutiny committees and stakeholders for consultation. The final budget, including any changes arising from consultation arrangements, tax base changes and final allocation of direct Government funding and other grants will be presented to Cabinet on 3 February 2016 for recommendation to Council, and will be considered by full Council on 25 February 2016.

2. Recommendations

Cabinet are requested to:

- 2.1 Approve as the basis for consultation, provisional revenue cash limits by portfolio and savings proposals for 2016/17 as set out in the individual portfolio plans in Appendix 1, which represents a balanced draft budget, subject to consultation, with a proposed council tax increase of 2%, the assumed level of reasonableness.
- 2.2 Note that the report additionally identifies savings proposals for 2017/18, as at the date of this report, of £18.52m, for public consultation. Based on current funding predictions, this would require identification of a further £6.77m of savings in order to set a year two balanced budget.
- 2.3 Approve consultation with the public as to their preferred options for meeting the 2017/18 shortfall.
- 2.4 Note indicative cash limits for a further two years and work underway to meet these.
- 2.5 Refer this report to all overview and scrutiny committees, to enable their comments to be considered by Cabinet on 16 December 2015.
- 2.6 Refer this report and saving options for wider public and stakeholder consultation and for a report on the results of this to be submitted back to Cabinet to further inform the budget as it progresses.
- 2.7 Note that the provisional revenue cash limit for each year is based on a forecast government grant position, and includes appropriate cost pressures and estimates of other specific grants. The government's Spending Review on 25 November 2015 is expected to confirm the main government grant settlement for 2016/17 only. Should the final allocation be less than current estimates, revised cash limits and options for ensuring a balanced budget will need to be brought back for Cabinet consideration as the budget develops and information is published.
- 2.8 Note that Better Care Fund and other specific grants allocations may not be confirmed by government until December or later.
- 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 2016.
- 2.10 Note and approve the consultation arrangements and reporting framework back to Cabinet set out in section 3, and that the findings from budget and service change consultation be used alongside other feedback and available data by Cabinet as it further develops the council's 2016/17 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:

- Scrutiny of the first draft budget by overview and scrutiny committees from 3 November to 7 December 2015, and feedback to Cabinet on 16 December 2015.
- Cabinet on 16 December 2015 to consider consultation responses to date and the draft Government grant settlement, and make amendments as appropriate to the draft budget.
- Cabinet on 16 December 2015 to consider the draft capital programme for 2016/17 for consultation.
- General budget consultation with stakeholders between October and November 2015
- Service change consultation to be undertaken from October onwards and to be reported back as each are finalised to allow Cabinet to consider the responses and take them into account in the formulation of the final budget recommendations report.
- Council tax base approved by January 2016
- Budget briefings for political groups.
- Receipt of the final settlement late January / early February 2016.
- Recommendation of the final budget, in light of consultation and the final settlement, by Cabinet on 3 February 2016
- Council set the final budget and council tax levels on 25 February 2016.

3.2 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.

3.3 In considering resource allocation, funding for the development of services will need to be met from the redirection of existing resources, the implementation and rollout of service redesigns, efficiencies and other models of service delivery; and a review of existing and potential income streams including levels of fees and charges. The budget process considers:

- The council's priorities – what does it want to do, to what standard and what results does it want to achieve (i.e. what services will it fund, what can it afford).
- The level of funding anticipated (subject to Government direction).
- Income that can be generated (through increased or new charges, new grants, etc).
- The levels of balances required for financial prudence and to proactively manage the council's risks.
- The methods of service delivery that will deliver best value for money (e.g.: in-house, partnerships).
- Stakeholder consultation and lobbying.
- An assumed level of council tax.

3.4 In order to reduce the risk of silo planning, and ensure a more joined up and strategic approach, savings options have been grouped around a number of identified categories as below, rather than the more traditional directorate based approach. These categories are as follows along with 2016/17 savings proposals identified within this report against each, totalling £25.46m:

- Private sector – outsourcing, collaboration, creative use of public space, improve public health and productivity
- Shared services – across local and regional footprint, where robust business cases can be made for cost saving and improving service delivery (£0.05m)
- Voluntary and Community sector – systematic and collaborative approach, bigger role for voluntary and community sector and volunteering, more networking, co-location, community cohesion (£0.42m)
- Locality working - residents to be less reliant on the state and more self sufficient, review of places of work and alongside voluntary and community sector (£0.5m)
- Joined up service delivery – greater level of multi-agency team working, joined up working at all levels, co-location and co-delivery (£0.84m)
- Cessation of services – where the private or third sector are able to fill the gap, or an alternative self sustainable future is not found (£0.93m)
- Demand Management – addressing expectations, ensuring that failure demand is eliminated, building community skills and capacity (£1.75m)
- Income Generation – review of current and future income sources (£2.91m)
- Commissioning – purchasing of externally delivered services, based on organisational needs (£4.31m)
- Business Support – substantial downsizing, driven by a focus on prioritising front line service, reduction in general operational costs, review of council buildings and rented accommodation, general efficiencies, (£6.16m)
- Workforce – review and reduction of senior management, management de-layering, less specialism, more multi-skilled and flexible workforce, review and reduction of back office and support functions, reduced agency staff, (£7.59m).

3.5 Draft savings proposals with direct impact on services will be referred for specific public consultation and these are identified in the individual portfolio plans, titled as policy items. The outcome of consultation to date will be reported to Cabinet on 16 December 2015 and during December and January as feedback is received, for consideration towards the final draft budget to be recommended to Council on 25 February 2016. Any changes to the proposals as a result of equality impact assessments and consultation will be fed into the final budget report to Council.

4. Council priorities

4.1 The resource allocation process is an annual cycle aiming to support delivery of council priorities within the 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.

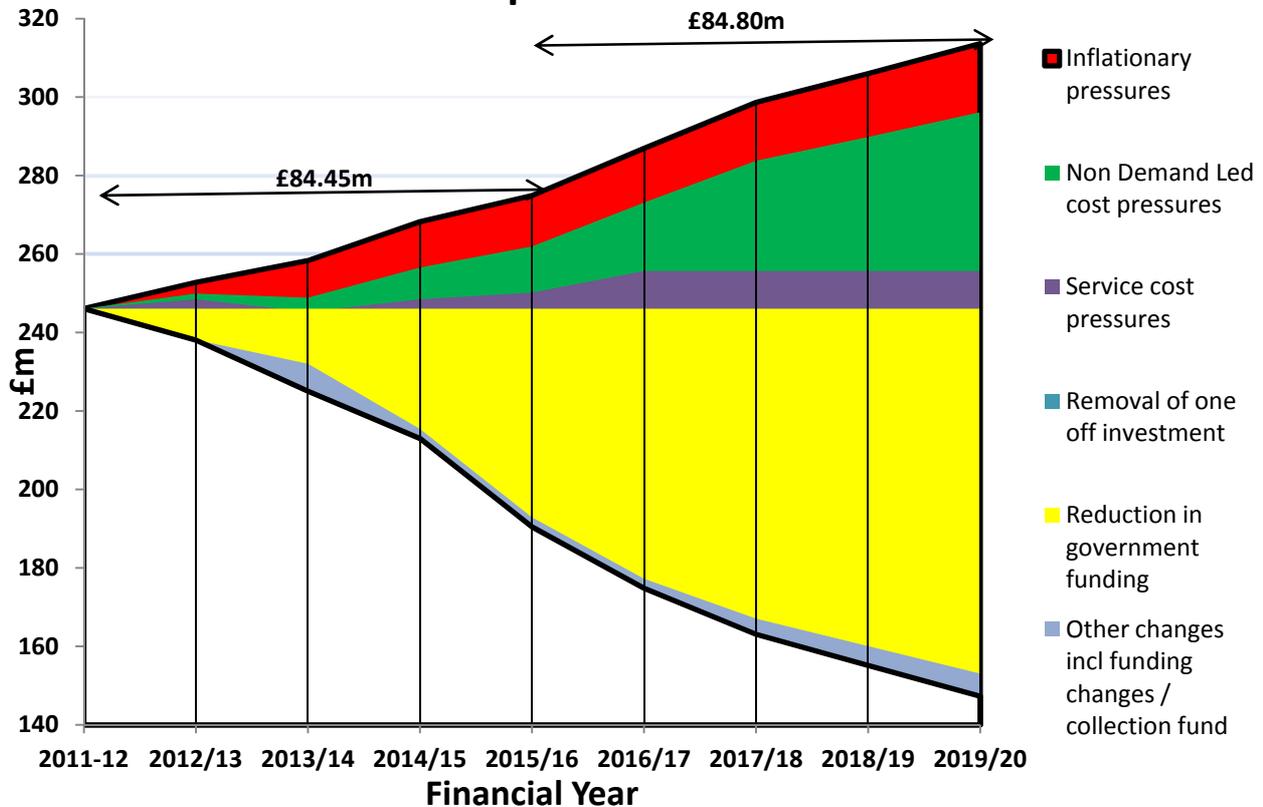
4.2 Walsall's Financial Context

The council, as with all local authorities, is experiencing significant financial challenges. Over the last four years (2011/12 – 2015/16) the council has reduced its spending by £84.45m but will need to save a further £84.8m over the next four years to be able to balance the budget by 2019/20.

The graph below illustrates the projected widening gap in finances, 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.

Financial Gap from 2011-12 to 2019-20



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, a one year spending round in June 2013 setting out spending plans for 2015/16, and is expected to continue beyond 2016/17 in the Spending Review planned for 25 November 2015. To 2015/16, reductions have totalled in the region of 38% with a further 40% expected by 2020/21.

4.3 Walsall Council Priorities

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:

- Supporting business to thrive and supporting local people into work
- Improving Health and well being, including independence for older people and the protection of vulnerable people
- Creating Safe, Sustainable and Inclusive Communities
- Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations

- Create a modern, dynamic and efficient workforce designed around what Residents need.

The financial constraints the council must operate within mean that, in the short term difficult decisions have to be made, with cuts 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 significant amount of uncertainty around Government funding for 2016/17 and beyond, with a high likelihood that austerity measures will continue and be tightened even further. The medium term financial outlook continues to be regularly reviewed to ensure all predicted changes are reflected.
- 5.3 There is a high risk that funding will reduce more than anticipated which will require the council to identify further savings options prior to setting the budget in February 2016. 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.

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 draft budget is balanced.

8. Property implications

- 8.1 Any direct property implications as a result of service redesign and revenue savings proposals 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 some staffing implications arising from this report and consultation with employees and unions will be undertaken in accordance with required procedures.

11. Equality implications

- 11.1 There are none directly associated with this report at this point in time. Equality impact assessments are undertaken on service and organisational change proposals 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 proposals 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. EqlAs will be considered by Members prior to any decision being made as to their inclusion in the final recommendations to Council.

12. Consultation

- 12.1 Section 138 of the Local Government and Public involvement in Health Act 2007 placed 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).
- 12.3 During the Autumn of 2014, in preparation for the 2015/16 budget, significant work was undertaken to understand what people who live, work, visit or do business in the borough felt the council's spending priorities should be. In addition specific feedback was sought on individual service change proposals. Overall this work generated over 10,000 responses, gathered via a range of methods including face to face, online, in writing and over the phone, most of which has been gathered 'in house'.
- 12.4 As this data was gathered just 12 months ago and in order to maximise its use, this feedback has and will be used to inform proposals for the 2016/17+ budget. Detailed findings were reported to Cabinet on 17 December 2014 and are summarised as follows:
- 12.5 Residents are fairly well aware of the challenges faced with public sector budgets; though up to one fifth responding through the telephone survey are not aware. Residents often feel that all things are important and struggle with the concept of things needing to change. Based on the overall comments received they find it difficult to comprehend the scale of savings needed or the extent to which the council controls services within their area and hence the need for ongoing communication for the challenges ahead in order for the public to feel able to influence future decisions.
- 12.6 People find it far easier to say what services they wish to see protected rather than ceased, reduced or changed. Few call for ceasing services altogether, preferring to suggest reductions in services, possibly across services they do not directly use and perceive are under used; that they express a dislike or have a complaint about; or are perceived to offer poor value for money.
- 12.7 There were calls for the protection of core universal services such as those that help keep the area looking cared for and helping people move around; hence allowing them to get about their daily lives and feeling safer i.e. cleanliness, household waste collection, road maintenance, community transport services, improving the image of town and district centres.

- 12.8 Residents expect the council to deliver value for money and will first and foremost look to itself to make savings rather than cut front facing services that are important to them. Achieving this through better housekeeping, efficient service delivery, streamlining staffing and political structures including pay.
- 12.9 Depending on the research method there were differing views about income generation through increases to fees and charges including council tax. For example when cold called about this without receiving an explanation of what the financial implications of any increases in council tax are, residents tend to be more vociferously against this approach. However, compared with more detailed research undertaken in 2013 and with feedback through other channels where people came forward to offer their views, there appears to be more of an appetite to paying 'a little' more to help protect services.
- 12.10 Regarding thoughts on out-sourcing the clear message is that residents did not want to see services outsourced to the private sector. There was however an appetite to share services with other councils on the assumption that there are savings to be made. Using the voluntary sector to deliver services is also seen as positive for both parties, with the sense that community based services would be more suited to this approach.
- 12.11 Extensive service change consultation was undertaken in 2014 and is also planned for 2015. Findings from this will be presented to Cabinet on 16 December 2015. Further reports will be presented on specific proposals once consultation closes.

Background papers: Various financial and working papers.

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James Walsh
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21 October 2015



Councillor M. Bird
Leader of the Council

21 October 2015

Revenue proposals and Portfolio Plans 2016/17 to 2019/20

This appendix outlines the portfolio plans for future service delivery. A provisional revenue cash limit is shown.

2016/17 Draft Revenue Budget Headlines

The revenue budget is constructed in accordance with the council's medium term financial strategy (MTFS), the Corporate Plan, and all relevant corporate financial protocols and presents a draft balanced budget, with:

- A focus on a policy-led, medium term, risk assessed budget setting approach using priorities established by Cabinet,
- A total net council tax requirement of **£95.57m**
- Provision for inflationary pressures of **£0.83m**
- Provision for other known budget pressures, including cost pressures and reduced levels of income or grant, of **£16.44m**.
- Savings of **£25.46m**
- New investment required to ensure all savings are delivered of **£1.39m**
- Opening general reserves in line with the council's MTFS

The estimated gross revenue expenditure budget for 2015/16, as approved by Council on 26 February 2015, is **£626.09m**. For 2016/17, this will change following the allocation of final savings, changes in grant allocations and changes to the council tax base, and will be updated and reported as the budget process progresses.

It has been possible to commit to £18.66m to address key priorities, funding of essential cost pressures, provision to fund inflationary pressures (i.e. contractual), and corporate cost pressures to fund for example, the revenue implications of the capital programme and pay and pension costs. Income targets have also been corrected in some areas.

The predicted change in council tax requirement from 2016/17 to 2019/20 is shown in **Table 1**.

Table 1 : Net council tax requirement 2016/17 to 2019/20				
	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Opening Council Tax Requirement	93.70	95.57	97.47	99.41
<i>Cash Limit Changes :</i>				
Inflationary pressures	0.83	1.09	1.27	1.30
Cost pressures / other funding changes	16.44	10.33	5.75	5.78
New investment required to support the delivery of proposed savings	1.39	(0.55)	0	0
New savings	(25.46)	(18.52)	(3.53)	(4.25)
Savings to be identified	-	(6.77)	(13.68)	(6.27)
Reduction in central Government funding	8.67	16.32	12.13	5.42
Predicted Net Council Tax Requirement	95.57	97.47	99.41	101.39

Government Funding and Income

There is considerable uncertainty in respect of the amount of income we will receive in Government funding from 2016/17 onwards. The government are expected to announce details of the government settlement to local authorities' for 2016/17 in the Spending Review planned for 25 November 2015.

During 2015/16, services have been working on options to meet this reduced funding, whilst maintaining and optimising as far as possible, front line services to the public. In reviewing savings proposals, reviews of income and fees and charges have been undertaken.

The draft revenue budget contained within this report is summarised below, and spend on individual portfolios is as follows:

Table 2 : Provisional Revenue Cash Limits by Portfolio					
Portfolio	2015/16 £m	2016/17 £m	2017/18 £m	2018/19** £m	2019/20** £m
Care & Safeguarding	94.58	87.20	81.47	75.76	73.10
Clean & Green	18.26	17.34	16.75	15.42	14.73
Community, Leisure & Culture	7.34	6.33	3.91	3.60	3.42
Economy, Infrastructure & Devpt	17.14	15.09	13.70	12.97	12.57
Leader of the Council	8.63	6.14	5.52	5.06	4.80
Learning Skills & Apprenticeships	6.86	3.73	2.15	1.79	1.59
Personnel & Business Support	2.87	2.42	2.35	2.17	2.07
Public Health & Wellbeing	0.00	0.00	(1.08)	(2.01)	(2.55)
Shared Services & Procurement	11.55	10.20	7.70	6.95	6.53
Net Portfolio Cash Limits	167.23	148.45	132.47	121.71	116.26
Capital Financing	19.12	19.12	19.12	19.12	19.12
Levies	12.92	12.92	12.92	12.92	12.92
Central budgets *	(105.57)	(84.92)	(67.04)	(54.34)	(46.91)
Council Tax Requirement	93.70	95.57	97.47	99.41	101.39

*Central budgets includes direct Government funding and business rates.

**Cash limits for 2018/19 and 2019/20 are based on savings required.

Portfolio Plans

Each portfolio plan identifies the indicative revenue cash limit, summary of services within the portfolio, objectives and future plans, along with draft revenue saving proposals for 2016/17 to 2017/18. Cash limits are also shown for a further two years, detailed options for which are currently being worked on. Savings and efficiencies are split into two categories:

- *Operational* – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies
- *Policy* – savings which require a Member decision to implement – these are shown in each portfolio plan.

All of the above are included for consultation with stakeholders. Comprehensive consultation arrangements are in place. Any changes arising from consultation findings will be presented in future Cabinet reports prior to recommendation of the final draft budget to Council.

Portfolio Plans are set out as follows:

1a	Care and Safeguarding	Page 13
1b	Clean and Green	Page 55
1c	Community, Leisure and Culture	Page 62
1d	Economy, Infrastructure and Development	Page 84
1e	Leader of the Council	Page 97
1f	Learning Skills and Apprenticeships	Page 100
1g	Personnel and Business Support	Page 119
1h	Public Health and Wellbeing	Page 121
1i	Shared Services and Procurement	Page 135

PORTFOLIO: CARE AND SAFEGUARDING

The portfolio covers services for children in need of help and protection, children looked after and care leavers, care and support for older people, people with learning disabilities, physical disabilities and mental health needs; health partnership; housing related support for vulnerable groups; safeguarding of vulnerable adults.

Children's Services

Early Help, Commissioning & Workforce Development

Early Help

- Early Years
- Children's Centres
- Intensive Family Support

Workforce Development

- Planning, Training & Development
- Recruitment & Retention

Children's Social Care

Provider Services

- Adoption
- Fostering
- Residential Care

Looked After Children and Care Leavers

- Contact and Assessment Service
- CAMHS (located in health - matrix managed)
- Sufficiency and Placement Commissioning
- Looked After Children Social Work teams
- Care Leavers Service

Safeguarding

- Independent Reviewing Officers
- Safeguarding Board
- Child Death Overview Panel

Initial Response Service

- Multi Agency Safeguarding Hub (MASH)
- Initial Response Team
- Safeguarding and Family Support Social Work teams

Special Educational Needs and Disabilities (SEND)

- Disability Social Workers
- Educational Psychology
- SEN Assessment
- SEN Advisory

Adult Social Care

- Response, information, advice guidance and signposting
- Preventative services, community alarms, tele-care, tele-healthcare

- Enablement and re-ablement
- Assessment and review
- Resource allocation and support planning
- Safeguarding of vulnerable adults
- Whole sector workforce planning and development
- Commissioning of services including residential, nursing, day care, home care, extra care and the learning disability and integrated community equipment pooled budgets
- Shaping and development of adult social care market
- Quality assurance of services
- Direct service provision: reablement, response, day and respite care, adult placements
- Housing related support for vulnerable groups

Portfolio Objectives / Outcomes / Purpose

Children's Services

We believe that all children and young people in Walsall have the right to be healthy, happy and safe, to be valued and respected and to have high aspirations for a successful present and to achieve their potential in the future. Our ambition is to be *'Better Together For Children'* by working in partnership to offer the very best standard of help, support, education, care and protection for children and young people throughout their journey through our services. We have four strategic outcomes to ensure all children are:

1. Safe and Supported
2. Healthy and Well
3. Aspiring and Attaining
4. Able to make a successful transition to adulthood *and as a result are socially included*

Our Key Priorities agreed with the Children & Young People's Partnership:-

- Supporting the most vulnerable families to provide the best start in life for children (0-5)
- Commission effective emotional and mental wellbeing services for vulnerable children especially looked after children (LAC)
- Mitigate impact of child poverty and reduce hunger
- Improve educational attainment at all key stages
- Reduce teenage pregnancy
- Prevent radicalisation of young people

Adult Social Care

We want to work with the people of Walsall to reduce dependency and to be clear with them about what they can expect from the Council. We want people to have access to high quality information, advice and support to empower them to live healthy, independent lives; with access to high quality formal health and social care services when people are assessed as needing them.

We want to help people needing care and support fulfil their aspirations and overcome barriers through personal, family and community support.

Our primary focus is prevention and we provide information advice and guidance, signposting people to community or voluntary sector organisations to help them manage their health and care needs.

We aim to ensure that we deliver the optimum level of support rather than providing support based on a static assessment of need, delivering flexible responsive services when needs fluctuate.

We aim to work with families to engage in lifelong planning for those young people with special educational needs moving from Children’s Services to Adult Social Care to ensure they have the best personal outcomes close to home.

We recognise that, regardless of age or disability, when people enter the Adult Social Care system they do not necessarily have to remain within that system but rather through review, to ensure that any care and/or support continues be at the appropriate level. We aim to have a system that prevents people becoming stuck in services and moves them onto successful independence.

Through our reablement services we will provide support for people to recover from ill health and hospital admissions, helping them to return home, regain and maintain their independence, delaying and reducing the need for formal care and support and, wherever possible, reducing the need for residential care.

Our underpinning principle is to maximise choice and personal centred solutions for people in Walsall and, in the event of safeguarding interventions, to ensure a personalised approach that enables safeguarding to be done with, and not to, people.

Financial summary

Table 1 details the revenue cash limits for the Care and Safeguarding Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Care and Safeguarding Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	94.58	87.20	81.47	75.76
Investment required to deliver savings	1.29	(0.56)	0.00	0.00
Contractual inflation	0.28	0.29	0.30	0.30
Service pressure – living wage	1.29	1.30	1.31	1.32
Less: Savings / efficiencies - <i>see table 2</i>	(10.24)	(6.76)	(7.32)	(4.28)
Revised cash limit	87.20	81.47	75.76	73.10

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving proposals for Care and Safeguarding Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
1	Reduce administrative support services within children' s services	399,060	33,687
2	Review of contractual inflation within adult social care	52,610	
3	Reduction in administration support costs through restructure in adult social care.	173,806	
4	Release of borrowing pay back budget	95,000	
5	Review 0-19 year old support to families across children's and housing	401,784	98,216
6	Review and redesign looked after children contact service delivery through a combination of demand management, contract management and restructuring where appropriate.	220,000	
7	Increased investment in adult social care from the Better Care Fund (Policy)	750,000	500,000
8	Reduction of adult social care transport budgets following review of individuals support requirements.	67,182	
9	Reduction in adult social care commissioning budgets for older people (Policy)	2,000,000	3,000,000
10	Reduction in adult social care commissioning budgets relating to the carers development fund	100,000	
11	Good practice reviews of clients with complex needs within adult social care (Policy)	250,000	250,000
12	Housing 21 contract review (Policy)		2,437
13	Review Special Educational Needs (SEN) Transport packages (Policy)	250,000	225,000
14	Review and reduce short breaks services (Policy)	150,000	130,000
15	Review and reduce SEND core staffing	142,000	
16	Review and seek to reduce the number of looked after children (LAC)	342,429	228,286
17	Seek to increase the number of care orders that are converted to special guardianship orders (SGO)		43,000
18	Establish a pool of foster care plus carers (Policy)	52,572	105,144
19	Increase foster care places through targeted and intense recruitment.	91,794	135,044
20	Reduce the number of looked after children (LAC) supported in external residential placements through the creation of 2 new two bedded in house residential units.	110,062	
21	Review of current children's internal residential and respite provision (5 homes) to deliver efficiencies and new ways of working.	300,000	300,000
22	Review all children's external residential placement packages and seek to develop and provide alternative cheaper provision where appropriate.		53,144

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
23	Reduce the number of agency social workers within children's services.	227,000	227,000
24	Invest to save: Reduce the demand for statutory intervention and the numbers and cost associated with looked after children caused by the impact of the 'toxic trio' (domestic abuse, parental substance misuse & parental mental ill health). (Policy)		114,143
25	Through an integrated early intervention and prevention approach reduce residential and nursing care admissions. (Policy)		250,000
26	Invest to save: Reduce the number of social work posts within children's services as a result of the investment in toxic trio prevention (linked to proposal 24)		187,967
27	Build in payment by results funding - troubled families	448,000	
28	Increase of the community based charging policy to charge 100% of client's disposable income (current policy charges 90% of disposable income) (Policy)	350,000	
29	Review of mental health clients with a Section 117 aftercare status, with the aim of enabling these clients to be released from medical specialist oversight and thereby charged for social care services provided (Policy)	50,000	
30	Generate additional income through marketing under occupied internal short break placements and charging other local authorities for use of them.	29,376	
31	Children's centres - redesign service - FYE of 2015/16	500,000	
32	Reduce LAC cost pressures through investment in voluntary organisations. (Policy)	41,419	82,838
33	Review of complex needs contracts within the voluntary sector to focus on commissioning those contracts with a proven impact on reducing demand. (Policy)	238,580	
34	Re-design of access & attendance services within children's services	46,424	46,424
35	De-layering of children's senior management structure	301,735	380,089
36	Restructure of children's services commissioning and brokerage teams	190,000	
37	Early help – efficiencies within the area family support teams via reduction in supplies and services budgets - FYE of 2015/16	65,000	
38	Review and re-design the performance and information service within children's services to support staffing reductions	100,000	
39	Reduce practice development support within children's social care		47,256
40	Reduce support to family centres	26,000	
41	Seek to reduce the level of qualified social work professionals and utilise social care facilitators to carry out management of some caseloads (overseen by professionals) within children's services	109,446	109,446

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
42	Review and redesign safeguarding board support	27,000	27,792
43	Review of external contracts with focus on utilisation of internal, Fallings Health, provision FYE of 2015/16	20,000	
44	Adult social care, employment and day opportunities review (Policy)	1,192,306	
45	Merger of safeguarding - adult social care and children's services	29,804	80,212
46	Review and restructure of management levels within adult social care	62,647	
47	Review of emergency duty team (EDT), vacant team manager post – adult social care	41,822	
48	Review of programme office within adult social care following the implementation of the Care Act and Children and Families Act.	100,000	
49	Review and reduction of budgets in areas of non essential spend within Children's Services	100,000	100,000
	Total	10,244,858	6,757,125

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

Draft Proposal – Reference 7: Increased Investment in Adult Social Care from the Better Care Fund

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£750,000	£500,000	-

1. Description of the Proposal

- 1.1 The Better Care Fund (BCF) is a government policy initiative whereby funding that was already within the council and the NHS has been pooled together in a single fund to be spent locally on the integration of health and social care services and improve outcomes for patients and service users. Multi-disciplinary teams of health and social care professionals are identifying older people at risk of being admitted to hospital or to a care home and providing support that enables them to remain at home.
- 1.2 There had a small element of growth from the government in the fund which went to social care (£1m) and the contingency (£1.05m) went to the acute sector. The plan is to release funding currently being used to pay for hospital services relating to older people being admitted in an emergency by reducing the number of emergency hospital admissions. If this is successful over the two year period, then it should be possible to use some of the funding to pay for social care services and develop community capacity to prevent hospital and care home admissions.

2. Implications Associated With Proposal

2.1 Corporate Plan

Supporting older people to remain independent at home instead of being admitted to hospital or to a care home matches the core aim of promoting health and well being of the Health and Wellbeing Board overseeing this pooled budget, and the commissioners' compliance with the Care Act.

2.2 Customers

The BCF is aimed at shifting the focus of investment in health and social care for those with long term conditions (mainly older people) away from institutional (hospital and care home) services to community based services that support them in their own homes.

2.3 Employees / Staffing

The overall aim of reducing the number of people entering hospital or a care home, if successful, will lead to different multi disciplinary settings and skills development for those working in the community. Co-ordinated and co-located staff across disciplines is anticipated to lead to efficiencies and better outcomes.

2.4 **Partners**

Walsall Clinical Commissioning Group (CCG) currently provides the majority of funding in the Better Care Fund. There is agreement to align funding from both the CCG and the council to meet joint objectives and this proposal is aimed at ensuring social care can have ring fenced investment that secures these objectives. In order to achieve this, it is likely to mean that the CCG would have to align investments jointly across both health and social care (i.e. use contingency funding in upfront social care investment rather than acute).

2.5 **Economic Implications**

The health and social economy generates around 10,000 jobs in Walsall, so jointly commissioning across the sector will have an impact on these.

2.6 **Environmental Implications**

No direct implications.

2.7 **Health and wellbeing implications**

The BCF and related alignment of budgets is aimed at meeting the needs of the population through prevention and early intervention rather than crisis to promote wellbeing.

2.8 **Other Council Services**

There is a need for all of the services provided by the council to maintain awareness of how they can more effectively support those with long term conditions and older people to remain independent at home.

3. **Associated Risks / Opportunities**

- 3.1 The main risk associated with this proposal is that the level of demand for emergency admissions of older people to hospital and care homes does not reduce. If that is the case then the CCG and the Council will have difficulties in sustainable funding to meet needs of local people.

4. **Consultation and Customer feedback**

- 4.1 Any additional funding that is aligned in the way proposed would be require endorsement of the Health and Wellbeing Board with recommendations to the Cabinet and Governing Body.

5. **Legal Implications**

- 5.1 The Council has a statutory duty to meet eligible social care needs as defined by the Care Act 2014.

6. **Equality Implications**

- 6.1 Any additional funding that may be aligned as proposed would support the investment to tackle health and social care inequalities

Draft Proposal – reference 9: Reduction in Adult Social Care Commissioning Budgets for Older People

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£2,000,000	£3,000,000	£80,000

1. **Description of the Proposal**

- 1.1 The adult social care commissioning budget provides the funding for care and support for individuals who have been assessed as eligible for such care and support. This covers a range of services such as nursing/residential care and domiciliary care.
- 1.2 This proposal is focussed on reducing costs of packages of care and existing spend on commissioning budgets providing value for money in the purchase of commissioned services.
- 1.3 The Care Act 2014 places an expectation on Local Authorities to carry out assessments and reviews of those who are eligible for social care and support which are asset based. This means that existing support systems from family or community will be taken into consideration when developing support plans and that those plans will focus on outcomes to better meet the needs of individuals.
- 1.4 This expectation also highlights that, regardless of age or disability, when people enter the Adult Social Care system they do not necessarily have to remain within that system but rather through review, to ensure that any care and/or support continues to be at the appropriate level. The aim is to have a system that prevents people becoming stuck in services and moves them onto successful independence wherever appropriate.
- 1.5 There is no requirement for statutory consultation in respect of this proposal. Each assessment or review requires individual consultation with service users.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

Supporting older people to remain independent at home instead of being admitted to hospital or to a care home matches the core aim of promoting health and well being and is Care Act compliant.

2.2 **Customers**

Under the Care Act the Local Authority has a duty to meet the assessed needs of service users. This proposal does not impact on that duty and focuses on ensuring that the care and support systems in place for individuals are regularly reviewed, are flexible to support as needs vary and do not over provide and as such create dependency. This proposal seeks to ensure all users of adult social care receive timely annual reviews as required.

2.3 **Employees / Staffing**

The implementation of this proposal requires investment of £80k for additional staffing resources to carry out assessments and reviews.

2.4 **Partners**

None.

2.5 **Economic Implications**

None.

2.6 **Environmental Implications**

None

2.7 **Health and wellbeing implications**

The council has a statutory duty under the Care Act 2014 to promote health and wellbeing. In assessing and reviewing the needs of service users wellbeing is central to the process.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

3.1 A risk is that market forces, such as an increase in living wage, result in an overall increase in commissioning costs.

3.2 A risk is that the current demand pressures on the social care workforce continue, impacting on capacity to carry out assessments and reviews.

4. **Consultation and Customer feedback**

4.1 Consultation will be on an individual basis with service users at the point of review and will be based on their needs at that time.

5. **Legal Implications**

5.1 The Care Act 2014 provides the legal framework for assessment and review of service users. Any assessments or review undertaken in the course of this proposal will be Care Act compliant.

6. **Equality Implications**

6.1 Equality impact assessments will be required.

Draft Proposal – reference 11: Good Practice Reviews of Clients with Complex Needs within Adult Social Care

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
£250,000	£250,000	£500,000	£500,000	£80,000

1. **Description of the Proposal**

1.1 This proposes a programme of good practice reviews, within the legal framework of the Care Act 2014, of those individuals with learning disabilities and complex needs, ensuring better outcomes at a lower cost.

1.2 This proposal is focussed on providing community alternatives closer to home for those service users with learning disabilities and those with complex needs who are currently in high cost residential/nursing care. The alternative settings would be supported living schemes and shared lives schemes which provide service users with the opportunity to be part of the wider community rather than being in institutional care.

1.3 This proposal requires joint working with Health Trust colleagues.

1.4 There is no requirement for statutory consultation in respect of this proposal. Each assessment or review requires individual consultation with service users.

1.5 This proposal could be implemented immediately, in a phased programme over the next 12 months.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

Supporting people with complex needs to live closer to home and in community settings promotes health and wellbeing which is a core aim of the corporate plan.

2.2 **Customers**

Under the Care Act the Local Authority has a duty to meet the assessed needs of service users. This proposal does not impact on that duty and focuses on ensuring that the care and support systems in place for individuals are regularly reviewed, are flexible to support as needs vary and do not over provide and as such create dependency. This proposal seeks to ensure users of adult social care have a timely assessment or review as required.

2.3 **Employees / Staffing**

The implementation of this proposal requires investment of £80k, for additional staffing resources, to ensure the assessments and reviews are carried out.

2.4 **Partners**

This proposal requires joint working with Health Trust colleagues.

2.5 **Economic Implications**

None.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

The Council has a statutory duty under the Care Act 2014 to promote health and wellbeing. In assessing and reviewing the needs of service users wellbeing is central to the process.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

3.1 The risk associated with this proposal is that insufficient numbers of in borough supported living arrangements are in place and that the 'Shared Lives' scheme does not expand to meet the need. Work is being undertaken by commissioning colleagues to identify resources to source these services building on previous successful schemes.

3.2 A risk is that the current demand pressures on the social care workforce continue, impacting on capacity to carry out assessments and reviews.

4. **Consultation and Customer feedback**

4.1 Consultation will be on an individual basis with service users at the point of review and will be based on their needs at that time.

5. **Legal Implications**

5.1 The Care Act 2014 provides the legal framework for assessment and review of service users. Any assessments or review undertaken in the course of this proposal will be Care Act compliant.

6. **Equality Implications**

6.1 Equality impact assessments will be required.

Draft Proposal – reference 12: Housing 21 Contract Review

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
-	£2,437	£377,005	£377,005	£375,000

1. **Description of the Proposal**

1.1 Housing and Care 21 provide 280 units of extra care housing for older people which is accommodation together with care and support that aims to maintain the independence of older people. Alternative extra care and housing is currently being developed with other providers at reduced costs and so this proposal is for a gradual reduction in the use of the places in this contract with some risk arising from contract liabilities. Individuals in need of supported accommodation, meeting the social care eligibility thresholds, will continue to receive support, but in alternative settings to Housing and Care 21 provision (assuming provision by other providers is available within the marketplace).

1.2 This option is subject to discussion and mutual agreement with Housing and Care 21. There are a number of options to revise nomination rights to release savings over the next 4 years, and the figures shown in the table are subject to a further review of these options.

1.3 The aim would be to release the council from the 30 year funding agreement that the council holds with Housing and Care 21 which provides the council with nomination rights to a number of their extra care placements within Walsall. The Housing and Care 21 contract allows the council to give up its nomination rights to blocks of extra care places on the annual anniversary of the contract (April each year) if the places are vacant at that point, and the unitary charge paid to Housing and Care 21 each year will then be reduced accordingly going forwards. A £375k investment would be required in 2016/17 to start the process of realising the level of voids in the accommodation to make the proposals feasible over the four year period.

1.4 Therefore this option seeks to direct new clients into alternate extra care provision allowing the vacant beds in the Housing and Care 21 contract to then be given up and a saving delivered. On average over the last 2 years there has been a turnover of circa 50 clients per year in the Housing and Care 21 placements, and this option assumes that instead of filling all of these vacancies, 25 clients per year over the next 4 years are directed to alternative providers (subject to sufficient alternate capacity being available in the marketplace).

1.5 As the contract with Housing and Care 21 sets out that the council has to pay for any void placements, until the nomination rights are given up, in effect there is an increase in costs in the first year, 2016/17, as the council will have to pay for all the places in the Housing 21 contract and also the additional places that are secured with alternate providers.

1.6 All of the £375k investment relates to the costs of the alternate provision in 2016/17. This investment can then be paid back in 2017/18 once the first set of nomination rights have been given up, which is why the saving in 2017/18 shows a low value of £2k, with this increasing to around £377k per year for 2018/19 and a further £377k for 2019/20 once further nomination rights are given up.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The aim of extra care supported accommodation is to maintain older people as long as possible in their own homes which is a core aim of the Corporate Plan.

2.2 **Customers**

Older people will continue to be able to be supported in alternative extra care accommodation.

2.3 **Employees / Staffing**

There would be no direct impact on staff from this proposal.

2.4 **Partners**

This proposal can only proceed by mutual agreement with Housing and Care 21 and so there is a need for a negotiation to gain their agreement to the proposal.

2.5 **Economic Implications**

There are no direct economic implications of this proposal.

2.6 **Environmental Implications**

There are no direct environmental implications of this proposal.

2.7 **Health and wellbeing implications**

Extra care housing and accommodation is a means by which older people can be supported to remain independent within their own homes when they may previously have had to enter residential care. Experience shows that this is more likely to lead to improved health and well-being on the part of residents.

2.8 Other Council Services

There will be a need for the legal, procurement and finance teams to provide support to implement this proposal.

3. Associated Risks / Opportunities

3.1 There is no provision in the current contract for this proposal and so it can only proceed by mutual agreement with Housing and Care 21.

4. Consultation and Customer feedback

4.1 Given the requirement for a negotiation with Housing and Care 21 and for a Cabinet decision on the choice of possible options there has been no consultation to date with the current residents of Housing and Care 21 extra care schemes.

5. Legal Implications

5.1 The council will continue to meet its statutory duty to those people who are assessed as being eligible to receive social care support according to the Care Act 2014.

6. Equality Implications

6.1 Extra care housing can be available for all older people who choose to move to this kind of accommodation regardless of protected characteristics.

Draft Proposal – reference 13: Review Special Educational Needs (SEN) Transport Packages

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£175,000 plus a part year effect of £75,000	£225,000	-

1. Description of the Proposal

1.1 The SEN home to school transport service is a statutory service that provides 660+ eligible SEN children with local authority funded daily school transport and administers 300+ bus passes. This is delivered through a 3 year transport framework where 45 taxi companies and coach firms have met specific standards and are approved to transport SEN children. All costs are agreed by distance / vehicle type at the start of the Framework and remain in place for the life of the contract (expires September 2017).

1.2 This service also arranges direct transport or commissions other local authorities to transport looked after children (LAC) living outside the borough. It is proposed that £175,000 could be saved in 2016/17 as follows.

a - £51k	Reduction in out of borough LAC school transport costs
b - £46k	Reduction of SEN transport budget through local route optimization
c - £78k	Reduction in council-funded care cost
£175k	Total

The areas for a potential £175k are:

- a. £51k - reduction in out of borough (OOB) LAC school transport costs by greater adherence of the Independent Fostering Agency (IFA) contractual obligation. This transport is a statutory obligation that the council places upon the IFA. The council contracts with various IFAs which have a 200 mile weekly mileage allotment included in the placement fee. This 200 mile requirement is now being used for school transport and reducing council costs.
- b. £46k - reduction in overall SEN transport budget through local route optimization. This transport is a statutory obligation. This could be managed by reducing route distances and placing suitable children from a single taxi into a minibus or larger coach. This optimization is primarily carried out at the start of the school year each September.
- c. £78k – reduction in council-funded care cost. These savings, acquired through effective joint commissioning, is the expected result of a £104k child costs being reduced by 50% through re-assessment. Negotiation with a Birmingham clinical commissioning group (CCG) now confirms their responsibility for 50% of the £52k, thus reducing the council cost to £26k. It is confirmed that this CCG financial obligation will be recurring. These savings can all be realised immediately.

This is further to a full year effect of £75,000 arising from the 2015/16 budget approved by Council February 2015.

1.3 The proposed £225k saving in 2017/18 could be delivered by;

- a) A systemic audit coupled with further operational practices that assure efficiencies and can be found prior to 2017/18 detailed below in 3 below.
- b) A change in Transport Policies: Home to School and especially SEN and Vulnerable young people.

Re – Commissioning of all transport contracts, escort contracts that apply to SEN and vulnerable people travel or transport.	£70,000
An assessment of the travel and transport needs of children, and young people within the authority’s area and reduction.	£30,000
Consideration of a mileage allowance paid to a parent driving their eligible child to school in lieu of the local authority making arrangements for a taxi to transport the child. Therefore, reducing spend.	£55,000
Consideration of a cycling allowance paid by Walsall where the parent/carer agrees for their child to cycle to and from school instead of catching a bus or taxi.	£30,000

Consideration of Walsall providing , (e.g. possibly extending direct payments through local offer or pupil premium to improve attendance and save costs), a suitable escort to enable an eligible child with a disability to walk a short distance to school in safety, instead of making arrangements for a taxi to take them to and from school. Independent Travel Plans extended.	£40,000
Total	£225,000

The savings above could be achieved as detailed plus the associated activity (**listed below in 3**) which will mitigate and secure the realisation of savings above and:

1. Take into account existing Walsall Policy.
2.
 - a) Ensuring statutory guidance from the Department for Education is followed. This means Walsall is under a duty to have regard to statutory guidance when carrying out duties in relation to home to school travel and transport, and sustainable travel.
 - b) This guidance is issued under duties placed on the Secretary of State by sections 508A and 508D of the Education Act 1996. It deals with sections 508A, 508B, 508C, 509AD, and Schedule 35B of the Act which were inserted by Part 6 of the Education and Inspections Act 2006 (the EIA 2006), Sections 444, 508A, 508B, 508C, 508D, 509AD and Schedule 35B of the Education Act 1996 (the Act), as inserted by Part 6 of the Education and Inspections Act 2006 (the EIA 2006) plus other Acts that pertinent at time of implication.
3. This could be delivered through a combination of policy and operational measures and e.g. a possible policy thresholds change for allocation whilst other service improvements will include or could include:
 - The creation of a Local authority (LA) single contract manager and re design of the relationship between the LA and Contractors through agreed Council transport commissioning intentions and crisper service level agreements (SLA's) that focus on stronger service targets.
 - An audit of the sustainable travel and transport infrastructure within the authority's area that may be used when travelling to and from, or between schools/institutions.
 - A Borough travel strategy to develop the sustainable travel and transport infrastructure within Walsall so that the travel and transport needs of all children and young people are efficient, effective and provide value for money (VFM).
 - The promotion of sustainable travel and transport modes on the journey to, from, and between schools and other institutions.
 - The publication of a Walsall Sustainable Modes of Travel Strategy.
 - Walking buses and school timings reviews linked to improved service and shortened travel times including bus and other public transport routes including transport provided by Walsall.
 - Footpaths, cycle ways, roads and associated features including crossing points and patrols, traffic calming measures, speed limits, 20mph zones
 - Any other arrangements made to support sustainable school transport that may be in operation including the provision of cycle training, road safety training, and independent travel training; the provision of walking promotion and barrier

removal schemes, car sharing schemes, park and stride/ride schemes, cycle parking.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

There will be no impact on the delivery of the council's priorities set out in the Corporate Plan as a result of these proposals. These proposals are not a reduction in any service delivery but evidence greater commissioning efficiencies leading to savings.

2.2 **Customers**

These proposals do not reduce or alter any statutory or current service delivery. All children affected by this proposal continue to receive their service unchanged in any way. These proposals reflect a more creative use of funding sources and evidences positive joint funding practices.

2.3 **Employees / Staffing**

There is no impact on any existing staff.

2.4 **Partners**

The proposal includes joint-funding with our Birmingham CCG partner. Parents / carers will not be impacted by these proposals as services will not alter at point of delivery.

2.5 **Economic Implications**

There are no economic implications identified.

2.6 **Environmental Implications**

There are no environmental implications identified.

2.7 **Health and wellbeing implications**

As there is no disruption to the services delivered resulting from these proposed savings, the council continues to promote the health and wellbeing of the children concerned.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

3.1 There are no risks or other opportunities identified as these proposals do not lessen or reduce current delivery but are the result of savings through efficiency analysis.

4. **Consultation and Customer feedback**

4.1 Consultation will be used to inform the final recommendation on this proposal.

5. **Legal Implications**

5.1 The council would continue to meet its statutory obligations as this proposal does not reduce or alter any statutory or current service delivery.

6. **Equality Implications**

6.1 An equality impact assessment will be completed and used to inform final decision making.

Draft Proposal – reference 14: Review and Reduce Short Breaks Services

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
£150,000	£130,000	£130,000	-	-

1. **Description of the Proposal**

1.1 There are currently over 200 children/young people in Walsall receiving short break support. The provision meets a range of needs from Universal Services available for all children who have a diagnosed disability to Specialist Services for children with very complex needs.

1.2 In terms of criteria, a potential saving of circa £240,000 could be achieved if a 100 hour cap on short breaks hours was implemented. This approach has been taken in other local authorities.

1.3 Further savings could be made to a robust stance regarding assessments for short breaks so that disability living allowances (DLA) are taken into consideration. For example if 50% of DLA for additional costs of care was deducted, case by case, from the spend on domiciliary care, an estimated saving of circa £90,000 would be achieved.

1.4 528 term time and play scheme groups are currently offered to children with disabilities as part of the local authority requirement to comply with short breaks legislation. The majority of the children are open to social care with the remainder receiving early help intervention. It is recognised that most of the children open to the social work team also receive other forms of short breaks support. There is therefore potential to reduce spend on groups. By reducing overall group spend by 10% over 2016/2017, then a further 5% in each of the following two years, all children open to the social work team would continue to receive support. Children who only receive support through the groups would be considered for realignment to alternative support. The saving through this would be circa £80,000.

- 1.5 The total amount of savings which could be made over the three year period is £410,000. The year by year breakdown is represented in the tables below:

Year 1 2016/2017	
Saving	How it could be achieved – phased over 3 years
£80,000	100 hour cap on short breaks hours
£30,000	Reduce short break in line with Disability Living Allowance
£40,000	Reduce term time and short breaks groups by 10%
£150,000	TOTAL

Year 2 2017/2018	
Saving	How it could be achieved – phased over 3 years
£80,000	100 hour cap on short breaks hours
£30,000	Reduce short break in line with Disability Living Allowance
£20,000	Reduce term time and short breaks groups by 5%
£130,000	TOTAL

Year 3 2018/2019	
Saving	How it could be achieved – phased over 3 years
£80,000	100 hour cap on short breaks hours
£30,000	Reduce short break in line with Disability Living Allowance
£20,000	Reduce term time and short breaks groups by 5%
£130,000	TOTAL

- 1.6 Further savings will be sought through effective social work with a focus on the needs of the child/young person rooted in regular visits, robust planning and clear assessment which is appropriate and necessary, hence central to the proposal in terms of criteria is the need for good practice.
- 1.7 Historically, assessments for short breaks have tended to offer a high level of support without clear identification of how this will achieve positive outcomes. An improved assessment tool has been developed and implemented to help social workers and families focus on needs and outcomes. The social work team has made a concerted effort over the last 12 months to address a backlog in terms of assessments. As a result most of the 155 cases open to the team have now been assessed or re-assessed.

- 1.8 A key issue now is the extent to which the matrix assessment tool is being robustly applied by social workers. All assessments of need are presented to the multi-agency short breaks panel. This panel is seeing consistently high levels of short breaks support recommended by social workers, but without the required rigour evident in terms of application of the matrix assessment tool.
- 1.9 To address this issue the social work team, and partners in health and education who contribute to assessments and panel decisions, require training and clear expectations regarding use of the matrix tool. There is work in progress to develop a joint approach with adult services to smooth the transition to adulthood for young people with complex needs: this is an opportunity to develop a consistent use of criteria for accessing short break support. Whilst savings through this work cannot be quantified a robust approach would inevitably lead to a reduction in spend.

2 **Corporate Plan**

- 2.1 The proposal aligns with the corporate priority Promoting Health and Well Being with the focus on effective assessment of need. It also chimes with the core value of fairness and equality, targeting resources more effectively where need is greatest.

2.2 **Customers**

Short breaks are highly valued by the young people who receive them and their families. Walsall provides a range of high quality short breaks provision for children/young people with disabilities. Engagement work with families has confirmed the importance of short break support, and we are committed to ensuring that high quality services continue to be offered and used effectively to meet needs and improve outcomes for children and their families. A high level of engagement work with children, young people and adults will continue. Annual surveys are carried out to consider service user views in relation to the short break groups that are offered during term time and school holidays. Social workers within the Children with Disabilities team (CDT) seek the views of children/young people through home visits.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

None.

2.5 **Economic Implications**

None.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

The proposal supports effective targeting of support: This will contribute to improved health and well being for children with disabilities and their families.

2.8 **Other Council Services**

There is a potential impact on a number of Council services. Leisure Services may see their income impacted from the reduction in short breaks spend and Children's Social Care may see an increase in demand for social work support and provision at the internal respite provision.

Consultation with these services will be required to seek to mitigate the impact as much as possible or plan for the potential increase in demand.

3. **Associated Risks / Opportunities**

3.1 Children/young people with disabilities and their families can experience very high levels of stress and fatigue. Short breaks provide respite for all involved and opportunities for social development for the child/young person. Removal of support could escalate tensions and lead to children coming in to local authority care, at great emotional cost to child and family and financial cost to the local authority. To mitigate against this effective, person-centred social work rooted in robust but fair assessment will ensure support is targeted according to need and desired outcomes.

3.2 A small number of parents are vociferously opposed to any suggestion of reduced services. These parents have raised petitions and challenged through the local press earlier this year. Our engagement strategy will ensure views are captured and used to inform decision making.

4. **Consultation and Customer feedback**

4.1 Consultation will be undertaken and responses will be used to inform final recommendations on the budget.

5. **Legal Implications**

5.1 Provision of 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 statutory guidance.

6. **Equality Implications**

6.1 A full equality impact assessment is being carried out.

Draft Proposal – reference 18: Establish a Pool of Foster Care Plus Carers

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
£52,572	£105,144	£105,144	£105,144	-

1. Description of the Proposal

- 1.1 The proposal is to establish a pool of carers who will be known as Foster Care Plus carers. These carers will be able to care for complex young people who would otherwise be placed in expensive external residential placements or specialist independent fostering placements.
- 1.2 Initially our existing pool of foster carers will be canvassed to see if there are any suitable carers who would be willing to pilot this new scheme. The pre-requisite skills and experience would be that they would have significant fostering experience, one carer would need to be available full time; they would need a professional qualification, such as a diploma in child care or have a professional background such as a youth worker or a family centre worker. The reason for needing these skills and experience is because these carers would need to care for our most challenging and vulnerable young people, they need to have exceptional resilience, an ability to set clear and appropriate boundaries and an ability to manage the impact of these boundaries not being adhered to, be able to manage aggression and/or complex emotional difficulties and also be able to support a young person to have a successful transition to adulthood. The group of young people we would envisage them caring for would be those who have had previous placement disruptions, those involved in the criminal justice system, those presenting challenging and complex behaviours including those as a result of child sexual exploitation (CSE) and those children who have previously struggled to manage within a mainstream fostering placement.

Following this initial trawl, we will advertise locally for Foster Care Plus carers with an anticipated appointment by October 2016.

2. Implications Associated With Proposal

2.1 Corporate Plan

- *Supporting business to thrive and supporting local people into work*

The advert for Walsall Foster Care Plus carers would be placed locally and local people who have the pre-requisite skills and experience can apply, this would support the corporate priority of supporting local people into work.

- *Improving Health and well being, including independence for older people and the protection of vulnerable people*

If we are able to sustain our children and young people in local foster care provision this is likely to have a positive impact on their emotional health and well-being as

they can retain family connections and stay in their educational provision. It will also offer protection to some of our most vulnerable young people.

- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations*

In addition to this, our challenge is to raise the aspirations of our young people, to do this we need to recruit experienced, tenacious and resilient carers who can have a real impact on the individual outcomes for a young person by providing high level support and consistent care. The carers will be required to do this in partnership with all those individuals working with a young person such as youth justice and children's social care.

- *Create a modern, dynamic and efficient workforce designed around what residents need*

It is clear that we have been unable to place our young people with challenging and complex needs with our existing internal foster carer's provision. Hence the significant number of young people placed in high cost external provision. We need to respond to this by targeting our recruitment activity to cater for these young people and by doing so we hope to create a flexible and dynamic foster carer provision that can meet the needs of the vast majority of our children and young people.

2.2 **Customers**

The potential impact on customers is a positive one in that if successful it will enable us to place more Looked after Children in Walsall fostering households as opposed to placing them in high cost external placements. The other elements of the fostering service will continue and will be unaffected.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

There is no impact on partners; there may be opportunities to work more collaboratively with other neighbouring Local Authorities as they are also considering a similar scheme.

2.5 **Economic Implications**

None anticipated.

2.6 **Environmental Implications**

None anticipated.

2.7 **Health and wellbeing implications**

The council's statutory duty to promote health and wellbeing will be supported in this proposal as children and young people requiring care and protection could potentially be placed in local placements which will support their ability to retain links with birth family members, schools and recreational activities.

2.8 **Other Council Services**

There are no implications for other service areas.

3. **Associated Risks / Opportunities**

- 3.1 The opportunities this proposal will provide are that we can support Walsall children and young people to remain in local placements and that we grow a robust and dynamic foster carer workforce.
- 3.2 The risks are that we don't identify any existing carers willing to pilot this and that our recruitment campaign does not produce carers of the right calibre or carers who have the pre-requisite skills and experience. The other risk is that we do identify an existing carer and we do recruit but that the placements become unsustainable.
- 3.3 To mitigate against the risks, careful selection of potential carers must be undertaken and we need to have a very thorough understanding of a young person's assessed needs prior to placement so that a robust package of support can be implemented alongside the provision of the placement. Further mitigation is that we continue to source external placements for our complex and challenging children until this new resource is established and operational.

4. **Consultation and Customer feedback**

- 4.1 Walsall Foster Carer Association have been advised of the proposals. All carers will be advised consulted on the scheme. In January, a foster carer consultation event will ask carers their view on the introduction of Foster Carer Plus placements.

5. **Legal Implications**

- 5.1 The provision of a fostering service is a statutory function and is governed by Fostering Regulations and Statutory Guidance.

6. **Equality Implications**

- 6.1 A full equality impact assessment is not required because the impact on individual children and young people can only be assessed either upon the placement of a new looked after child in a foster care plus situation or at the point of a placement change if we were to move a child from an external provision to a foster Care plus placement.
- 6.2 There is no evidence to date of any impact on people with protected characteristics.

Draft Proposal – reference 24 & 26: Reduce the Demand and Costs of Statutory Intervention into the lives of Children and Families affected by the ‘Toxic Trio’ – Domestic Abuse, Parental Mental ill Health and Parental Substance Misuse

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
-	£302,110	£636,207	£730,451	£860,000

1. Description of the Proposal

1.1 The proposal is to ‘invest to save’ to reduce the demand for statutory intervention and the numbers and cost associated with children looked after caused by the 'toxic trio' (domestic abuse, parental substance misuse & parental mental ill health). Whilst there is a good evidence base that the toxic trio is a major demand driver for social care and that providing support improves children’s outcomes, there is no evidence base for specific interventions that will reduce demand for looked after children.

- 1.2 The proposed investment will be used to:
- Build voluntary sector and peer support capacity to deliver practical hands on volunteering capacity
 - Develop the capability of the workforce - front line staff who receive, handle, assess, do and review demand associated with the Toxic Trio to better identify, risk assess, and directly deliver more timely and cost effective evidence based interventions
 - Strengthen existing arrangements and develop more joined up and integrated approaches across the partnership to better respond to demand associated with the Toxic Trio
 - Develop evidence based perpetrator and prevention programmes
 - Commission specialist services to meet identified gaps
 - Secure specialist domestic abuse / mental health / substance misuse expertise to deliver targeted support to families with children who are in need on a child protection plan or on the edge of care

1.3 The proposed investment is expected to achieve two types of savings associated with:

- A reduction in the number of looked after children by 5 in 2017/18, 10 in 2018/19 and 15 in 2019/20 to produce savings of £684,858 by March 2020.
- A reduced need for social worker posts, primarily agency social workers – 15 in total phased over a 3 year period, commencing 2017/18, saving £983,910 by March 2020.

2. Implications Associated With Proposal

2.1 Corporate Plan

This invest to save proposal aligns with all 5 corporate priorities:

- *Supporting business to thrive and supporting local people into work* - recruiting volunteers to provide parenting support will increase skills and opportunities for paid work in the social care sector. A significant proportion of the proposed investment will be spent with third sector organisations employing local people.
- *Improving health and well being, including independence for older people and the protection of vulnerable people* - the work will protect vulnerable adults (parents) from domestic violence, substance misuse and mental ill health.
- *Creating safe, sustainable and inclusive communities* - reducing domestic violence and adult substance misuse and mental ill health will help create safer communities.
- *Improving safeguarding, learning and the life chances for children and young people, raising aspirations* - the proposed investment will help safeguard children from abuse that is highly correlated with domestic violence.
- *Create a modern, dynamic and efficient workforce designed around what residents need* - new ways of working will focus on practical support that parents and children need and reduce the need for more costly statutory intervention especially through a new partnership with voluntary workers.

2.2 Customers

The proposed investment priorities will make a significant contribution to the council's statutory duty to protect vulnerable children and adults. Children, young people, and their parents and carers will receive more timely and effective help to meet their needs.

2.3 Employees / Staffing

This proposal has a direct impact on staff due to reduced demand for statutory services by addressing the toxic trio needs of parents with a staffing reduction of 15 full time equivalent social work posts (primarily agency staff) to be delivered by March 2020. This proposal will see direct investment in up skilling front line officers.

2.4 Partners

The proposal will invest significantly in the third sector in Walsall and a process will be undertaken to select the best provider(s). This may mean that existing providers may be replaced if better value for money is offered by new providers.

2.5 Economic Implications

The proposal will help parents address issues, domestic violence, substance misuse and mental ill health that can act as barriers to employment and productivity. It will also provide opportunity for the third sector in Walsall.

2.6 Environmental Implications

None identified.

2.7 **Health and wellbeing implications**

The proposal has a major and direct positive impact on multiple health and well being priorities from safeguarding children to supporting vulnerable adults who are also parents.

2.8 **Other Council Services**

The proposal has been developed with a wide range of council services, including, Money Home Job, Public Health, Community Safety and Children's Services – both Early Help and Specialist.

3. **Associated Risks / Opportunities**

3.1 The intended impact of this invest to save proposal is to reduce the demand for social care intervention and the costs of looked after children. Delivery of impact and the associated savings is not certain or without risk. The proposal represents new and as yet, untested ways of working. It is based on evidence on what causes demand for social care (toxic trio) and interventions that improve outcomes. The proposal should reduce the number of looked after children logically as it will provide new support that will reduce domestic abuse, and substance misuse and mental ill health in parents. Mitigation will be by robust review of impact and listening to customers to adjust the services as needed.

3.2 The impact of any proposed Public Health savings relating to domestic abuse (£30,000) will be mitigated through the integrated approach and enhanced service offer available to children, young people, their parents and carers

4. **Consultation and Customer feedback**

4.1 Previous consultation and information gathering has been primarily around domestic abuse due to 'toxic trio' being a previously untested model. Consultation and feedback from the 2014/15 draft budget, the recent Domestic Abuse Needs Assessments 2015, including related consultations, September 2015 IDVA partner mapping event, and summer 2015 customer dialogues will be drawn on.

4.2 A 'toxic trio' market engagement event has been organised for the end of October which includes national and local providers, third sector organisations, seldom heard and hard to reach groups.

4.3 Events aimed at listening and learning from service users are planned and consultation on the proposed service specification will be required if investment is secured and services are procured.

5. **Legal Implications**

5.1 The council has a legal duty to protect and safeguard vulnerable children (Children Act 2004, Section 11). The continued increase in the number of looked after children indicates a more effective response to the demand caused by a combination of domestic abuse, parental mental ill health and parental substance misuse, otherwise referred to as the 'toxic trio ' is required.

6. **Equality Implications**

6.1 A full equality impact assessment is being carried out.

Draft Proposal – reference 25: Through an integrated early intervention and prevention approach reduce residential and nursing care admissions.

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation / Investment cost
-	£250,000	£250,000	£500,000	-

1. **Description of the Proposal**

- 1.1 Early intervention and prevention is an essential approach to maintaining people in their own homes for as long as possible, delaying and reducing the need for formal health and /or social care support. This approach, alongside working in an integrated manner, is supported by the general responsibilities and duties of the Care Act 2014.
- 1.2 The impact of adopting an early intervention and prevention focus would delay and reduce the numbers of individuals entering the formal care system. This would result in the reduction of pressures on the social care budget by £250k per year in 2017/18 and 2018/19, and by £500k in 2019/20 as the overall number of individuals both entering the system and being supported begins to reduce.
- 1.3 This option assumes that the current level of Better Care funding, which support a number of social work posts, continues and is not reduced or redirected into other services.
- 1.4 This proposal would not require a period of statutory consultation and therefore the proposal could be implemented immediately.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The aim of integrated intervention and prevention is to maintain older people as long as possible in their own homes which is a core aim of the Corporate Plan and is Care Act compliant.

2.2 **Customers**

Under the Care Act the Local Authority has a duty to meet the assessed needs of service users. It also has a responsibility to prevent and reduce the need for care. This proposal is concerned with maintaining people well and in the community for as long as possible.

2.3 **Employees / Staffing**

This proposal would result in closer working with health and other partners which would improve outcomes for service users.

2.4 **Partners**

This proposal would result in further development of an integrated approach with health and other partners.

2.5 **Economic Implications**

There are no direct economic implications of this proposal.

2.6 **Environmental Implications**

There are no direct environmental implications of this proposal.

2.7 **Health and wellbeing implications**

The council has a statutory duty under the Care Act 2014 to promote health and wellbeing. Wellbeing is central to an early intervention and prevention approach.

2.8 **Other Council Services**

There are no direct implications from this proposal.

3. **Associated Risks / Opportunities**

- 3.1 Opportunities afforded by this proposal are for a joint approach with partners which will result in better outcomes for service users. A risk is that the current demand pressures on the social care workforce continue, impacting on capacity.

4. **Consultation and Customer feedback**

- 4.1 Consultation will be on an individual basis with service users at the point of intervention and will be based on their needs at that time.

5. **Legal Implications**

- 5.1 The Care Act 2014 provides the legal framework for preventing and delaying need for formal care and support. Any prevention focus taken in the course of this proposal will be Care Act compliant.

6. **Equality Implications**

- 6.1 An equality impact assessment will be required.

Draft Proposal – reference 28: Increase of the Community Based Charging Policy to Charge 100% of Client's Disposable Income (current policy charges 90% of disposable income)

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£350,000	-	-

1. Description of the Proposal

- 1.1 Increase of the community based charging policy to charge 100% of client's disposable income (the current policy charges 90% of disposable income).

This would be subject to consultation and the impact would be to reduce the level of disposable income that individuals have available to meet their non-care costs. The saving amount is based on data currently available and the actual saving achievable will be subject to disposable income levels of each client at the point of implementation

- 1.2 This proposal could be delivered following completion of and outcomes analysis of statutory consultation. Implementation would be achieved by the revision of the calculation currently applied when determining an individual service user contribution to their care costs. Pragmatically, this means revising the disposable income element of the calculation from 90 to 100%. Notification to service users of changes to their contribution costs would be required. There may be a request to undertake a review of financial assessments.
- 1.3 The timing and sequencing of consultation would determine implementation dates, but it is anticipated that this could be implemented for the start of the financial year.

2. Implications Associated With Proposal

2.1 Corporate Plan

The corporate priority this proposal is aligned to the Improving Health and Wellbeing. In order to continue to ensure that Social Care provide levels of support in line with the assessed need for a person, the introduction of an increased disposal income level will contribute to the net revenue budget reduction delivery.

This increase means a reduction in household disposable income, however, recognising that a person's minimum income guarantee levels are preserved, alongside assessed care needs delivered.

Implementation of a revised Community Based Charging Policy ensured compliancy with the Care Act 2014 leading to a fairer and more transparent system of charging for adults in receipt of Social Care.

2.2 **Customers**

Meeting a person's assessed need post assessment completion is a statutory requirement.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

None.

2.5 **Economic Implications**

Potential economic implication is the reduction in household disposable income which will reduce individual household spending levels.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

The council has a statutory duty under the Care Act 2014 to promote health and wellbeing, in a fair and equitable manner for all people in Walsall. The policy applies to all people in Walsall regardless of income or savings, who request the council to manage their social care and are eligible. Prevention is a big part of promoting health and well being and the council commissions numerous services through Adult Social Care and Public Health.

2.8 **Other Council Services**

There is a potential impact on:

- Welfare rights team with an increased request for financial assessment reviews;
- Debt recovery team with increase in non-payment.

3. **Associated Risks / Opportunities**

- 3.1 The primary risk associated with this proposal is managing outcomes of service user consultation and the potential is that an increased cohort of users decline to make a contribution to their care costs. This in turn could result in an increase in debt recovery action.

4. **Consultation and Customer feedback**

- 4.1 Intelligence from consultation undertaken prior to the introduction of Community Based Charging in April 2014 indicated there was no overall majority consensus on what was deemed to be an 'appropriate' disposal income level that should be applied.

4.2 Full consultation would be required should these proposals be included in the draft budget, prior to implementation.

5. **Legal Implications**

5.1 The Care Act 2014 brought in a new charging framework for care and support. The current legal framework was repealed and many parts of the Care Act 2014 and associated regulations came into force from 1 April 2015.

6. **Equality Implications**

6.1 An equality impact assessment will be required.

Draft Proposal – reference 29: Review of mental health clients with a Section 117 aftercare status, with the aim of enabling these clients to be released from medical specialist oversight and thereby charged for social care services provided.

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£50,000	-	-

1. **Description of the Proposal**

1.1 Services provided under S117 aftercare are only those which are provided directly via the local authority, CCG or indirectly commissioned to meet mental health needs after an acute hospital admission. It applies to patients who have been detained under any of the following sections of the Mental Health Act 1983 as outlined below:

- 3 (admission for treatment)
- 37 (hospital order made by the Magistrates Court or Crown Court – with or without a Section 41 restriction order)
- 45A (hospital direction by the Crown Court in relation to an offender suffering from a psychopathic disorder)
- 47 or 48 (transfer directions by the Home Secretary from prison to hospital)

1.2 Walsall council and CCG have a joint policy for S117 aftercare; eligibility, review, discharge, charging and funding arrangements.

1.3 This saving proposal requires the usual financial contribution following financial assessment from this cohort of service users that currently receive residential, nursing or community support free of charge, as per S117 aftercare arrangements which require specialist medical oversight.

1.4 By Dudley and Walsall Mental Health Trust (DWMHT) discharging S117 aftercare arrangements for these users, Walsall Council will receive financial contributions not previously received through usual social care charging.

- 1.5 A S117 aftercare discharge task and finish group to be established and commence November 2015. Monthly meetings to track and review all S117 clients currently open to mental health services with a view to amend care plans as appropriate. It is planned that by April 2016 a review of all relevant S117 clients receiving social care support can be assessed, reviewed and test applied for ongoing requirement of continued legal status arising from the Mental Health Act.
- 1.6 This work to review individual caps will be ongoing to ensure only appropriate clients should be granted S117 aftercare status and requires embedding in frontline practice. DWMHT are to ensure all clients are reviewed in line with the agreed S117 policy.
- 1.7 An average financial contribution from an older adult towards their residential/nursing package is in the region of £120 per week. This equates to £6,240 per year and requires eight such clients to be identified and pay a full years contribution toward their care costs, to achieve the target of £50,000 in 2016/17, out of a potential 500 people currently on S117.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan – (relevant areas listed)**

- *Improving Health and well being, including independence for older people and the protection of vulnerable people* - by reviewing service users more frequently for their S117 aftercare status we can ensure appropriate personalised support, and ensure greater independence is achieved.
- *Creating Safe, Sustainable and Inclusive Communities* - by reviewing S117 aftercare arrangements we can ensure safety of vulnerable adults, as well as enable users to live a more independent lifestyle accessing community opportunities.
- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations* - by reviewing S117 aftercare arrangements we can ensure safety of vulnerable adults, and promote full recovery, with independence from mental health services and move forward with meaningful life opportunities.
- *Create a modern, dynamic and efficient workforce designed around what Residents need* - by reviewing and challenging previous practice, and adopting a fresh approach to reviewing care and support, we can grow a modern social work culture that better meets the demands and expectations of present and future service users.

2.2 **Customers and statutory requirements**

Services are required to be provided under the Care Act 2014.

2.3 **Employees / Staffing**

Enlisted staff seconded to the Dudley and Walsall Mental Health Trust will undertake the work.

2.4 **Partners**

DWMHT will need to provide support to this project to establish user needs.

2.5 **Economic Implications**

No direct effect on local economy other than income generation for the local authority.

2.6 **Environmental Implications**

No environmental implications.

2.7 **Health and wellbeing implications**

By offering more frequent and assertive reviews users will have their needs more appropriately supported. This will result in improved health and wellbeing whilst offering more independence from statutory services.

2.8 **Other Council Services**

Finance colleagues will be informed of any potential changes required to I.T. systems.

3. **Associated Risks / Opportunities**

3.1 Demand for aftercare under S117 outgrows the reductions planned. This is instigated by adjustments in staff priorities.

4. **Consultation and Customer feedback**

4.1 A S117 policy is already in existence which states how discharge should be applied. This will include any user/carer consultation.

5. **Legal Implications**

5.1 Legal guidance has been previously sought on S117 policy including discharge and approved. Any future discharges will be considered with advice from legal representatives.

6. **Equality Implications**

6.1 An equality impact assessment has not been undertaken. Consequences to the user group are known, and will have an adverse effect on their future financial circumstances.

Draft Proposal – reference 32: Reduce Looked After Children Cost pressures through Investment in Voluntary Organisations

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£41,419	£82,838	£120,000

1. Description of the Proposal

- 1.1 Investment in voluntary organisations through a Public Social Partnership between the council, Safe Families for Children, the DfE and Dartington Social Research to create volunteering capacity to support families with the aim of preventing children becoming looked after (LAC).
- 1.2 Paid for the results they achieve and the impact they have, Safe Families for Children will be monitored on performance indicators, which include a 10% reduction in looked after children inflow – from a targeted cohort of children ‘on the edge of care’ or those who could be returned home (estimated at 6 LAC over 2 years). While there is a good evidence base that the volunteers supporting parents can divert LAC in America and the DfE have invested in £2 million to roll the programme out across England, there is currently no direct evidence base that it will reduce demand for LAC in England.

2. Implications Associated With Proposal

2.1 Corporate Plan

This proposal aligns to 3 corporate priorities:

- *Supporting business to thrive and supporting local people into work* - recruiting volunteers to provide parenting support will increase skills and opportunities for paid work in the social care sector. The investment will be spent almost entirely with third sector organisations employing local people.
- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations* - the work will safeguard children from abuse and help children remain with their parents safely.
- *Create a modern, dynamic and efficient workforce designed around what residents need* - new ways of working will focus on practical support that parents and children need and reduce the need for more costly statutory intervention especially through a new partnership with voluntary workers

2.2 Customers

This service will make a major contribution to the council’s statutory duty to protect vulnerable children and adults. Families will receive practical ‘hands on’ help and support that meets immediate needs but is also at helping them be more self sufficient in the future rather than just advice and information.

2.3 **Employees / Staffing**

None identified.

2.4 **Partners**

The proposal will invest in national third sector provider who will recruit approximately 100 volunteers in Walsall.

2.5 **Economic Implications**

None identified.

2.6 **Environmental Implications**

None identified.

2.7 **Health and wellbeing implications**

The proposal will have a major and direct positive impact on multiple health and well being priorities from safeguarding children to supporting vulnerable adults who are also parents.

2.8 **Other Council Services**

The proposal has been developed across Children's Services – both Early Help and Specialist.

3. **Associated Risks / Opportunities**

3.1 The key risk to this proposal is that while it is based on evidence on what causes demand for social care (parenting failure) and interventions that improve outcomes, there is no evidence that the intervention will reduce LAC. The proposal should reduce LAC logically as it will provide new targeted practical support to parents that will enhance their parenting to reduce demand for LAC. Mitigation of risk is twofold. Year 1 costs are met by DfE. Years 2 and 3 costs are payable by the Authority but only where agreed results are met so financial exposure is reduced. In addition there will be a robust review of impact and listening and learning from families to adjust the services as needed.

4. **Consultation and Customer feedback**

4.1 The proposal is based on a DfE Innovation funded project that is based on research and consultation with parents.

5. **Legal Implications**

5.1 The council has a legal duty to protect and safeguard vulnerable children (Children Act 2004, Section 11). The continued increase in LAC shows that the councils needs to provide more effective preventive and support services that address better the needs of parents for practical support.

6. **Equality Implications**

- 6.1 A full equality impact assessment is being carried out and will be completed by the end of October to inform final recommendations on this proposal.

Draft Proposal – reference 33: Review of Complex Needs Contracts

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£238,580	-	-

1. **Description of the Proposal**

- 1.1 Reduced investment in schemes not proven to reduce demand within Complex Needs contracts. There is a need to ensure that both directorate and corporate investment in third sector is effective. Funding is focussed on those areas with proven levels of impact on reducing demand for complex needs services.
- 1.2 We are coming to the end of a three year plan to redesign prevention contracts within Complex Needs and establish savings. The effect of this work in 2016/17 will release savings of £238,580. The saving can be delivered from 1st April 2016.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The proposals have supported local businesses with a number of new services and Supported Employment working with regeneration has enabled adults with disabilities into paid work. All new service developments have been achieved through efficiencies within existing contracts and no new monies. In particular we have had to address the needs of adults with autistic spectrum disorder who had no services prior to the changes; all services are aimed at improving Health and Well Being and empowering vulnerable people with a disability.

In particular our new empowerment services are linked to asset based community development and in doing so help create Safe, Sustainable and Inclusive Communities.

2.2 **Customers**

All the changes of the last three years have ensured that we meet the requirements of the Care Act, Autism Strategy and Statutory guidance and link to the Children and Families Act where applicable.

All the services link to the Adult Social Care Outcomes Framework and build upon Commissioning for better Outcomes.

2.3 **Employees / Staffing**

There is no impact on council staff. There has been some impact on staff in the private and third sectors which are offset by TUPE and opportunities through newly tendered services.

2.4 **Partners**

The tendered services have provided opportunities and we continue to work in partnership across the sectors. In learning disabilities where we have a pooled budget the changes have contributed to our CCG commissioning intentions.

2.5 **Economic Implications**

The delivery of Supported Employment services is being carried out with regeneration which enables us to maximise European funding and new opportunities.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

All the services are Care Act compliant in promoting Health and Well Being and both improving and preventing any deterioration in current levels. There is also indirect respite to carers and families which enhances their own well being.

2.8 **Other Council Services**

Resources were required from procurement and legal services this has been completed as part of the strategic planning.

3. **Associated Risks / Opportunities**

- 3.1 The strategy is now completed and all risks mitigated. In 2016/17 the only risk that could be carried forward is if we fail to appoint to a service or we have a service failure. This is mitigated through our Market and Provider failure model and our contract management framework. At time of completion we have failed to appoint to a Housing Support Tender and are implementing short term actions while we plan arrangements. All other services have been delivered on time to budget. None of the above impacts on the ability to achieve the savings target.

4. **Consultation and Customer feedback**

- 4.1 We have consulted with Carers, User Groups, and Professionals e.g. Social workers on service gaps, and regional and national engagement and consultation in relation to the Care Act, Making it real for Carers, Transforming Care and Autism National strategy. This has been achieved through Workshops, engagement Events and presentations and discussions with User Groups and Learning Disability Partnership Board.

5. **Legal Implications**

5.1 Implementation of the Care Act and Autism Strategy Statutory Guidance.

6. **Equality Implications**

6.1 An equality impact assessment has been completed for Housing Support Services. As we are addressing gaps across all Complex Needs groups we are addressing equality and diversity with Adults with Complex Needs within Walsall.

Draft Proposal – reference 44: Adult Social Care, Employment and Day Opportunities Review

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£1,192,306	-	£50k capital on Goscote and Fallings Heath included in draft capital programme.

1. **Description of the Proposal**

1.1 On the 24th June 2015 Cabinet gave the Executive Director permission to carry on the process of in-house service reviews, having started the process with Fallings Heath in 2013/14. The remit was threefold:

- To assess the service’s ability to respond to the recommendations of the Care Act
- To carry out service user reviews on an annual basis as a result of the above
- To make services as efficient as possible without affecting the service offer for those who are eligible.

1.2 The saving will be delivered via a restructure and efficiency programme, partially achieved by a management restructure but reliant upon the Cabinet key decision of focusing employment and opportunity services across two centres; at Goscote Greenacres and Fallings Heath. This will also allow savings from rental agreements.

1.3 Ideally the implementation date would be 1/4/16 however with Fallings Heath the consultation process slipped into May because of the in depth consultation process. Therefore the achievement may be 11/12th of the saving should this project similarly slip a month in 2016.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

- Supporting Business to Thrive and Supporting Local People into Work;

Re-focusing employment support (to ensure there is a robust pathway for adults with a disability) can only help this corporate priority by increasing the range of opportunities offered to people with disabilities within a range of businesses. Whilst

Links To Work, Recruitability and Recruitability Plus have supported people into paid employment over the years, the new advantages of linking into colleges and new forms of funding can only help increase placements, and training funding, for smaller organisations who would wish to employ someone with a disability.

- Improving Health and Wellbeing, including Independence for Older People

Employment opportunities for younger adults who have struggled to find placements will only help their well-being. In turn, many have older carers, so ensuring that their loved ones have a support plan that best meets their needs, can only add security.

- Improving Safeguarding, Learning and the Life Chances for Children and Young People – Recognising that a person's early years crucially help determine what kind of future they will have.

Close links with colleges, voluntary sector organisations and national training partners can only enhance the learning opportunities for the people of Walsall who might need an employment service.

2.2 **Customers**

Day opportunities and employment services are not a statutory function, but these services contribute to a statutory support plan for those who are eligible: therefore the reduction in these services may have an adverse affect upon the nature and cost of their support. This can be mitigated by partnerships with voluntary sector organisations who will be readily available to tap into funding for employment services the council may not be able to.

2.3 **Employees / Staffing**

Approximately 42 posts; dependent on the uptake of voluntary redundancy and the key decision from Cabinet to reconfigure, as suggested, in the Cabinet paper.

2.4 **Partners**

There will be an expectation that partners from the voluntary sector will contribute to the delivery of support to those who need an employment pathway.

Some of the day satellite site landlords may have a reduction in their rent receipts.

2.5 **Economic Implications**

Investment and the supply of training resources should help the local economy. If individuals with a learning disability can therefore receive a wage in line with their benefits, they will also have an impact upon the local economy through their own spending. In addition some will want to live independently in supported living or assured tenancies which should stimulate the housing market.

2.6 **Environmental Implications**

No implications at present.

2.7 **Health and wellbeing implications**

See 2.1 above.

2.8 **Other Council Services**

There is a realisation that community services may be required to help build the capacity of community associations in order for them to respond more to deliver preventative services. One of the impacts of the eligibility review is that a percentage of the current service users may be ineligible for social care, therefore we need to work with partners on the preventative pathways as part of transitional planning, for those who have had social care services but are no longer eligible.

3. **Associated Risks / Opportunities**

3.1 Should the decision not meet the expectation of the report then the savings will not be achieved.

3.2 Mitigation would involve scoping savings from another source or trying to achieve as much of the savings plan as possible through efficient working, although this is unlikely to meet the £1.19m.

4. **Consultation and Customer feedback**

4.1 A full consultation plan exists for this project as stated in the original cabinet paper.

5. **Legal Implications**

5.1 There are no legal implications other than the statutory adherence to the Care Act guidance.

6. **Equality Implications**

6.1 An equality impact assessment exists for this project.

PORTFOLIO: CLEAN AND GREEN

Summary of services within the portfolio

- Waste management and cleansing: domestic waste collection including bulky collections, trade waste collections, kerbside garden waste collection, dry recycling collections, education initiatives, waste disposal, street cleansing including town centre gold standard and public conveniences' cleansing.
- Fleet Services: management of council vehicles, MOT/garage facilities
- Policy and Performance: management & administration, policy improvements and initiatives, performance review and customer consultation
- Pollution control
- Green Spaces - Management and development of parks, open spaces and local nature reserves, play areas, urban forestry, allotments and community gardens.
- Grounds Maintenance: grounds, maintenance of parks, highways and public open spaces including tree planting and maintenance, cemetery maintenance and burials.

Portfolio Objectives/Outcomes/Purpose

Pollution control is vital to the quality of life of residents in general and to their health. Close coordination between this and traffic management is essential due to the impact of road traffic noise and air quality within the borough.

- We will continue the popular and successful household waste collection service and identify new ways to improve further our already impressive recycling rates.
- We will continue to promote a clean environment throughout the borough.
- We will continue to promote a green environment, with well maintained parks and open spaces.
- We will implement the selected option for alternate weekly collection.

The outcomes we will achieve are that streets will be well maintained and clean, and residents will continue to receive an excellent residual waste collection service and be able to recycle waste in line with national expectations.

Financial summary

Table 1 details the revenue cash limits for the Clean and Green Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Clean and Green Portfolio Cash limit 2016/17 – 2019/20				
	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Opening cash limit	18.26	17.34	16.75	15.42
Contractual Inflation	0.16	0.19	0.19	0.20
Service Pressure – Waste disposal	0.27	0.00	0.00	0.00
Less: Savings / efficiencies - see table 2	(1.35)	(0.78)	(1.52)	(0.89)
Revised cash limit	17.34	16.75	15.42	14.73

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Clean and Green Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
50	Reduction in IT and systems support within Clean and Green	30,000	
51	Efficiencies in depot operating costs	8,535	
52	Reduction in green spaces management costs	15,234	
53	Reduction in customer liaison operating costs combined with an increase in income generation	41,014	
54	Reduction in domestic waste collection costs based on alternative weekly	520,500	460,500
55	Reduction in compliance management		56,429
56	Reduction in performance management resources within waste strategy	27,278	
57	Reduction in environmental improvement service		125,914
58	Reduction in the infrastructure maintenance service	51,727	
59	Reduction in resources deployed in countryside areas.	23,519	
60	Reduction in resources deployed at Walsall Arboretum	22,000	
61	Reduction in senior management	80,847	
62	Reduce in public health transformation funding		100,000
63	Reduction of the frequency of grass cutting on highway verges (Policy)	225,000	
64	Reduction in the level of parks maintenance	25,000	
65	Reduced herbicide treatment on green spaces	30,000	
66	Reduction in street cleansing service (Policy)	150,000	
67	Increase in the income from bulky collection as a result of increased demand	24,000	
68	Reduction in the cost of holiday and sickness cover	30,000	
69	Reduction in management and fleet support related to the proposed grounds maintenance and street cleansing savings.	42,000	35,000
	Total	1,346,654	777,843

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

**Draft Proposal – reference: 63 Reduction in Grass Cutting - highway verges
66 Reduction in Street Cleansing Service**

Estimated Net Saving			
Ref:	2016 / 2017	2017 / 2018	Implementation / Investment cost
63	£225,000	-	-
66	£150,000	-	-
Total	£375,000		

1. **Description of the Proposal**

63 – Highway verge grass cutting - reduced service		
Description	Delivery	Implementation Date
<p>Proposed reduction in the frequency of highway verge maintenance during the summer season between April and October. The frequency will be reduced from fortnightly to three weekly to around three to four weekly grass cutting frequency.</p> <p>Current frequencies will be maintained for visible displays and strategic gateways. There will be an impact on the delivery of winter maintenance operations on, for example, shrub borders.</p>	<p>If approved, a reduction in employees (9 Environmental Operatives) will be managed through current vacancies.</p> <p>Fully deliverable for commencement of the grass cutting season on 1st April 2016.</p>	1 st April 2016

66 – Reduction in Street Cleansing service		
Description	Delivery	Implementation Date
<p>Proposed reduction in street cleansing service involving a reduction in the total number of employees deployed on street cleansing operations from 60 to 54 FTE. This will affect routine cleansing activities with some streets cleansed less frequently than currently. Resources will be focussed on areas of higher deterioration, hot spots and other priority areas.</p> <p>Some areas of the borough will continue to receive a routine service every 12 days or so whilst other areas of lower deterioration rates will result in a service every 36 to 72 days.</p> <p>Fly tip removal, district and town centres, street bins, and bulky item collections will remain unaffected by the proposal.</p>	<p>If approved, a reduction in employees (6 Environmental Operatives) will be managed through current vacancies.</p> <p>Fully deliverable for 1st April 2016.</p>	1 st April 2016

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

There may be a negative impact on the appearance of local neighbourhoods and district centres with more litter and longer grass on highway verges and an increased risk of anti-social behaviour if areas begin to show the appearance of decline and a lack of maintenance.

2.2 **Customers**

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 – We are 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.
- 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
- Planning Policy Guidance 17: Planning for Open space, Sport and Recreation – this sets out the policies needed to be taken into account by regional planning bodies in the preparation of Regional Planning Guidance (or any successor) and by local planning authorities in the preparation of development plans

On council owned 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.

Street Cleansing is a statutory service and the Environmental Protection Act 1990 – Part IV is used to ensure public spaces and highways are kept free from litter and refuse as far as is reasonably practicably (as detailed in the Code of Practice on Litter & Refuse: November 2006).

Reduced grounds maintenance and cleansing 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.

There may be an impact on service awards for excellence in relation to In Bloom and other awards which are supported and assisted by the community.

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

2.3 Employees / Staffing

Ref:	Post title	Qty	Impact
63	Environmental Operatives	9	Year 1 - vacant posts
66	Environmental Operatives	6	Year 1 - vacant posts
	Assistant Operational Manager	1	Year 2 – potential redundancy. Saving can only be realised in conjunction with collective savings as detailed in this policy document.

2.4 Partners

There is no direct impact on partners with these proposals however different standards will be highlighted. For example, Walsall Housing Group (WHG), who undertake similar functions on adjacent land will continue to maintain their areas to current standards. This will accentuate differences in standards across the neighbourhoods and highlight areas of deprivation and decline. WHG currently undertake a fortnightly cut and collect service.

Reduced resources will affect the ability to support community groups, friends groups and volunteers with clean up days, community events, carnivals etc.

2.5 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

2.6 Environmental Implications

When managed correctly road verges can support 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. Environmental implications include:

- 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, dirtier streets and longer grass can produce litter traps, increase potential anti social behaviour such as fly tipping, create health and safety

issues such as fire risks and visibility sight lines on the highway network, Impact on local wildlife with litter ingestion, can be visually unappealing. Previous experience indicates differences of opinion within communities regarding natural looking areas, native flowers etc. as opposed to manicured lawns and well kept green space.

2.7 Health and wellbeing implications

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

2.8 Other Council Services

There are no direct implications with other council services.

3. Associated Risks / Opportunities

Ref:	Risk	Opportunity
63	<p>Reduction in Grass Cutting - highway verges</p> <ul style="list-style-type: none"> • Negative public perceptions & complaints • Grass cutting residing on verges ending in highway channels, footways, resident driveways etc. • Could project signs of neighbourhood decline and perceptions of deterioration and deprivation. • Impact on visitor perceptions and associated secondary expenditure. • Possible impact on property prices • Increase in weed population spreading to local gardens, paved areas and street channels • Increase in dog fouling, harder to pick up faeces in longer grass • Litter traps 	<ul style="list-style-type: none"> • Volunteers, individuals and communities maintain areas within their local neighbourhoods to keep existing standards
66	<p>Reduction in Street Cleansing Service</p> <ul style="list-style-type: none"> • Could project signs of neighbourhood decline and perceptions of deterioration and deprivation. • Negative public perceptions and increase in complaints • Some aspects of the service becoming more demand/complaint driven • Potential increase in other related anti-social behaviour e.g. fly tipping, graffiti etc. 	<ul style="list-style-type: none"> • Volunteers, individuals and communities maintain areas within their local neighbourhoods to keep existing standards • Develop a Voluntary Code of Practice (Litter charter) in town and district centres

4. **Consultation and Customer feedback**

4.1 Consultation with local residents and site users on reduced grass cutting on large sites will be carried out.

5. **Legal Implications**

5.1 There are no legal implications identified with these proposals.

6. **Equality Implications**

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

PORTFOLIO: COMMUNITY, LEISURE & CULTURE

Summary of services within the portfolio

- Area Partnerships and Community Development
- Bereavement & Registration - Streetly Crematorium, 8 Cemeteries (Bentley, Bloxwich, James Bridge, North Walsall, Ryecroft, Streetly, Willenhall Lawn and Wood Street Cemetery), Registration service (Births, deaths and marriages), shared Black Country Coroner service (with Sandwell, Dudley and Wolverhampton), Post Mortem service through Walsall Manor Hospital
- Sport & Leisure - Oak Park Leisure Centre, Bloxwich Leisure Centre, Gala Baths, Darlaston Swimming Pool, Sneyd Watersports Centre, Walsall (Aldridge) Airport Environmental & Outdoor Education Centre, Sports & Health Development, Town Hall Management (Walsall & Darlaston), Development and Box Office, Behavioural Improvement team
- Catering - Management and delivery of the schools' catering service to 39 schools across the Borough, corporate catering/committee room teas, the Town Hall Restaurant and the 2nd floor Civic Centre café
- Technical, Safety & Admin - Overall health and safety management within Leisure & Community Health, administrative and business support
- Libraries - Operating through a network of 16 branch libraries, mobile library services and a school's library support service
- Museum services - Walsall Leather Museum and Walsall Museum
- Archive and local history services
- Arts services - The New Art Gallery, Forest Arts centre and music service & the Creative Development Team

Portfolio Objectives/Outcomes/Purpose

We intend to invest along with our key partners, in building a stronger and more effective voluntary and community sector across the Borough, to support our overall objective of Walsall residents needing less help from the state.

The Leisure and Community Health Service seeks to maintain and improve the health and well-being of all Walsall's residents. This is delivered through the provision of a range of indoor and outdoor sports, leisure and recreation opportunities, the delivery of nutritional school meals, and ensuring the availability of sports and health development, outdoor education and behavioural improvement.

The objective is to get more people, more active, more often, becoming healthier, being happier whilst also achieving a variety of health improvements such as weight loss, smoking cessation, less stress and fewer days off sick.

Libraries Heritage and Arts will offer residents of all ages a wide range of facilities and cultural experiences to use and experience and help to make Walsall a place that they can enjoy and be proud to live in. Services will also offer children and young people opportunities to learn, discover and develop to fulfil their full potential.

In line with the priority to support business, libraries will continue to offer access to up to date business information and encourage new business by offering small business start up packs. Through free access to computers and basic skills courses they will help people develop their learning and skills to help them into employment.

Financial summary

Table 1 details the revenue cash limits for the Community, Leisure and Culture Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	7.34	6.33	3.91	3.60
Investment required to deliver savings	0.10	0.00	0.00	0.00
Less: Savings / efficiencies - see table 2	(1.11)	(2.42)	(0.31)	(0.18)
Revised cash limit	6.33	3.91	3.60	3.42

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Community, Leisure and Culture Portfolio for both 2016/17 and 2017/18.

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
70	Reduce the maintenance budget and implement efficiencies at the New Art Gallery	10,000	
71	Reduced recruitment costs associated with New Art Gallery	1,500	
72	Reduce opening hours at the New Art Gallery (Policy)	19,360	
73	Reduce exhibitions budget for the New Art Gallery:	5,000	
74	Consider Closure of 7 libraries across the borough and mobile library service. (Policy)	328,854	159,058
75	Implementation of open+ technology in retained libraries to support opening hours and enable the more efficient deployment of staff. (Policy)		349,813
76	Restructure of library service management levels.		120,000
77	Cease operation of the creative development team unless it can be self sustaining by 2017/18.		118,579
78	Efficiency savings at Forest Arts Centre		100,000
79	Sports development to become self sufficient	61,934	61,934
80	Cease area management and area panels (Policy)	100,000	100,000

Table 2 : Proposed savings and efficiencies

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
81	Reduction in the councils contribution towards the cost of the coroners support		20,000
82	Increase income from a wider range of memorials available from bereavement services	10,000	
83	Introduce a British Citizenship application checking fee (Policy)	2,000	
84	Increase bereavement fees by 10% for cremations and 3% for burials	125,000	
85	Provide light refreshments at Streetly crematorium	1,000	
86	Provide an income stream from the use of the environmental levy (Policy)	100,000	
87	Leisure Centres to become self sufficient by 2018/19		777,576
88	3% increase in charges at all leisure facilities	14,333	2,867
89	Additional charges to cover the council's contribution to schools library support service above those charged for the core service. This will achieve full cost recovery.	39,848	
90	Registrars service to become self sufficient by 2018/19	11,208	20,000
91	Amended governance arrangements for sports and leisure services (Policy)		522,195
92	Potential transfer of community development to the voluntary sector		25,000
93	Staffing restructure within bereavement services to reflect the changing needs of the service	29,369	
94	Deletion of a full-time managers post	43,290	
95	Restructure of the sports and leisure management team	20,000	
96	Management restructure of the arts service	67,000	
97	Senior management savings – Libraries	65,027	
98	Staff savings in sport & health development		42,000
99	Senior management savings – Communities	60,988	
	Total	1,115,711	2,419,022

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

Draft Proposal – reference 72 – Reduce Opening Areas at the Art Gallery

- **Close the New Art Gallery to the public on Sundays**
- **Close one hour earlier than currently (at 4.00pm) Tuesday to Friday, for 20 weeks of the year during winter months October to March**

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£19,360	-	-

1. Description of the Proposal

- 1.1 The proposal involves closing the New Art Gallery to the public on Sundays saving casual staffing costs, and closing one hour earlier than currently (at 4.00pm) Tuesday to Friday, for 20 weeks of the year during winter months October to March.

2. Implications Associated With Proposal

A reduction in the opening hours would limit the gallery's availability at times when many visitors and users are free to visit, particularly at the weekend. This would limit their ability to view exhibitions, engage in gallery activities and use facilities. This would particularly affect families and those who work during the week. However, Saturday hours will remain as now meaning weekend visiting choice is still available.

2.1 Corporate Plan

The New Art Gallery makes a significant contribution to delivering the council's priorities. This proposal will reduce the time the collections are available to the public and students hours over the winter period with Sunday closure having a more significant impact:

- *Supporting business to thrive and supporting local people into work.* There will be a reduction in the time available for development activities to encourage young people into the creative world and to exhibit the work of young and new artists.
- *Improving Health and well being, including independence for older people and the protection of vulnerable people.* This proposal will reduce the time the collections are available to the public and students.
- *Improving Safeguarding, Learning and the Life Chances for Children and Young People,* raising aspirations. There will be a reduction in the time available to plan and deliver educational visits although the loss of hours will not affect school classes, but will reduce the time available to students of further and higher education.

2.2 Customers

This proposal will reduce the hours people can view or work with collections in the New Art Gallery during the winter period with Sunday closure having a more significant impact especially on families.

2.3 **Employees / Staffing**

There would be a reduction in staff hours, which would require consultation and negotiation.

2.4 **Partners**

None.

2.5 **Economic Implications**

Sunday closure would reduce the cultural offer in the town centre, which may impact upon nearby restaurants and bars.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

This proposal will reduce the time the collections are available to the public and students.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

- 3.1 There is a risk that Arts Council England will oppose the proposal to close the Gallery on Sundays, given the level of funding they provide to the overall running costs of the Gallery. However, Arts Council England may also be subject to cuts in the forthcoming Comprehensive Spending Review which in turn may have an impact on their view of this proposal.

4. **Consultation and Customer feedback**

- 4.1 Consultation was undertaken in 2014/15 on a reduction in hours during the winter months. Survey results told us that the majority of respondents supported this proposal fully (57%) or with concerns/amendments (23%). A service specific consultation exercise would need to be undertaken with regard to Sunday closure.

5. **Legal Implications**

- 5.1 None.

6. **Equality Implications**

- 6.1 An equality impact assessment is being produced to consider the impact of Sunday closure.

Draft Proposal – reference 74: Consider Closure of 7 libraries and the Mobile Library Service with retention of 9 libraries and the Housebound Service.

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£328,854	£159,058	-

1. Description of the Proposal

- 1.1 The proposal for consultation is to consider closure of 7 libraries (Beechdale, Blakenall, New Invention, Pleck, Rushall, South Walsall, with Walsall Wood book exchange relocated to Oak Park Active Living Centre) keeping 9 libraries and the housebound service as the core library service for the Borough - Aldridge, Bloxwich, Brownhills, Darlaston, Pelsall, Pheasey, Streetly, Willenhall, Central, Housebound Library Service).
- 1.2 The proposal would save a total of £487,912, £328,854 to be delivered in 2016/17 representing implementation at the end of July and a further £159,058 in 2017/18. These savings would be made from a reduction of staff and property costs released from the reduction of the library network.
- 1.3 There would still be a library service point available within 2 miles of those areas where a library closed. The housebound service would still deliver media to people, who, for reasons of age, disability or caring responsibilities, are unable to leave their homes.
- 1.4 Any community groups or organisation expressing a wish to provide a book exchange facilities following a library closure would be supported by the service while they establish their centre and identify funding streams.

2. Implications Associated With Proposal

2.1 Corporate Plan

The council purpose is to “*Improve lives and life chances for everyone who lives and works in the Borough of Walsall and in so doing minimise the help that residents need from the state*”. The Library Service makes a significant contribution to delivering this purpose:

- *Supporting business to thrive and supporting local people into work* - The Library Service offers up to the minute business information for established businesses and starter packs for people thinking of setting up a new business. Basic computer skills courses are available to help people improve their skills and improve their employability and job clubs in libraries help with CV writing, job searches, etc.
- *Improving Health and well being, including independence for older people and the protection of vulnerable people* - As well as offering books and other materials to promote healthy lifestyles and help people understand and cope with health conditions, libraries offer inclusive clubs and reading groups to offer

social opportunities to people, volunteering opportunities. They also offer a welcoming, friendly and neutral space for people to relax, browse and read.

- *Creating Safe, Sustainable and Inclusive Communities* - Consultation has shown that many people regard the library as a community focal point, particularly the activities for adults and children and the opportunity to meet other people in a social atmosphere.
- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations* - Libraries engage and motivate children and young people to read by giving free access to high quality books and reading promotions and activities, thereby helping the development of literacy and a love of reading. They provide a wide range of information books for homework and general interest and the opportunities to support learning and the development of information literacy. Libraries are physical spaces that capture children's imaginations and meet children's changing needs as they grow with stock for all ages and abilities that stimulates children's desire to read and that reflect the diverse community in which they grow up. They also provide a programme of reading activities for all ages; free and safeguarded access to the internet and IT applications and staff who have a knowledge of children's books and can help with children's enquiries
- *Create a modern, dynamic and efficient workforce designed around what Residents need* - Library staff are responsive to the needs of the local people who use the service and are flexible and knowledgeable to ensure the service is relevant and appropriate. They are trained in enquiry techniques and in dealing with people of all ages and abilities.

2.2 Customers

- 2.2.1 The closure of any library would impact on those least able to travel to their next nearest service point – children, older people and those with a disability. An equality impact assessment is being undertaken to assess the impact of the proposed closures, particularly on those people with protected characteristics.
- 2.2.2 The cessation of the mobile library service would mean that those people in areas with no easy access to a branch library would have to travel to the nearest library to access the service. The mobile library would not be available to offer a service to those areas losing their local library service.
- 2.2.3 Online and digital services would be increased and improved to widen access. Where practicable, the Library Service will work with local community groups to develop community run facilities.
- 2.2.4 There would still be a Walsall library within 2 miles of every household in the Borough. Each remaining library will offer access to books, learning and information, free access to computers and digital technology, have a programme of cultural events and activities for both adults and children, offer access to other council services and be a safe, neutral space which is also friendly and welcoming. Each will also reflect the local needs of the communities it serves, both in terms of the stock it has available and the services it offers.

2.3 **Employees / Staffing**

The closure of 7 libraries would result in the deletion of up to 13 posts and the consequent redundancy of those staff. Every effort would be made to mitigate compulsory redundancies by using vacant posts and a voluntary redundancy trawl at appropriate levels. Those staff affected would be put on the redeployment list as soon as possible.

2.4 **Partners**

Partners and stakeholders will be consulted on these proposals and additional partnerships will be actively sought with any group or organisation that expresses a wish to run a community-led book exchange facility where a local service point is proposed to be lost. A package of support for such organisations is being developed.

2.5 **Economic Implications**

Libraries are located in centres of local communities such as local shopping areas or with other services such as community associations and health centres. The closure of the library may impact on the number of visits to the locality and possibly on the economic viability of the centre.

2.6 **Environmental Implications**

Where libraries are lost the vacated buildings may remain empty for some time until a decision is made on their future use or demolition. This may attract vandalism, litter and have a generally detrimental impact on the environmental standards of the area.

2.7 **Health and wellbeing implications**

Libraries play a large role in raising awareness and promoting well being and healthy lifestyles to people of all ages. This is done both through the information they provide and by events, promotions and activities. Where libraries are lost, this activity would cease. The loss of the Mobile Library would particularly impact on those who do not have easy access to a static service point.

2.8 **Other Council Services**

This proposal will not impact directly on other council services, although the possibility of using libraries as “touch-down” facilities for community based staff will be lost in those areas where libraries close. There will no longer be a need for cleaning and caretaking services for the libraries involved. The option will impact on the schools education programme and support to the curriculum.

3. **Associated Risks / Opportunities**

- 3.1 The closure of libraries may be challenged on the grounds that some people will lose their right of access to the service. The major impact of these proposals will be on children and young people, older people or people with a disability and those who find travelling difficult.

There would still be a library service point available within 2 miles of those areas where a library closed and a housebound service which would deliver media to people, who, for reasons of age, disability or caring responsibilities, are unable to leave their homes.

- 3.2 Any support given to a community organisation for a community run book exchange would impact on the level of proposed savings.

4. **Consultation and Customer feedback**

- 4.1 Consultation on this proposal will be undertaken at a formative stage and form part of the budget consultation process starting at the end of October. A range of methods will be used to consult. Feedback will be considered by Cabinet before the final budget recommendations are finalised.

5. **Legal Implications**

- 5.1 The Council has a statutory duty under the 1964 Public Libraries and Museums Act to provide a Library Service that is both “comprehensive and efficient” for all persons in the area that want to make use of it. The service must provide books and other printed material free of charge for those who live, work or study in the area. “Comprehensive and efficient” are not defined in the Act, but an authority should pay regard to:

- Securing that facilities are available for borrowing, or reference to, books and other materials sufficient in number, range and quality to meet the general and any special requirements of both adults and children.
- Encouraging both adults and children to make full use of the service

- 5.2 There would still be a library service point available within 2 miles of those areas where a library closed and a housebound delivery service.

6. **Equality Implications**

- 6.1 A full equality impact assessment will be completed for this proposal and will be assessed by the equalities team. It is acknowledged that this option will impact primarily on children, older people and those who are disabled or unable to travel to their nearest service point. Every effort will be made to offer them a service through the mobile and housebound service or online.

- 6.2 There will still be a library service point available within 2 miles of those areas where libraries have closed. The housebound service will deliver media to people, who, for reasons of age, disability or caring responsibilities, are unable to leave their homes. Any community groups or organisation expressing a wish to provide book exchange facilities where libraries have closed will be supported by the service while they establish their centre and identify funding streams.

- 6.3 The reduction of staff would be effected according to the redundancy and redeployment policies of the council. Every effort will be made to mitigate compulsory redundancies by using vacant posts and a voluntary redundancy tawl.

Draft Proposal – reference 75: Implement Open+ technology in retained libraries to support opening hours and enable the more efficient deployment of staff.

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
-	£349,813	£300,000 (capital)

1. Description of the Proposal

- 1.1 Open+ is a system which enables access to library buildings and basic facilities without the need to have library staff on site. It works with the existing library management system and will automatically control self-service kiosks, public access computers, security, lighting etc. It has the potential to extend library opening hours and save on revenue budgets by only having staff available at times that have been identified as the busiest.
- 1.2 This proposal would see the implementation of Open+ in those retained libraries which have the appropriate layout and thereby enable staff efficiencies and possible enhanced hours of access. In association with the proposal for the rationalisation of the library network, this would offer savings of around £349,813.
- 1.3 The capital cost of implementing Open+ is approximately £25,250 where libraries already have self service kiosks and £33,250 where self service would have to be installed. If applied to the option to retain 9 libraries, to be around £300,000. (This includes building works to bring Darlaston Library on to the ground floor only, meaning there would be an option to lease the first floor to another service or organisation.) The actual cost will depend on the libraries selected. The layout of the Central and Pelsall libraries mean that they would be inappropriate for Open+.
- 1.4 Implementation could be in 2017/18 to allow for the procurement and installation of the system.

2. Implications Associated With Proposal

2.1 Corporate Plan

The new Council Purpose is to “*Improve lives and life chances for everyone who lives and works in the Borough of Walsall and in so doing minimise the help that residents need from the state*”. The Library Service makes a significant contribution to delivering this purpose:

- *Supporting business to thrive and supporting local people into work* - Use of the library during Open+ times would still offer access business information from the internet and use of computers for CV writing, job searches, etc.
- *Improving Health and well being, including independence for older people and the protection of vulnerable people* - The loan of books and other materials to promote healthy lifestyles will still be available during Open+ opening times.
- *Creating Safe, Sustainable and Inclusive Communities* - Consultation has shown that many people regard the library as a community focal point, particularly the activities for adult and children and the opportunity to meet other people in a

social atmosphere. The potential to enhance opening hours through Open+ would mean the library space was more available for community use.

- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations* - Libraries are physical spaces that capture children's imaginations and meet children's changing needs as they grow with stock for all ages and abilities that stimulates children's desire to read and that reflect the diverse community in which they grow up. Children would have to be accompanied by an adult who had "signed up" to Open+ before they could use the library during Open+ times.
- *Create a modern, dynamic and efficient workforce designed around what residents need* - With the implementation of Open+ staff could be focussed more efficiently to meet the needs of customers during times of peak use.

2.2 Customers

Customers would have to "opt in" to use Open+ and agree to an acceptable use policy. Having done this the library would be accessible to them during Open+ hours. Potentially that access could be from 8.00am to 8.00pm. Times when the library is staffed would be clearly advertised, so that customers who wished help or support would know when it was available.

2.3 Employees / Staffing

Open+ would enable staff further efficiencies by enabling the deployment of staff at more than one library. This would require consultation and negotiation with staff to take place prior to any agreement to the implementation.

2.4 Partners

There is a potential for partners such as social care and the police to be issued with Open+ cards so that they could use libraries as local drop down centres.

2.5 Economic Implications

None.

2.6 Environmental Implications

None.

2.7 Health and wellbeing implications

The installation of CCTV and an emergency telephone would reduce the risk of people using the building unsupervised. There are no other implications.

2.8 Other Council Services

There is the potential for staff of other services, working in local communities to be issued with a card to allow them access to the library during Open+ hours as a "drop down" facility.

3. **Associated Risks / Opportunities**

- 3.1 Customers have to “opt in” to use Open+ and agree to an acceptable use policy. They are then issued with a special card and PIN which they have to use to gain entry to the library when it is in Open+ mode. In authorities where it is in use, children under 16 cannot use the system unless accompanied by an adult who is registered. This is for safeguarding reasons rather than purely a security consideration.
- 3.2 Security cameras record who accesses the building when they enter their PIN, as well as monitoring people in the library. A book detection system can record any item leaving the building without being issued through a self service kiosk. All Open+ hours can be monitored from the Central Library using CCTV and this system can be used at closing time to ensure everyone has left the building.
- 3.3 Security devices would be needed to ensure that computers could not be removed and non public areas accessed. Every library would need a telephone linked to the Central Library in case of emergency.
- 3.4 There is a risk that people will not use the library in Open+ mode and access to staffed times will be more limited than previously. However, many people currently choose to use the library without any reference to staff in terms of seeking help and advice. Times when staff are available would be clearly advertised and customers will have the choice to seek staff help at certain times, or not.

4. **Consultation and Customer feedback**

- 4.1 It is vital that significant customer consultation on this proposal be undertaken at a formative stage and form part of the budget consultation process between the end of October and the end of November. This consultation will take the form of questionnaires, focus groups and public meetings. Feedback will be considered by Cabinet before the final budget recommendations are finalised.

5. **Legal Implications**

- 5.1 The council has a statutory duty under the 1964 Public Libraries and Museums Act to provide a Library Service that is both “comprehensive and efficient” for all persons in the area that want to make use of it. The service must provide books and other printed material free of charge for those who live, work or study in the area. “Comprehensive and efficient” are not defined in the Act, but an authority should pay regard to:
- Securing that facilities are available for borrowing, or reference to, books and other materials sufficient in number, range and quality to meet the general and any special requirements of both adults and children.
 - Encouraging both adults and children to make full use of the service

6. **Equality Implications**

- 6.1 The implementation of Open+ would improve access to the library building for all customers.

Draft Proposal – reference 80: Area Management Review

This proposal covers the following;

- a) Investment in Voluntary Sector Infrastructure (£101,000)
- b) Cease Area Management and Area Panels (£200,000 over two years)
- c) Relates to part of Review and restructure of management and staff posts across Democratic Services (operational saving - £203,854)

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
-	-	£101,000
£100,000	£100,000	-
part of £203,854	-	-

1. Description of the Proposal

- 1.1 Proposal a) is to invest additional funding, alongside other key partners, into a new voluntary and community sector infrastructure organisation, in order to help to build and maintain a more vibrant, effective and sustainable sector going forward. This is a key strand of the work to support the corporate plan purpose of 'Walsall residents need less help from the state'. The proposal would increase the council's investment from the current £69,000 per annum to £170,000 per annum, starting in 2016/17. The proposal follows the recommendations arising from an independent report produced by John Taylor, who was commissioned jointly by Walsall Voluntary Action (WVA) and the council. These recommendations have also been accepted by the WVA Board. It means that a new infrastructure organisation will be established with support from neighbouring Black Country equivalents, who will provide assistance until a new self-sustaining organisation is in place.
- 1.2 Proposal b) is to cease Area Management and Area Panels, along with the grant funding currently provided to Areas for community events and activities.
- 1.3 The individual proposals will reduce the democratic services staff available to support committees. This is an operational decision but is very much linked to the policy decision to withdraw from Area Management. The proposal also reduces and refocuses the existing area managers. In addition there is no proposal to continue to use earmarked reserves to support the funding of community events through area panels.
- 1.4 The proposal to cease area management is phased over two years. The current Area Partnerships infrastructure will cease to exist in April 2016, but some staffing resources will be retained for a further year in order to support the work of the new voluntary and community sector infrastructure organisation in helping local communities to become stronger and self-sufficient by, amongst other things, providing external funding expertise and an increased volunteer pool within Walsall.
- 1.5 Because Area Panels will cease, there is no longer a need for support from the Democratic Services team, which assists in the separate operational savings

proposal to review and restructure management and staff posts across Democratic Services.

- 1.6 It is expected that consultation on these proposals will be complete and the proposals could be implemented by 1 April 2016, subject to impact assessment, consultation feedback and the use of these in formulating the final recommendations of Cabinet to Council.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

Area management and Area Panels (including grants to communities) have made a contribution to council priorities, notably:

- Improving health and wellbeing, including independence for older people and the protection of the vulnerable.
- Creating safe sustainable and inclusive communities.

Clearly a reduction in funding for community activities may have a negative impact on these priorities but with the right mitigation and the right level of support the risks may be outweighed by the opportunities as communities grow and become more resilient, supported by a stronger more effective voluntary and community sector.

2.2 **Customers**

These proposals do not impact on any statutory services. The main impact on customers will be reduced opportunity to listen and contribute to local debates on local issues and a potential reduction in local activities and events. However, public attendance at area panels is typically low and there are other ways in which the council and its partners can effectively engage communities on specific issues as they arise.

2.3 **Employees / Staffing**

There are currently 6 full time equivalent (FTE) Area Managers posts, funded in part from contributions from both the Clinical Commissioning Group (CCG) and Walsall Housing Group (WHG). There are currently no firm proposals from CCG or WHG to continue funding in 2016, although discussions are ongoing.

In 2016-17:

With CCG/WHG funding there would be 4 FTE posts
Without CCG/WHG funding there will be 2 FTE posts.

There will be continued discussions with key partners about how to make best use of the remaining resource during 2016/17 in order to manage the transition to a different method of working together in localities.

There are also job reductions arising from the operational proposals within Democratic Services, made feasible in part through the ceasing of Area Panels.

2.4 **Partners**

Partners will lose access to regular area tasking meetings. However, these may be picked up by new community based structures which grow organically from an investment in the voluntary and community sector. There is also potential for staff from other teams/partner organisations to continue operating the tasking system.

2.5 **Economic Implications**

There are no direct economic implications.

2.6 **Environmental Implications**

There may be a reduction in small localised environmental projects through the non availability of grants through area panels. Alternative sources of funding external to the council may be identified. Access to external funding could be improved through the revitalised voluntary sector infrastructure arrangements.

2.7 **Health and wellbeing implications**

There may be a reduction in small localised environmental projects through the non availability of grants through area panels. Alternative sources of funding external to the council may be identified. Access to external funding could be improved through the revitalised voluntary sector infrastructure arrangements.

2.8 **Other Council Services**

Other council services have often benefited from focused area support provided by the area management team. This will not be available under this proposal so services will have to develop greater capability to work with customers and other services effectively.

3. **Associated Risks / Opportunities**

- 3.1 The proposals will give the council the opportunity to redesign its relationship with the voluntary and community sector giving local organisations the opportunity to be at the heart of communities designed for and by them. There is a risk that the appetite and capability to meet this challenge will result in patchy community and voluntary support very much dependant on the area in which you live. This can be mitigated by supporting organisations and volunteers to offer services outside their local communities. In addition the proposed investment in the voluntary sector infrastructure should support the building of a vibrant and effective voluntary and community sector.

4. **Consultation and Customer feedback**

- 4.1 There will be consultation with the following groups:
- The general public.
 - Area panels
 - Local organisations including community associations and voluntary groups.
 - Partner organisations

There is no statutory consultation required.

5. **Legal Implications**

5.1 There are no legal implications.

6. **Equality Implications**

6.1 There may be fewer local activities for a period of time and this could have an impact on equalities. A full equality impact assessment is being carried out.

Draft Proposal – reference 83: British Citizenship Application: Introduction of a Checking Fee

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£2,000	-	-

1. **Description of the Proposal**

1.1 Newcomers to the United Kingdom are entitled to apply for British citizenship. To become a naturalised citizen of the UK, applicants must complete “Form AN” and meet specific eligibility requirements and residential requirements, providing information as: biographical data, proof of residency requirement and employment information.

1.2 The proposal is to offer a Form AN checking service.

1.3 New applicants will pay a nominal fee to the council’s Register Office for a document and application checking service to ensure that a valid application is submitted to the United Kingdom Visas and Immigration office and the requirements for citizenship are met. The checking service will be undertaken by the council’s existing registration officers as part of their day-to-day work.

1.4 The implementation date would be 1 April 2016.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The impact for residents is that this proposal will help new citizens to the United Kingdom improve their life chances by becoming a national resident of this country. Indirectly, helping people submit correct applications will support them gain work, raise aspirations and support residents to gain what they need.

2.2 **Customers**

This is not a statutory function.

Offered by local authorities in partnership with the Home Office, the application checking service will improve the quality, accuracy and speed of applications for British Citizenship. The proposed fee per application is as below and is in-line with neighbouring authorities:-

- Single application £55
- Couple application £100
- Husband, wife and up to 2 children £120
- Subsequent child £35

2.3 **Employees / Staffing**

There is no staffing impact.

2.4 **Partners**

By checking applicants' information before submission, the UK Visas and Immigration office will receive fewer applications that are wrong or incomplete.

2.5 **Economic Implications**

There are no implications concerning the economy, regeneration, business sector.

2.6 **Environmental Implications**

There are no environmental implications.

2.7 **Health and wellbeing implications**

Gaining UK citizenship is highly sought after and often enables applicants and their families to attain a better quality of life and improved health and wellbeing. The proposal will support their application for citizenship.

2.8 **Other Council Services**

Other services, including support services are unaffected by the proposal.

3. **Associated Risks / Opportunities**

3.1 This provides an opportunity for additional new income with minimum expenditure.

4. **Consultation and Customer feedback**

4.1 Other local authorities are providing this service.

5. **Legal Implications**

5.1 There are no legal implications arising from this proposal.

6. **Equality Implications**

6.1 A full equality impact assessment is not required because there is no adverse impact.

Draft Proposal – reference 86: Provide an Income Stream from the Use of the Environmental Levy

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£100,000	-	-

1. Description of the Proposal

- 1.1 Streetly Crematorium currently has three cremators which are used to cremate the remains of the deceased plus mercury abatement (removal) equipment. The cremators and mercury abatement equipment were replaced in 2014 at a cost of c.£1m and was funded by the collection of an Environmental Levy of £52 per cremation. The levies were put aside into a fund and used to off-set the demand for capital funding from the council’s capital programme.
- 1.2 It is proposed that rather than accumulating the levies into a fund, the c.£100k per annum is used to support on-going service delivery elsewhere in the council. As no funding is being set aside, future replacement of the cremators and mercury abatement equipment will need to be met from the capital programme. Future replacement is likely in the 2024/25 financial year.

2. Implications Associated With Proposal

2.1 Corporate Plan

The proposal releases funding that would be set aside for a future capital replacement scheme at Streetly but allows revenue funding to be used to protect front line services in the meantime.

2.2 Customers

This is not a statutory function. There will be no direct impact on the bereaved families.

2.3 Employees / Staffing

There is no staffing impact.

2.4 Partners

There is no impact on partners.

2.5 Economic Implications

There are no economic impacts.

2.6 Environmental Implications

There are no environmental implications.

2.7 **Health and wellbeing implications**

There are no adverse health and wellbeing implications.

2.8 **Other Council Services**

There is no impact on other services, or support services.

3. **Associated Risks / Opportunities**

3.1 The cremators and abatement equipment are sophisticated pieces of equipment. As well as major brickwork replacement, on occasions, unplanned, on-going or emergency repairs can be very expensive, the costs for which are unpredictable year on year.

4. **Consultation and Customer feedback**

4.1 Timescale for cremator replacement is based on information from the manufacturer.

5. **Legal Implications**

5.1 There are no legal implications arising from this proposal.

6. **Equality Implications**

6.1 A full equality impact assessment is not required as there is no adverse impact.

Draft Proposal – reference 91: Amended Governance Arrangements for Sports and Leisure Services

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
-	£522,195	-

1. **Description of the Proposal**

1.1 Walsall currently has four leisure centres at Bloxwich, Walsall Wood (Oak Park), Darlaston and Walsall (Gala Baths). Bloxwich and Oak Park are currently part-way through being rebuilt as Active Living Centres and are scheduled to open in mid 2016.

1.2 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 will meet this target. It is unlikely that Darlaston Swimming Pool and the Gala Baths will be able to do so unless alternative delivery proposals are considered.

- 1.3 Reducing government grants to local authorities has led the Cabinet Office to promote alternative service delivery models (ASDMs) to generate income to protect services, allowing the facilities to compete and encourage greater commercialism and efficiency.
- 1.4 It is proposed to move to a full-cost-recovery model for Sport and Leisure Services – the same basis that has allowed the retention of the Outdoor Pursuits team. The surplus generated from the new Active Living Centres would subsidise the continuation of other elements of the service – specifically Darlaston Swimming Pool and Walsall Gala Baths.
- 1.5 The anticipated savings that may be generated from such alternative governance arrangements will be confirmed in the coming months however the actual trading performance of the new Active Living Centres will only become apparent following the first twelve months of operation once the centres open, provisionally June 2016. This will inform the shape of the service that can be funded from Autumn 2017 onwards.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The purpose of Active Living and the construction of the new centres at Bloxwich and Oak Park is to offer better opportunities for Walsall residents to undertake more activity. By doing so it has the potential to improve lives and life chances for participants.

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.

The proposal will support the continuation of Darlaston and Gala Baths, thereby improving 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.

2.2 **Customers**

This is not a statutory function. This proposal will however support the continuation of Leisure Centres to offer better opportunities for Walsall residents to undertake more activity.

2.3 **Employees/Staffing**

If an 'arms length' organisation was formed to operate the leisure centres then the Sport and Leisure service would transfer to the new organisation. This would affect around 125 staff (45 full time equivalents).

2.4 **Partners**

There is no explicit impact on the work of partners – existing partnerships where they are mutually beneficial and affordable (such as those with Sport England and National Governing Bodies of Sport) should continue.

With a pared down Sport and Leisure Service the council may struggle to respond to queries and requests for support and advice in the broader area, in particular in the support that it gives to the voluntary sector.

A large amount of sports provision and club organisation is delivered solely by the voluntary sector. The council plays an important role in helping develop Lottery grant applications to bring additional investment into the Borough whilst also helping with scheme design and development.

2.5 **Economic Implications**

The Chief Medical Officer's data estimates that health costs of physical inactivity to Walsall are £5.6m a year, whilst the economic costs 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 and its broader impacts on social cohesion and well-being.

2.6 **Environmental Implications**

None.

2.7 **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.

2.8 **Other Council Services**

Optimising the surplus from the new Active Living Centres will require Sport and Leisure Services to take a commercial approach to several aspects of service delivery. It is essential that 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.

3. **Associated Risks / Opportunities**

3.1 An options appraisal is being commissioned to examine the various management models and the contingent risks and benefits.

3.2 The principal operational risk is the commercial performance of the service. Fundamentally the service will become wholly funded by the income the service generates. Ultimately this risk is addressed by having the shape and scale of the service dictated by the income performance.

4. **Consultation and Customer feedback**

- 4.1 Any proposal to introduce new governance arrangements will require appropriate staff consultation as staff will need to transfer to the new organisation. A transfer in itself should have any impact on service users; on this basis customer consultation should not be required.

A reduction in services is not part of this current proposal.

5. **Legal Implications**

- 5.1 Further advice, legal and otherwise, is currently being commissioned on alternative service delivery models.

6. **Equality Implications**

- 6.1 At this stage it is not believed that a full equality impact assessment is required. The change in management structure should not alter front-line service delivery. As such there should not be any discernible impact on people with protected characteristics. In the event that service reductions are required to balance the budget, these reductions will need to be subject to a full equality impact assessment.

PORTFOLIO: ECONOMY, INFRASTRUCTURE AND DEVELOPMENT

Summary of services within the portfolio

- Strategic Regeneration
- Development & Delivery
- Planning Services
- Integrated Facilities Management
- Regulatory Services - Trading Standards and Licensing, Environmental Health & Community Safety
- Engineering & Transportation provides a range of statutory and non-statutory services and is made up of several teams grouped within the two groups of Highways and Environment and Road Traffic Network.

Portfolio Objectives / Outcomes / Purpose

“Create the conditions for sustained economic growth by supporting the growth of business and jobs in Walsall, ensuring Walsall people have the right skills and environment to make the most of opportunities”

Manage our assets well

- Stimulate private investment
- Support service delivery
- Reduce costs & liabilities

Support our town & district centres

- Improve footfall
- Increase investment
- Improve customer experience

Create the right sites for business

- Attract new business
- Retain existing business
- Raise external reputation of Walsall
- Create future supply
- Business friendly council

Support business growth

- Understand & respond to new & existing business needs
- Retain & increase jobs
- Promote Walsall to new investors

Address unemployment

- Reduce worklessness & resulting demands
- Raise aspirations
- Increase spending & demand in Walsall economy

Improve skills

- Improve chances of getting & keeping a job
- Improve future resilience & employment flexibility

New & better homes

- Respond to housing need
- Improve existing homes
- Create new homes

Note: - Delivery of the activities (all or in part) rely on our continued ability to attract external resources, either through grants or income for services delivered. Cuts in mainstream budgets together with the austerity measures planned by the Government will have adverse effects on our ability to maintain delivery of services. Where known these have been factored into this plan.

Transport services make a vital contribution to the local economy and serve as an important catalyst to aid its recovery. They are essential to enable efficient travel around the borough in a way that is both safe and convenient. Pollution control is vital to the quality of life of residents in general and to their health. Close coordination between this and traffic management is essential due to the impact of road traffic noise and air quality within the borough.

- We will continue to deal effectively with the poor condition of many of the Borough's roads and in so doing provide a durable solution which will help avoid more costly repairs in the longer term
- We will review town centre parking to balance the needs of visitors, traders and residents
- We will ensure the focus on road safety and, working with schools, ensure sustainable methods of travel assisting in meeting the health objectives
- We will continue the successful trials to provide more energy efficient street lighting without compromising on road safety.
- We will continue to manage traffic across the borough in an efficient manner to minimise congestion
- We will take enforcement action against double yellow parking outside schools and fine drivers who use bus lanes illegally
- We will address anti-social behaviour through more integrated work with partners including the police, trade associations and the third sector.

Financial summary

Table 1 details the revenue cash limits for the Economy, Infrastructure and Development Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Economy, Infrastructure & Development Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	17.14	15.09	13.70	12.97
Contractual Inflation	0.03	0.04	0.03	0.04
Less: Savings / efficiencies - <i>see table 2</i>	(2.08)	(1.43)	(0.76)	(0.44)
Revised cash limit	15.09	13.70	12.97	12.57

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Economy, Infrastructure and Development Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
100	Integrate the environmental health, trading standards and licensing and community safety teams.	154,000	148,000
101	Review of management and administrative support.	262,500	
102	Stationery saving	35,000	
103	Use of bus lane enforcement income	28,500	
104	Bus lane income	40,000	
105	General efficiency savings	20,410	
106	Reduced expenditure on print and design services.		43,000
107	Reduced traffic signs maintenance.		15,000
108	Management restructure	229,000	360,000
109	Consider reducing the maintenance of council car parks. (Policy)	15,000	
110	Consider reducing routine highways mtce 10% (Policy)	90,000	
111	Markets service to become self sufficient (Policy)		20,000
112	Reprocurement of the council's highways maintenance contract.		250,000
113	Facilities management (FM) - Review of structure	142,500	155,000
114	Further savings from the re-procurement of the highway maintenance contract		15,000
115	Full year effect of the capitalisation of the structural highways maintenance budget.	200,000	
116	Capitalise the remainder of the structural highways maintenance budget. (Policy)	247,904	
117	Capitalise the budget for maintaining roads that were previously trunk roads. (Policy)	112,841	
118	Increase shop rental income.	20,000	20,000
119	Increase the charge for district markets by £5 a stall. (Policy)	44,200	
120	Capitalise the remaining revenue elements of the salary costs of 4 employees in the highways maintenance team. (Policy)	50,000	
121	Parking Services – revised tariff structure for on street pay and display parking. (Policy)	25,000	
122	Develop alternative income streams or sources to cover costs	67,200	
123	Facilities Management (FM) - Increased income		20,000

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
124	Increase in the cost of parking permits.	12,000	12,000
125	Merge local land and property gazetteer, naming and numbering and land terrier teams.	30,000	
126	Merge the strategic planning team with those of other Councils.		136,158
127	FM - Review of energy purchase and usage	50,000	25,000
128	Deletion of vacant posts.	58,000	
129	Increased income together with a restructure within the Development and Delivery Service.	40,000	92,153
130	Reduction in senior management	67,920	
131	Restructure within building control		72,000
132	Reduction of development management, (including land charges and technical support)	30,300	45,000
	Total	2,072,275	1,428,311

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

Draft Proposal – reference 109: Consider Reducing the Maintenance of Council Car Parks

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£15,000	-	-

1. Description of the Proposal

- 1.1 This proposal would result in a reduction in the budget available to undertake planned and emergency 'make safe' maintenance of the 59 formal council car parks located borough wide.

2. Implications Associated With Proposal

This proposal would leave £25k available in the maintenance budget to fund maintenance activities that include surfacing repairs, car park machine repairs, lighting repairs, cleansing activities, general damage and destruction. Should this proposal lead to a reduced level of custom and therefore overall income, the long term viability of some of the car parks may be in question.

2.1 Corporate Plan

The availability of suitable parking facilities is an important tool to support business to thrive and support local people into work.

2.2 **Customers**

Reduced maintenance could result in a reduction in the cleanliness, appearance and safety of the car parks. This would present a negative image of the borough to our car park customers when compared with current arrangements.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

None.

2.5 **Economic Implications**

There will be no reduction in either the number of council car parks or their capacity. However the proposal could ultimately result in a lower level of custom and therefore income if car park users were to perceive the reduced maintenance activities in a negative way and choose to park elsewhere.

2.6 **Environmental Implications**

The proposal could have negative environmental implications if the level of litter begins to accumulate as a result of reduced cleansing activities.

2.7 **Health and wellbeing implications**

The potential for more slips, trips and falls to occur will increase as a result of reduced car park surfacing maintenance.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

3.1 A reduction in custom and therefore income and a potential for increased claims.

4. **Consultation and Customer feedback**

4.1 Engagement with customers and communities will need to take place to inform the 2016/17 budget consultation process.

5. **Legal Implications**

5.1 Potential for personal injury litigation to increase.

6. **Equality Implications**

6.1 An equality impact assessment is currently underway.

Draft Proposal – reference 110: Consider Reducing the Routine Highways Maintenance Budget by potentially 10%

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£90,000	-	-

1. **Description of the Proposals**

1.1 This would lead to a reduction in the reactive highway maintenance budget by 10%.

2. **Implications Associated With Proposal**

This would result in less reactive maintenance on the highway so repairs such as potholes and replacing damaged pedestrian safety barriers will take longer to complete.

2.1 **Corporate Plan**

Effective maintenance of the borough's highways supports the corporate priorities. A reduction in this budget means that the council will be less able to deliver on its priorities.

2.2 **Customers**

All users of the highway.

2.3 **Employees / Staffing**

No impact.

2.4 **Partners**

None.

2.5 **Economic Implications**

A poorer maintained highway can have a negative impact on the borough's economic growth and stability although it should be noted that the proposed reduction would have only a marginal effect. There is small risk relating to increased accidents, injury and associated risk and insurance claims.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

There will be a small increased risk of increased accidents and associated injuries.

2.8 Other Council Services

None.

3. Associated Risks / Opportunities

- 3.1 Less maintenance of the highway will place all of its users at greater risk of personal injury or damage. An increase in accidents due to reduced maintenance will place the council at risk of more risk and insurance claims that could negate this saving.

4. Consultation and Customer feedback

- 4.1 Engagement with customers and communities will need to take place to inform the 2016/17 budget consultation process.

5. Legal Implications

- 5.1 The council is under a legal obligation to maintain the highway in a reasonably safe condition.

6. Equality Implications

- 6.1 An equalities impact assessment is currently underway.

Draft Proposal – reference 111: - Markets Service to become Self Sufficient

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
-	£20,000	-

1. Description of the Proposal

- 1.1 This proposal involves a review of the delivery of the Walsall markets service with a view to ensuring that the service becomes self-sufficient (cost neutral) to the council, including the consideration of options for delivery by another provider or on a shared service basis.

2. Implications Associated With Proposal

2.1 Corporate Plan

This proposal is linked to the council priority 'Supporting businesses to thrive and supporting local people into work' in so far as, if the markets continue to operate but are run by a different organisation or on a shared basis, there will be a neutral impact on market traders as they will still be able to trade on the markets whichever organisation manages them.

2.2 **Customers**

The impact on customers should be neutral.

2.3 **Employees / Staffing**

Four full time equivalent staff are employed by the market service and may be affected if the market service were to be managed by another organisation or as a shared service. There may also be implications for associated management posts.

2.4 **Partners**

The proposal may involve working with partner agencies e.g. neighbouring local authorities to discuss joint working.

2.5 **Economic Implications**

The proposal may have a positive benefit for market traders if it means the operation of the markets is sustainable in the future.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

Improvements to the operational delivery of the markets will lift the visual appearance of the market sites together with improvements in the quality of goods available, in particular fresh produce, to the public which will have a positive impact on the health and well being of local people.

2.8 **Other Council Services**

Clean and Green, who currently are commissioned to undertake market cleansing, will be consulted through the review process.

3. **Associated Risks / Opportunities**

- 3.1 There is a risk that markets may not be attractive to other providers and that we may not be able to implement this proposal. The council is currently investing in Walsall market and looking at improvements to the two district markets which may mitigate this risk.

4. **Consultation and Customer feedback**

- 4.1 Consultation on the options will be undertaken as part of the review.

5. **Legal Implications**

- 5.1 Any legal obligations of transferring the service to another operator would need to be explored. We would also need to ensure any service delivery complies with the Market Charter.

6. **Equality Implications**

6.1 An equality impact assessment will be carried out.

Draft Proposal – reference 116, 117, 120: Capitalise the Costs of Structural Highways Maintenance (including maintaining trunk roads)

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£410,745	-	-

1. **Description of the Proposals**

1.1 The proposal is to switch funding from revenue to capital funding for all structural highways maintenance, including staffing costs. This proposal maintains levels of funding for structural highways maintenance at current levels, however the source of funding changes.

2. **Implications Associated With Proposal**

There is no impact providing ongoing capital funding is available to support the service.

2.1 **Corporate Plan**

Effective maintenance of the borough's highways supports the corporate priorities.

2.2 **Customers**

No impact.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

None.

2.5 **Economic Implications**

No impact.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

None.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

3.1 Funding through capital will allow the council to sustain the levels of highway maintenance across the borough. However, should capital budgets reduce then there will be a proportionate reduction in maintenance of the highway.

4. **Consultation and Customer feedback**

4.1 Engagement with customers and communities will take place to inform the 2016/17 budget consultation process.

5. **Legal Implications**

5.1 There are no legal implications identified within this proposal.

6. **Equality Implications**

6.1 None required.

Draft Proposal – reference 119: Increase the Charge for District Markets by £5 a Stall

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£44,200	-	-

1. **Description of the Proposal**

1.1 This proposal is to introduce an increase in fees charged on the district markets (Bloxwich and Willenhall) of £5 per stall per day from 1 April 2016.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

This proposal is linked to the council priority, 'Supporting businesses to thrive and supporting local people into work,' in that it could have a negative impact on market traders' ability to rent stalls.

2.2 **Customers**

Please refer to risk section.

2.3 **Employees / Staffing**

None.

2.4 **Partners**

None.

2.5 **Economic Implications**

The proposal may have a positive benefit for market traders if it means the operation of the markets is sustainable over the longer term.

2.6 **Environmental Implications**

None.

2.7 **Health and wellbeing implications**

No implications.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

- 3.1 There is a risk that the fee increase may result in some traders deciding to close their businesses or trade on other markets when they might otherwise have been at one of the markets concerned. This could result in a loss of income to the markets' service unless other traders take up the vacant stalls. In such circumstances there would probably be a less attractive market for customers, resulting in a less vibrant market.

4. **Consultation and Customer feedback**

- 4.1 No consultation has yet been undertaken but consultation will be undertaken with traders on the draft proposal and any alternatives which they may propose.

5. **Legal Implications**

- 5.1 None identified. The markets service is not a statutory service.

6. **Equality Implications**

- 6.1 An equality impact assessment screening is being carried out.

Draft Proposal – reference 121: Parking Services – Revised Tariff Structure for On Street Pay and Display Parking

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£25,000	-	-

1. Description of the Proposal

1.1 On street parking can currently be purchased in 10 minute slots at 20p each. The proposal is to remove this and replace with the choice of purchasing parking for up to 30 minutes, up to 1 hour and up to 2 hours. No increase is proposed to the cost of the 3 tariff bands.

2. Implications Associated With Proposal

2.1 Corporate Plan

Supporting business to thrive and supporting local people into work. This will encourage visitors to stay in the town centre for longer potentially visiting more shops.

2.2 Customers

There is no increase in the charge per unit time but the minimum time period that can be purchased increases from 10 to 30 minutes. This will encourage visitors to stay in the town centre for longer potentially visiting more shops.

2.3 Employees / Staffing

None.

2.4 Partners

None.

2.5 Economic Implications

This will encourage visitors to stay in the town centre for longer potentially visiting more shops.

2.6 Environmental Implications

None.

2.7 Health and wellbeing implications

The ability to maintain control of town centre parking allows the ongoing support for blue badge holder parking.

2.8 **Other Council Services**

None.

3. **Associated Risks / Opportunities**

- 3.1 There is a risk this may displace some motorists to seek alternative parking on inappropriate locations e.g. Junctions and restricted areas. However it presents an opportunity to benefit the local economy by encouraging people to stay in the town longer.

4. **Consultation and Customer feedback**

- 4.1 Engagement with customers and communities will need to take place to inform the 2016/17 budget consultation process prior to final decisions being taken. If implemented, the statutory processes will include advertisement of the change.

5. **Legal Implications**

- 5.1 The statutory process will be followed as above.

6. **Equality Implications**

- 6.1 An equality impact assessment is currently under preparation. There is no impact on Blue Badge holders.

PORTFOLIO: LEADER OF THE COUNCIL

Summary of services within the portfolio

Communications

- Media management
- Reputation management
- Communications strategy, planning and campaign delivery
- Media monitoring and evaluation and reporting
- Internal communications
- Social media
- Digital and websites (including: council websites and internet)

Finance

- Accountancy, financial reporting, financial management, financial systems, financial strategy and planning, budget setting, financial support and advice to directorates
- Risk and Insurance - claims handling, insurance fund management, risk management
- Treasury Management including cash management and banking
- Financial administration – Accounts payable and receivable, debt management and recovery

Internal audit

- Enable the Council to be financially stable, well governed, making the best use of money the Council is given, and providing the citizens and businesses of Walsall the services they require.

Legal and Democratic Services

- Legal Services providing legal advice and dealing with litigation
- Constitutional advice
- Administration of the council's formal decision-making processes
- Elections and electoral registration

Portfolio Objectives / Outcomes / Purpose

Communications

To let me know what the council does and how I can access the 800 services delivered I need in a way that suits me.

To tell me (and a range of other customers, including the media) honestly what the council is doing.

To provide a two-way communications service to internal departments and to support them in the delivery of their service priorities.

Finance

To enable the council to be financially stable, well governed, making the best use of money the council is given, and providing the citizens and businesses of Walsall with the services they require.

Objectives for Support Services

We are taking a customer-focused approach to our work to re-design support services to make them fit for purpose for our future organisation. Our work to understand purpose from the customer perspective and to understand customer demand over the last few months has led to two working purposes for our support services; 'Help me when I need it – right, fast and simple' and 'Spend my council tax money wisely'.

Our intention is to continue to work to understand at a much greater level of detail the demand from our customers going forwards so that we can empower our staff and re-design our services to help to deliver the best possible public services. From what we know already, we expect underlying principles of our continued re-design to include:

- Increasing integration of support services with public service delivery – to ensure real end-to-end service delivery for the customers and businesses of Walsall
- Collaborative, multi-functional advice and support easily obtained.
- Ready access for our customers to the help and advice that they need at first point of contact – not having to speak to several people in order to get to the help that is needed.
- Our staff having optimum flexibility to give customers the help they need in the way they need it

Clearly, the needs from support services will be derived very largely from the changes made to direct public service delivery and so a collaborative approach will be needed with all executive directors to bring forward complementary savings options going forwards.

Financial summary

Table 1 details the revenue cash limits for the Leader of the Council Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Leader of the Council Portfolio Cash limit 2016/17 – 2019/20				
	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Opening cash limit	8.63	6.14	5.52	5.06
Less: Savings / efficiencies - <i>see table 2</i>	(2.49)	(0.62)	(0.46)	(0.26)
Revised cash limit	6.14	5.52	5.06	4.80

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Leader of the Council Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
133	Review of insurance premiums	229,000	
134	Debt portfolio review	960,000	
135	Improved efficiency through better use of technology within Democratic Services	52,000	
136	Increase in income by the insurance team	37,337	61,293
137	Dividend review – Birmingham Airport	239,911	200,461
138	Increased income from schools for financial advice and support	30,000	
139	Establish new Assurance service by merging several existing teams	153,218	
140	Review and restructure of staffing across finance	523,911	361,387
141	Review and restructure of management and staff posts across Democratic Services.	203,854	
142	Senior management savings across Change and Governance	63,605	
	Total	2,492,836	623,141

PORTFOLIO: LEARNING SKILLS AND APPRENTICESHIPS

Summary of services within the portfolio

Access & Achievement

Education Services

- School Improvement
- Access & Attendance and Education Welfare
- Virtual School for Looked After Children
- Integrated Behaviour Support

Youth Support Services

- Information Advice and Guidance
- Targeted Youth Support
- Youth Justice Service
- Positive Activities for young people
- Active Involvement
- Education Business Partnership
- Teenage Pregnancy, Prevention & Support
- Parent Partnership Service

Commissioning

- Children's Commissioning Activity
- Contract Management
- Commissioning Intelligence & Monitoring
- School Transport Co-ordination

Adult and Community Learning - Apprenticeship Training and Training to support local Companies: through Walsall Adult and Community College (WACC).

Portfolio Objectives / Outcomes / Purpose

Our Key Priorities linked to the Education Improvement Plan:-

- Work to ensure all Walsall schools are good or outstanding.
- Improve the quality of teaching and learning.
- Narrow the gap for those children who are vulnerable to underachievement and potential exclusion.
- Ensure that all children make as much progress as they can and to achieve standards that are in line with national expectations.
- Support the achievement of children within and between educational phases.
- Work better together to improve children's behaviour, care, safeguarding and attendance to maximise their learning.
- Improve schools' and pupil achievement through high quality school to school improvement support.
- Strengthen school leadership and management.
- Strengthen school governance.

In line with the council's commitment to improve residents' prospects to secure and retain work, manage their own health and wellbeing and be active citizens, Walsall Adult and Community College offers a range of courses that address skills for life, skills for

employment, and skills for active citizenship as well as Apprenticeship training designed and delivered in collaboration with local employers.

Financial summary

Table 1 details the revenue cash limits for the Learning Skills and Apprenticeships Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Learning Skills & Apprenticeships Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	6.86	3.72	2.15	1.79
Less: Savings / efficiencies - see <i>table 2</i>	(3.14)	(1.57)	(0.36)	(0.20)
Revised cash limit	3.72	2.15	1.79	1.59

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Learning Skills and Apprenticeships Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
143	Reduce business support functions within children centres		61,232
144	Redesign early help 0-5 service	186,000	
145	Redesign Youth Support Services (YSS): Targeted Youth Work – full year effect (FYE) of 2015/16	580,000	
146	Reduce budgets targeted youth support (TYS) model - FYE of 2015/16	54,000	
147	Parent partnership service - review service, ensuring appropriate alignments to other SEND activity	10,000	
148	Continue to review play and stay service (Policy)		110,000
149	Consider ceasing to provide the Toy Library service and distribute existing stock across Children’s Centres and organisations working with and on behalf of the council (Policy)	45,548	
150	Consider Ceasing Youth Opinion Unite Service (Policy)	77,000	
151	Continue to review targeted youth work (TYW) (Policy)		266,500
152	Continue to review information, advice and guidance (IAG) service (Policy)	338,000	

Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
153	Review and renegotiate contracts commissioned via children's services	55,000	
154	Reduction in premature retirements budget (teachers pension)	150,000	
155	Deliver further efficiencies within new children's centre model of delivery	250,000	
156	Redesign early help 0-5 service	125,000	
157	Reduce non traded service by potentially 50%,	26,700	
158	Consider utilisation of dedicated school grant under spend subject to School Forum and Secretary of State approval		807,214
159	Generate additional income within information services via increased trading with schools	150,000	
160	Targeted youth work – delivering commissioning differently	50,000	
161	Redesign governance support to become cost neutral	26,500	26,500
162	Generate additional income via traded activity within children's workforce development	27,915	
163	Increase traded activity regarding information, advice and guidance (IAG)- FYE of 2015/16.	80,000	
164	Seek to fund remaining youth services via dedicated schools grant	45,000	
165	Reduce costs and work with public health to consider use of related transformation monies	18,000	
166	Redesign education welfare support service to become cost neutral	259,973	
167	Reduce school improvement service (SIP)		100,000
168	Review and reduce education psychologists service	300,000	200,000
169	Reduce virtual school service subject to Secretary of State approval	244,607	
170	Re-design YSS administration function - FYE of 2015/16	40,000	
	Total	3,139,243	1,571,446

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

Proposal Reference Number: 148 – Continue to Review Play and Stay Service

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
-	£110,000	-

1. Description of the Proposal

- 1.1 Following the redesign of Children’s Centres in 2015 the Local Authority has established service level agreements with schools to deliver ‘play and stay’ sessions for 0-3’s to ensure that universal local access to support for families is available in local areas. This element of Children Centre activity was retained in response to consultation feedback from the 2015/16 draft budget which identified that new parents valued services that address social isolation and enable children to socialise and develop family skills to develop, physical emotional and speech and language development of young children. The proposal is for the services provided by schools to be monitored and evaluated during 2015/16, and work to take place to develop capacity within the community to take over delivery of services in the future and/or for schools to continue investment in services.
- 1.2 If capacity to deliver play and stay sessions is secured from schools and or created using volunteers, at no cost to the Authority, this service for parents of children under the age of 3 will remain and the impact will be limited.
- 1.3 The proposal would be delivered by evaluating delivery in 2015/16 and using learning to develop capacity in the voluntary sector, school and health visiting to continue delivery independently from 2017. Consultation will take place with parents in relation to the proposal and feedback will be taken into account in the development of community solutions.
- 1.4 It is anticipated that full implementation could take place in line with the school academic year in September 2017.

2. Implications Associated With Proposal

2.1 Corporate Plan

The proposal is a ‘community led service redesign’ which aligns to 2 corporate priorities:

- *Improving Safeguarding , Learning and the Life Chances for Children and Young people , raising aspirations* - by developing parents, community and partners awareness about the importance of early years and developing capacity to deliver structured and effective ‘play and stay’ provision that supports School Ready and Early Years Foundation Stage results
- *Improving Health & well being including independence for older people and protection of vulnerable people* - by supporting children to get the best start in life by embedding brief interventions in health and parenting.

2.2 **Customers**

It is planned to mitigate the impact of this proposal on families by sustaining delivery through continued delivery of groups by schools, health and community partners.

The service is not a statutory function but links to Children's Centre sufficiency and performance as 'play and stays' offer opportunities to identify children with development delays and/or social concerns. This proposal seeks to retain services through community and partner delivery.

2.3 **Employees / Staffing**

No direct impact on Local Authority staffing however schools who do not wish to continue 'play and stay' services, from 2017, may need to adjust staffing arrangements locally.

2.4 **Partners**

The proposal offers an opportunity for partners to incorporate 'play and stays' as part of delivery models to provide services and support to children under 3.

2.5 **Economic Implications**

None identified.

2.6 **Environmental Implications**

None identified.

2.7 **Health and wellbeing implications**

The proposal promotes health and well being by supporting children to get the best start in life by embedding brief interventions in health and parenting.

2.8 **Other Council Services**

None identified.

3. **Associated Risks / Opportunities**

3.1 If schools do not see the benefit of continued delivery of 'Play and stays' they may not be willing to resource continued delivery. In this scenario, options would be explored across the community to identify volunteers or parents who could deliver sessions to maintain services.

3.2 Community groups may not be able to resource delivery of sessions. In this scenario, the voluntary sector will be supported to access external funding to support sustained delivery

4. **Consultation and Customer feedback**

- 4.1 Previous consultation undertaken in the Autumn of 2014, as part of the 2015/16 budget consultation identified that families value local access to structured, high quality ‘Play and stay’ delivery and support from Early Years Professionals at sessions.

Further consultation and engagement is planned to support the community to develop skills and confidence to be active partners in the delivery of sessions.

5. **Legal Implications**

- 5.1 None identified.

6. **Equality Implications**

- 6.1 An equality impact assessment initial screening has been carried out which will be monitored.

Proposals Reference number: 149 - Consider Ceasing to provide the Toy Library service and distribute existing stock across Children’s Centres and Organisations working with and on behalf of the council

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£45,548	-	-

1. **Description of the Proposal**

- 1.1 This proposal considers the council ceasing to provide a toy library service in Walsall. The toy library, which includes a mobile service, purchases, stores and loans toys to parents, carers and families who have children under 11 and to organisations such as childminders, crèches, day care providers, play groups, schools who support children.
- 1.2 Efforts to secure interest from the private sector to take over the running of this service and operate it on a commercial basis, at no cost to the Authority, avoiding closure, have been explored in response to feedback from 2014/15 budget consultation. The subsequent tendering exercise failed to generate any interest.
- 1.3 It is therefore proposed to cease to provide this service and to distribute existing stock across Children’s Centres and organisations working with and on behalf of the council to improve the learning and life chances of children, particularly disadvantaged children, under the age of 11. This will ensure the toys and equipment that have been purchased continue to benefit and be enjoyed by Walsall children.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The corporate priority aligned to this savings proposal is 'Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations'. The proposed distribution of toys and equipment across Children's Centres and organisations working with and on behalf of the council to improve the learning and life chances of children under 11 years will ensure the impact of the proposed closure on children's learning and life chances is minimised. The toy library is not a statutory service.

2.2 **Customers**

Current toy library customers include childcare providers, children with disabilities, home schooled children, parents and carers, parent & toddler groups and short term break providers.

The proposed closure of the toy library inclusive of toy loans and mobile element and the proposed distribution of assets to Children's Centres will ensure parents, carers and children accessing children centre services will still benefit. All other customers such as childcare providers and parent and toddler groups will no longer be able to access a service.

2.3 **Employees / Staffing**

2 part time employees (1 FTE) are employed.

2.4 **Partners**

It is proposed to distribute the toy library assets for use in Children's Centres.

2.5 **Economic Implications**

None identified.

2.6 **Environmental Implications**

None identified.

2.7 **Health and wellbeing implications**

None identified.

2.8 **Other Council Services**

Toys and equipment from the toy library are loaned by other council services such as Schools, Fostering and Adoption and the Special Educational Needs and Disabilities team but not essential to the delivery of their statutory duties. Whilst the ability to loan toys and equipment will cease with the proposed closure, the proposed distribution of stock across Children's Centres and organisations working

with and on behalf of the council to improve the learning and life chances of children under the age of 11 will mitigate any impact on other council services.

3. **Associated Risks / Opportunities**

3.1 Opportunities to avoid closure and deliver this service on a commercial basis at no cost to the Authority have been explored in response to feedback from 2014/15 budget consultation. The subsequent tendering exercise failed to generate any interest. The distribution of toys and equipment to Children’s Centres and local providers retains access for disadvantaged children.

4. **Consultation and Customer feedback**

4.1 In December 2014, a focus group of service users took place. This included representatives from services working with families involved in domestic violence and children with disabilities. A petition was also received from Toy Library users expressing the value the service provided. Two further meetings were held and a local provider expressed an interest in running the service, but no formal interest was received. This was followed up and further options were explored with this provider but they were unable to proceed as the service would not be sustainable.

5. **Legal Implications**

5.1 None identified.

6. **Equality Implications**

6.1 A full equality impact assessment, completed as part of 2015/16 budget proposals, identified children with disabilities, home schooled children, parents, parent & toddler groups and short term break providers were likely to be affected by the closure. The impact on those who access services that receive distributed toys and equipment, that is Children’s Centre and organisations working with and on behalf of the council to improve the learning and life chances of children under the age of 11, will be reduced as they will continue to access toys and equipment.

Proposal Reference: 150 - Consider Ceasing Youth Opinion Unite Service

Estimated Net Saving		
2015 / 2016	2016 / 2017	Implementation cost
£77, 000	-	-

1. **Description of the Savings Proposal**

This proposal considers ceasing Youth Opinions Unite (YOU)/Active Involvement/ voice of Child and Young People.

2. **Implications Associated With Savings Proposal**

Youth Opinions Unite/Active Involvement Team works with a range of partners to seek to ensure the voice of children and young people is articulated and impacts on decisions made about them as individuals and how the services offered to them are shaped and developed.

Ceasing the work of the team would impact on work with Health services, schools (both primary and secondary), United Kingdom Youth Parliament (UKYP), Youth of Walsall (Youth Cabinet), Looked After Children and Transition Leaving Care, Special Educational Needs, and Community Cohesion. It supports young people to contribute to both the Corporate Parenting Board and Walsall Safeguarding Children Board, by working with groups such as Council for Kids and the Safeguarding Involvement Team.

2.1 **Corporate Plan**

The proposal would impact on the Corporate Plan priority '*Improving safeguarding, learning and the life chances for children and young people, raising aspirations*'. The YOU/Active Involvement team's work is to facilitate the encouragement to all children and young people to aspire to be good citizens, focusing especially on those whose life chances are at risk due to vulnerability. By working directly with looked after children and those with experience of safeguarding issues the team brings their experiences to decision makers.

2.2 **Customers**

The team promote the voice and active involvement of children and young people in the design of services and a range of decision making.

In addition to running Youth of Walsall (YOW) the borough's youth cabinet, and overseeing elections to, and support for, the UK Youth Parliament, the active involvement team work with specialist services to support:

- Looked after Children
- those experiencing safeguarding issues,
- young people impacted by special educational needs and disabilities (SEND)/ learning disability / difficulty (LDD)

and contribute to work led by Healthwatch and the NHS, schools both primary and secondary, and to the Children and Young People's Group priorities.

2.3 **Employees / Staffing**

The team consists of 2 fulltime equivalent (FTE) workers and one part-time worker amounting to 2.6 fte. Funding for 1 FTE comes from Children's Social Care budgets and is the subject of further negotiations.

2.4 **Partners**

The team works with a wide range of partners, both organisations and individuals; including Health, Children's Social Care, elected members, and schools. There is

an expectation that schools will ensure pupils voices are heard, but the team provides additional work on a topic basis such as support for a major initiative on anti-bullying.

There is a perceived advantage in separating out the voice of the Children and Young people work from 'delivery' elements of the Directorate to create a degree of independence for the voice of the customer. For this independence to be maintained there should be a separation from the delivery elements of the council.

Consideration will be given to the work being carried out by other elements of the Youth Support Service such as Targeted Youth Work which is experienced in this area of work. Consideration could also be given for the work for children's social care in relation to the Safeguarding Board and Corporate Parenting Board to be undertaken by staff in that part of the Directorate, and for the work with the UKYP and Youth Cabinet being carried out by democratic services staff.

2.5 **Economic Implications**

There are no economic implications for this proposal.

2.6 **Environmental Implications**

There are no environmental implications for this proposal.

2.7 **Health and wellbeing implications**

The council has statutory duty to provide children and young people with the opportunity to engage. Young people who feel they are being heard are more likely to develop healthy behaviours.

2.8 **Other Council Services**

The team supports the work of Children's Social Care, and Community Safety, contributing to work on anti-extremism, and community cohesion, and to ensuring the voices of vulnerable children and young people are heard by services providing services for them.

3. **Associated Risks**

3.1 This activity has a statutory basis with the 2006 Education Act and related statutory guidance specifically to:

- 'Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives'.
- 'Working Together to Safeguard Children' March 2013, identifies 2 key principles which include; 'A child-centred approach and for services to be effective they should be based on a clear understanding of the needs and views of children'.
- The Children and Families Act 2014 includes a duty to ensure that children and young people are engaged, empowered and supported to participate in

planning for their future – the local offer for instance must be co-produced with disabled children and young people.

There is a risk that this proposal would weaken the council's ability to demonstrate that it is meeting this statutory requirement, which would be subject to inspection by Ofsted. Our post 2013 Ofsted Improvement plan included the following:

- Drive forward full implementation of the Active Involvement Strategy, championed at political and senior leadership levels.
- Strengthen participation for children and young people (Council for Kids; Safeguarding Inspectors Team). *Current arrangements and levels of engagement are weak.*
- Continue to develop our practice to ensure that the voice of the child can be clearly evidenced through case file audits and observations of practice, and that recommendations for practice improvement are acted on swiftly.

There is a risk to the council's reputation from weakening its ability to demonstrate that it engages effectively with children and young people in the decision making process.

4. **Consultation and customer feedback**

- 4.1 Young people and partner organisations will be consulted on this proposal as part of the corporate arrangements. Special versions of consultation materials will be produced, and made widely available.

5. **Legal Implications**

- 5.1 The council is committed to ensure that the voice of children and young people are listened to and acted on. It will develop a model to deliver the statutory requirements differently. People in related service areas will take greater responsibility and schools education establishments and the voluntary and community sector will have an enhanced role.

6. **Equality Implications**

- 6.1 Consultation, equality impact assessment and the outcomes of these will be reviewed to ensure that the council is listening to and responding to the views of children and young people with disabilities. Any mitigation required will be set out in the equality impact assessment which is being carried out.

Draft Proposal – reference 151: Continue to Review - Targeted Youth Work (TYW)

Estimated Net Saving				
2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	Implementation cost
-	£266,500	£266,500	-	-

1. Description of the Savings Proposal

- 1.1 Targeted Youth Work delivers a range of social education programmes for young people including youth centres, detached and outreach work and residential activities.
- 1.2 The work is delivered by both the council and independent commissioned providers principally Community Associations in Walsall. The revised budget, should the above proposal be implemented would be £838,000 as a whole as at 1 April 2016 and the work described above will continue to be provided within this budget.
- 1.3 The proposal is to reduce the commissioned budget from 1st April 2017 by £266,500 and remove the remaining £266,500 for the commissioned budget from 1st April 2018.
- 1.4 Targeted Youth Work programmes will continue across Walsall, focussed on the use of the Myplace building and outreach and detached work using the youth mobile vehicles.
- 1.5 This will ensure the council continues to meet its statutory requirements to as far as is “reasonably practical” to provide sufficient educational and leisure time activities for young people.

2. Implications Associated With Savings Proposal

2.1 Corporate Plan

The proposal to reduce the commissioned budget in years 2 and 3 and therefore reduce the provision of youth work impacts on 2 corporate plan priorities ‘Improving safeguarding, learning and the life chances for children and young people, raising aspirations’, and ‘Improving health and well being, including independence for older people and the protection of vulnerable people’. The retained investment in direct council targeted youth work will focus on area of need to minimise impact on both corporate plan priorities.

2.2 Customers

- 2.2.1 Youth Work in Walsall is focused on personal and social development and reducing youth related Anti-Social Behaviour (ASB), and is delivered via young people’s centres, detached and mobile work, holiday programmes via projects and residential activity.
- 2.2.2 This proposal would mean youth work being delivered through a small team of full-time and part-time staff operating across the borough, and increasingly

focussed on agreed areas of need within those areas. The 2006 Education and Inspection Act (Section 507B) gave local education authorities in England a duty to “so far as reasonably practicable, secure for qualifying young persons in the authority’s area access to:

- a. sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
- b. sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.”

2.2.3 This duty is underpinned by the statutory guidance issued by the Secretary of State for Education under Section 507B of the Education and Inspections Act 2006 which relates to local authorities’ duty to secure services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being, as defined in Subsection 13.

2.2.4 This includes youth work and other services and activities that: offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust: support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination; improve young people’s physical and mental health and emotional well-being.

2.2.5 Within the time period of this proposal the voluntary and community sector will be supported to develop a sustained model of youth service delivery within local areas. This will meet the needs of young people and contribute to the delivery of statutory functions. The retained council budget will be deployed and responsible for building capacity in the voluntary and community sector. It will also provide targeted and specialist services to the most vulnerable young people.

2.3 **Employees / Staffing**

This proposal does not relate to Targeted Youth Work delivered directly by the council. It is estimated that 14 FTE Community association staff would be affected.

2.4 **Partners**

Partnership arrangements, including those with schools and the police on reducing anti social behaviour (ASB) will be reviewed to ensure that the impact of proposed reductions is minimised and that effective and mature partnership relationships continue.

The proposed savings in years 2 and 3 could impact on Community Association's ability to maintain buildings for a range of uses/service provision, employ staff and provide services for young people. The new model of delivery will not require as many council retained buildings.

2.5 **Economic Implications**

No direct economic implications are anticipated.

2.6 **Environmental Implications**

No direct environmental implications are anticipated aside from a potential increase in youth related ASB involving graffiti and vandalism.

2.7 **Health and wellbeing implications**

Negative impact on health and well being of young people particularly on mental health and adverse pressure on teenage pregnancy rates and potential alcohol and substance misuse. This will be mitigated by targeted intervention and focused work at community level.

2.8 **Other Council Services**

Community safety services and agenda adversely effected particularly the ASB team and activity. This will be mitigated by targeted intervention and focused work at community level.

3. **Associated Risks**

- 3.1 There is a risk of an increase in youth related crime and youth related ASB over both years and a reduction in the ability to support both the community cohesion and Prevent agendas. There will also be reputational risks with partners and providers (particularly related to phased reduction and termination of contracts) as youth provision is closed.

To mitigate the above;

- We will continue to ensure we fully engage our customers (young people) as full decision makers to help shape and deliver the remaining services,
- We will ensure the direct council targeted youth work is focused on area of need, and continues to work in effective partnership with localities
- We will review our partnership arrangements to ensure that effective and mature partnership relationships continue
- The youth offer will be reviewed and rigorously differentiated based on need.
- Support and develop the voluntary sector and volunteers to reduce the gap in provision and support capacity building in third sector as set out in the responsibilities for the council's direct youth work provision, and wider council strategies.

4. **Consultation and customer feedback**

- 4.1 Residents and communities have repeatedly prioritised things to do and places to go for young people and the involvement of youth related anti-social behaviour as a priority. Over 3,000 young people contributed to the pre-October 2014 corporate budget consultation process regarding future arrangements for youth work.

This further proposed change will be consulted upon with young people, commissioned providers and partner/stakeholder organisations.

5. **Legal Implications**

- 5.1 The council has statutory duties in relation to the provision of youth work. The 2006 Education and Inspection Act (Section 507B) gave local education authorities in England a duty to “so far as reasonably practicable, secure for qualifying young persons in the authority’s area access to:
- c. sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and
 - d. sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.”
- 5.2 The above requirements of the Education and Inspection Act 2006 are further detailed in statutory guidance issued by the Secretary of State for Education (Guidance for services and activities to improve young people’s well being). Minimum statutory requirements will be met.

6. **Equality Implications**

- 6.1 An equality impact assessment is underway that will consider all policy, procedures and service changes.

Draft Proposal – reference 152: Continue to Review Information, Advice and Guidance Service (IAG)

Estimated net saving		
2016 / 2017	2017 / 2018	Implementation/ Investment cost
£338,000	-	-

1. **Description of the Savings Proposal**

- 1.1 This proposal would involve ceasing the budget for targeted Careers Information, Advice and Guidance (IAG) that focuses on work with vulnerable groups and young people most at risk of becoming NEET (Not in Education, Employment or Training). The council continues to have a statutory duty (under Section 68 of the Education and Skills Act 2008) for tracking and assisting the most vulnerable young people, to monitor and report on destination outcomes and provide support to looked after children/care leavers, young people with learning difficulties and disabilities and to provide support to other vulnerable groups (teenage mums and young offenders) and some support to NEET young people and those at risk of becoming NEET. The council will continue to meet its related statutory requirements as outlined below.
- 1.2 This savings proposal would mean that there would be no personal advisers directly funded by the council supporting this area of work. There may be a limited number of personal advisers employed through the traded services element, supporting some aspects such as teenage pregnancy, supported housing, vulnerable students

at Walsall Adult and Community College (WACC) and in a limited number of schools, and through the European Social Fund (ESF) funded Black Country-wide Impact project aimed at 15-29 year old unemployed young people, if the bid is successful.

- 1.3 To mitigate the potential impact of this proposal, we will communicate early with schools on the proposed changes and, if agreed, support schools in fully understanding their universal careers IAG responsibilities. We will also support schools to ensure related and current 'traded services' continue to be offered for the universal element and targeted services. We will work to ensure continuity of arrangements for the monitoring and reporting of young people's destinations and continue to work to secure funding for the Impact Youth Unemployment Project, which is currently progressing well.
- 1.4 We will explore opportunities to develop a joint approach as regards to careers, information, advice, and guidance with other Black Country and West Midland Local Authority's including consideration of the provision of related online facility. Other providers and opportunities for example through education business partnerships, mentoring, peer support and business links will be fully explored and built into the overall programme.

2. **Implications Associated with Proposal**

2.1 **Corporate Plan**

If the mitigation activities are not delivered effectively this budget reduction could have a direct impact on corporate priorities particularly:

- *Supporting business to thrive and supporting local people into work* - withdrawing specialist independent help to young people preparing effectively for the world of work
- *Improving health and well-being, including independence for older people and protection of vulnerable people* – Withdrawing specialist independent help to young people preparing effectively for the world of work. Young people, particularly those who are vulnerable, who are not able to make effective and sound choices risk being less healthy, making additional demands on health services, in particular mental health provision.
- *Improving safeguarding, learning and life chances for children and young people, raising aspirations* - withdrawing specialist independent help to vulnerable young people considering subject choices, learning opportunities and locations, and preparing effectively for the world of work. It could impact on young people making choices in pursuance of the requirements of Raising the Participation Age arrangements.

Ceasing the IAG provision and directly employing no personal advisers could have an impact on the number of young people who are NEET and those whose destination are not known and could impact on the levels of Youth Unemployment. The intention is that this is mitigated in part by elements of the traded service, the potential Impact project and other approaches to delivering IAG.

2.2 Customers

- 2.2.1 Ceasing the provision could have an impact on the levels of 'not known' and NEET young people, and potentially on the levels of youth unemployment. There could be a risk of not meeting our minimum statutory requirements, monitoring and reporting on destination outcomes and providing support to vulnerable groups (for example teenage mums, young offenders, LAC and young people with SEND) and some support to NEET young people, because there would be no staff to carry out the necessary intensive follow-up work, liaising with schools and colleges and other organisations to gather data, and work with young people and their parents/carers to enable them to avoid being or remaining NEET.
- 2.2.2 A new way of working with, and by schools/academies and other providers (as noted previously), will be developed in order to ensure IAG continues and the risks identified above are mitigated. Schools/academies will be encouraged to work more collaboratively as a 14-19/25 partnership which will strategically co-ordinate a pathway approach to ensure all statutory requirements are met. There are some real opportunities to work differently with business training providers and partners in a new approach. It is recognised that the needs of young people, post 16, out of the school environment need to be met.
- 2.2.3 The statutory provision for IAG changed in 2012 where universal provision was transferred to schools. The Council continues to have a statutory duty (under the Section 68 of the Education and Skills Act 2008), for tracking and assisting the most vulnerable young people.
- 2.2.4 Local authorities retain their statutory duty (under section 68 of the Education and Skills Act 2008), to secure sufficient suitable education and training provision for all young people aged 16-19 and for those aged 20-24 with a learning difficulty. A local authority should make available to young people aged 13-19 and to those aged 20-24 with a learning disability assessment/Education, Health and Care Plan, support that will encourage, enable or assist them to participate in education or training. In addition, the Education and Skills Act 2008 places two new duties on local authorities from June 2013 with regard to 16-17 year olds in relation to the raising of the participation age:
- to promote the effective participation in education or training of young people covered by the duty to participate; and
 - to have arrangements in place to identify those who are not participating and re-engage them back into learning.
- 2.2.5 To fulfil these duties local authorities are required to track all young people participation successfully through the local Client Customer Information System (CCIS). Local authorities are expected to meet any costs incurred in the delivery of these duties from their overall budgets.
- 2.2.6 These proposals retain the CCIS system and different approaches, systems and processes will be identified to track young people. It is recognised that this is labour intensive, involving as it does letters, phone calls and sometimes home visits, so the new proposals must ensure that the statutory requirements are not put at risk.

2.3 **Employees / Staffing**

The proposed level of related budget reduction would lead to 11 staff being put 'at risk' of redundancy.

2.4 **Partners**

Secondary schools would be involved in reshaping a new service where schools and academies will take more ownership of the delivery model, in particular in relation to looked after children and those with special educational needs and disabilities.

The school IAG universal offer is purchased from a number of providers, or provided by staff employed in schools, with the exception of 3 schools who purchase elements from the Council's Youth Support Connexions service, as a traded service.

2.5 **Economic Implications**

There could be adverse impact on the numbers of unemployed young people and those not in education, employment or training.

2.6 **Environmental Implications**

No direct environmental implications.

2.7 **Health and wellbeing implications**

There is the potential of an increase in poor health and well being outcomes related to any increase in the levels of NEET and unemployed young people.

2.8 **Other Council Services**

There would be an impact on the support currently offered by personal advisers to the Walsall Works programme, Supported Housing, Transition Leaving Care/Looked After Children and Young People, Youth Justice Service, Early Help, Walsall Adult and Community College. This impact will be mitigated if traded services arrangements are put in place and if the Impact Project Bid is successful.

3. **Associated Risks**

3.1 Reputational risk with schools that will see a reduction in provision. To mitigate we will seek to involve and communicate early with schools on the proposed changes and to support schools in fully understanding their universal careers IAG responsibilities and the need to offer both qualitative and impartial IAG. We will also support schools to ensure related and current 'traded services' continue to be offered for the universal element and targeted services.

3.2 Risk of increase in the numbers of NEET young people and unemployed young people and a significant increase in the numbers of young people whose destinations are unknown. To mitigate we will work to ensure continuity of

arrangements for the monitoring and reporting of young people's destinations and continue to work to secure funding for the Impact Youth Unemployment Project.

We will also work with other Black Country and West Midlands Local Authorities to explore joint working including the development of an information, advice and guidance website.

4. **Consultation and customer feedback**

- 4.1 This will be developed from 29th October 2015. A full staff meeting has been scheduled for 20th October 2015. Arrangements will be made to consult stakeholders, partner organisations including schools, and young people.

5. **Legal Implications**

- 5.1 The council will continue to meet its related statutory requirements as outlined above.

6. **Equality Implications**

- 6.1 An equality impact assessment is underway that will consider all policy, procedures and service changes.

PORTFOLIO: PERSONNEL & BUSINESS SUPPORT

Summary of services within the portfolio

Human Resources (HR)

- HR Direct – recruitment, payroll, pensions and transactional HR services
- HR Specialist Services – HR advisors (directorate support), health & safety, HR policy and job evaluation, wellbeing and equality and learning and development
- Payroll and HR advice to schools

Portfolio Objectives / Outcomes / Purpose

Human resources

- Human Resources will work with local community partners to promote 'local jobs for local people'; continue to engage and involve staff; reduce sickness absence within WMBC; support a healthy workforce and to continue to manage the TUPE transfers in and out of services. HR will support council services in pay & grading, restructuring and realignment of services

Objectives for support services

We are taking a customer-focused approach to our work to re-design support services to make them fit for purpose for our future organisation. Our work to understand purpose from the customer perspective and to understand customer demand over the last few months has led to two working purposes for our support services; 'Help me when I need it – right, fast and simple' and 'Spend my council tax money wisely'.

Our intention is to continue to work to understand at a much greater level of detail the demand from our customers going forwards so that we can empower our staff and re-design our services to help to deliver the best possible public services. From what we know already, we expect underlying principles of our continued re-design to include:

- Increasing integration of support services with public service delivery – to ensure real end-to-end service delivery for the customers and businesses of Walsall
- Collaborative, multi-functional advice and support easily obtained.
- Ready access for our customers to the help and advice that they need at first point of contact – not having to speak to several people in order to get to the help that is needed.
- Our staff having optimum flexibility to give customers the help they need in the way they need it
- Effective use of ICT to assist our customers where it can be shown to meet their needs and add real value for them, not for the sake of 'cheapness' (which would be huge false economy).

Clearly, the needs from support services will be derived very largely from the changes made to direct public service delivery and so a collaborative approach will be needed with all executive directors to bring forward complementary savings options going forward.

Financial summary

Table 1 details the revenue cash limits for the Personnel and Business Support Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Personnel & Business Support Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	2.87	2.42	2.35	2.17
Base budget adjustment	(0.02)	0.00	0.00	0.00
Less: Savings / efficiencies - see table 2	(0.43)	(0.07)	(0.18)	(0.10)
Revised cash limit	2.42	2.35	2.17	2.07

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Personnel and Business Support Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
171	Operational changes across Human Resources	382,338	71,000
172	Reduction in trade union facility time	50,000	
	Total	432,338	71,000

PORTFOLIO: PUBLIC HEALTH AND WELLBEING

Summary of services within the portfolio

Health Improvement:

- Sexual health services - contraception
- Sexual health services - advice, prevention and promotion
- NHS health check programme
- Programmes and services to reduce levels of adult obesity
- Programmes and services to reduce levels of childhood obesity
- National child measurement programme
- Nutrition initiatives including promotion of breastfeeding
- Programmes and services to increase adult physical activity levels
- Programmes and services to increase children's physical activity levels
- Adult Drug misuse - prevention and treatment programmes
- Adult Alcohol misuse - prevention and treatment programmes
- Drug and alcohol prevention and treatment services – young people
- Smoking and tobacco - Stop smoking services and interventions
- Smoking and tobacco - Wider tobacco control
- Children 5–19 public health programmes including the School Nursing Service
- Health and work, including the Healthy Workplace Programme
- Programmes to prevent accidents including falls prevention
- Public mental health promotion
- Dental public health promotion
- Water fluoridation

Health Protection:

- Sexual health services – Sexually transmitted infection testing and treatment
- Local authority role in health protection
- Local authority role in surveillance and control of infectious disease
- Public health aspects of environmental hazards protection
- Health emergency planning including cold weather and heat wave planning

Healthcare Public Health:

- Interventions to identify and reduce risk of disease by screening
- Actions to mitigate poor physical and mental health
- Actions to reduce long term disability and loss of independence
- Specialist public health advice
- Improving primary care

General prevention activities

- Community safety, violence prevention and social exclusion
- Local initiatives to reduce excess deaths from seasonal mortality
- Population level interventions to reduce and prevent birth defects (supporting role)
- Wider determinants of health

Information and Intelligence

- Population needs assessment and strategy

Portfolio Objectives / Outcomes / Purpose

Walsall Council receives a ring fenced grant from the Department of Health, via Public Health England (PHE), to enable the council to discharge its statutory duty to achieve population level improvements in public health. In 2015/16 the council received an allocation of £15.8 million.

The Public Health grant is provided to the council to discharge its responsibilities to:

- Improve significantly the health and wellbeing of local populations
- Carry out health protection and health improvement functions delegated from the Secretary of State
- Reduce health inequalities across the life course, including within hard to reach groups
- Ensure the provision of population healthcare advice.

Our key priorities, informed by the Joint Strategic Needs Assessment and outlined in the Walsall Health and Wellbeing Strategy, are to:

1. Improve health and wellbeing in Walsall
2. Reduce health inequalities
3. Give every child the best start in life
4. Improve health and wellbeing through healthy lifestyles: Making 'healthier choices easier'
5. Reduce the burden of preventable disease, disability and death
6. Promote healthy ageing and independent living

In 2015/16, £1.3m of the Public Health grant was released into a Transformation Fund, through a process of disinvestment in some existing Public Health services. This was in addition to £1m investment in 2014/15. Money released in this way has been reinvested across council service areas and has been commissioned to deliver Public Health outcomes.

The Public Health Transformation Fund aims to:

- Support the delivery of priority local health and wellbeing activities
- Facilitate collaborative and integrated approaches to population health and wellbeing
- Improve value for money by evaluating the outcomes of activities and the associated impact on Walsall residents, the Council and its partners.
- Leverage wider public health benefits across the far larger spend of Walsall Council.

Financial summary

Confirmation has been received that the 2016/17 grant allocation will not be subject to a financial uplift, however we have not been advised of whether the as yet unconfirmed 2015/16 level of reduction (expected to be £1.1m) will be a recurrent one or not.

Table 1 details the revenue cash limits for the Public Health and Wellbeing Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Public Health and Wellbeing Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	0.00	0.00	(1.08)	(2.01)
Base budget adjustment	1.10	0.00	0.00	0.00
Less: Savings / efficiencies - see table 2	(1.10)	(1.08)	(0.93)	(0.54)
Revised cash limit	0.00	(1.08)	(2.01)	(2.55)

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Public Health and Wellbeing Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
173	NHS health checks programme – efficiencies via IT software and programme support	5,000	
174	Drugs and alcohol - reduce capacity of services	70,000	150,000
175	Lifestyle services - procure more integrated model of service delivery (Policy)	260,000	
176	Sexual health reprocurement - demand management and integration of services	350,000	
177	Reduce spend on public health services in schools e.g. school nursing, mental health, sexual health programmes (Policy)	79,000	225,000
178	Recommissioning of 0 - 5 years service (Policy)	15,000	400,000
179	Decommission services provided by domestic violence forum (linked to proposal 24 & 26)	30,000	
180	Achieve efficiencies through proposal to establish a charitable body to deliver welfare advice and support (linked with proposal 184)	40,000	75,000
181	Generate efficiencies in current transformation fund schemes	86,350	225,000
182	Generate income from public health advice and intelligence services / reduce staffing	100,000	
183	General efficiencies from admin, training, IT licences etc.	70,000	
	Total	1,105,350	1,075,000

Where draft saving proposals are identified as ‘policy’ changes in the above table, these are supported by further details provided in the following pages.

Draft Proposal – reference 175: Lifestyles Services - Procure a more Integrated Model of Service Delivery

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£260,000	-	-

1. Description of the Proposal

- 1.1 To commission an integrated lifestyle service to increase activity, be more cost effective and sustainable.
- 1.2 The procurement of a more integrated model of services delivery with a tiered approach of universal and targeted lifestyle support for adults and children in Walsall (e.g. those at highest risk of long term conditions) includes children’s weight, physical activity, mental health and well being, workplace health, diet and nutrition and sustained behaviour change. Exclusions from the project include recently procured lifestyle services: Weight management for adults, smoking cessation and drugs and alcohol.
- 1.3 Redesigning the services will reduce health inequalities and promote equity, increase sustained employment, improve the management of mental health and musculoskeletal issues, promote healthy weight and increase physical activity within a smaller financial envelope.
- 1.4 Desired outcomes include:
- Reduced employment and support allowance (ESA) claimants – Network and Operation Management Information System (NOMIS)
 - Reduced ESA claimants - mental health
 - Reduced ESA claimants - musculoskeletal
 - Increase sustained employability
 - Reduce prevalence of excess weight in reception and year 6 children - National Child Measurement Programme (NCMP)
 - Increase fruit and vegetables consumption in children and adults
 - Increase physical activity in children and adults
 - Supporting the most vulnerable families to provide the best start in life for children (0-5yrs)
 - Improve educational attainment at all key stages
 - Increasing male life expectancy

2. Implications Associated With Proposal

2.1 Corporate Plan

- *Supporting business to thrive and supporting local people into work* – health related support will continue to be offered to businesses helping their staff to be more productive and improving their ability to sustain employment into older age.

- *Improving health and well being, including independence for older people and the protection of vulnerable people* – the programme will continue to support businesses to improve the health and wellbeing of their staff.
- *Create a modern, dynamic and efficient workforce designed around what Residents need* – support will continue to be available to develop health of council staff to maintain high levels of motivation and productivity.

2.2 **Customers**

See above and below.

2.3 **Employees / Staffing**

No impact on employees and staffing anticipated.

2.4 **Partners**

There will be a reduction in contract value for the current providers of these services, as well as a requirement to generate income through delivery of some elements of the programme e.g. the Healthy Workplace services.

2.5 **Economic Implications**

Targeted provision alongside a charged model for some lifestyle services e.g. health at work will enable health and wellbeing support to be available to a wider range of residents and businesses.

2.6 **Environmental Implications**

No environmental implications anticipated.

2.7 **Health and wellbeing implications**

Targeted provision alongside a charged model for some lifestyle services e.g. Health at work will enable health and wellbeing support to be available to a wider range of residents and businesses

2.8 **Other Council Services**

Other teams within the council will be consulted with as part of the Lifestyles procurement process. This will include Regeneration, Sport & Leisure, Environmental Health, and Children's Services.

3. **Associated Risks / Opportunities**

- 3.1 Whilst there are potential risks, in reducing the budget available to improve lifestyles across Walsall, such as increases in obesity; smoking rates and the resultant increased costs associated with this, the new service model being planned seeks to minimise these risks. The aim is to improve efficiency and effectiveness of provision and to promote and support more self management.

4. **Consultation and Customer feedback**

4.1 A Lifestyles needs assessment is currently being developed by Public Health as part of the Lifestyle services procurement. A programme of consultation is also being rolled out as part of this process and is due for completion end of January 2016.

5. **Legal Implications**

5.1 No legal implications anticipated.

6. **Equality Implications**

6.1 A full equality impact assessment is being carried out. An initial assessment has shown that no major change is required. However, further assessment will be included as part of the programme of consultation due for completion by the end of January 2016.

Draft Proposal – reference 177: Reduction in Public Health Services in Schools

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£79,000	£225,000	-

1. **Description of the Proposal**

1.1 Walsall Public Health currently funds the whole school nursing service offering a school health programme to all primary and secondary schools in Walsall. Walsall Public Health also has responsibility for commissioning healthy eating programmes in schools for children.

1.2 This proposal suggests reducing spend on public health services in schools by removing some investment from the school nursing service and healthy eating programmes for children based in schools.

1.3 **School Nursing Service**

This proposal involves reducing the incentive payment process currently in place for the school nursing service which prioritises the issues of particular importance to Walsall such as relationship and sexual health education and promotion of young people’s emotional health and wellbeing.

1.4 Work is currently taking place to develop a new Healthy Schools model which will involve a traded service element. This will reduce the impact of the funding reduction on the school nursing incentive service.

1.5 **Healthy Eating/Healthy Weight**

There is a need for a targeted healthy weight service for children who are identified as being overweight and also a service to encourage healthy eating for all children to prevent obesity to ensure healthy weight within Walsall. It is planned that the targeted healthy eating programme will be remodelled based on consultation and

the new model procured which will deliver savings. In addition, based on consultation findings, it is anticipated that savings may also be made by using existing staff to offer the complementary universal healthy weight element of this programme.

- 1.6 It is anticipated that by year 2017/18 schools will be subsidising a behaviour change healthy eating programme through traded services which will mitigate the proposed savings to the school based universal healthy eating programme.

2. **Implications Associated With Proposal**

2.1 **Corporate Plan**

The current school nurse service contract contains incentives focusing on three key priority areas for Walsall:

- teenage pregnancy/ sexual health
- increasing the profile and accessibility of the school nursing service amongst school staff and pupils/parents
- emotional health and wellbeing

Removal of the incentivised scheme will mean that it may be difficult to deliver a change to these outcomes.

A reduction in the service offered to support children and families in maintaining a healthy weight will inevitably impact on the number of children who will benefit from an obesity prevention and support programme and therefore mean that the current reduction in obesity levels may not be maintained

Implications on Corporate Plan objectives

- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations and Improving Health and well being* - may be directly affected with an impact particularly around rates of teenage pregnancy, obesity and emotional health and wellbeing through less work around the incentive objectives

There is a direct link between health and attainment and therefore employability. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/370686/HT_briefing_layoutvFINALvii.pdf

- *Supporting business to thrive and supporting local people into work and create a modern, dynamic and efficient workforce* - will therefore also be affected by a reduction in services that support attainment by improving health.

By increasing school responsibility for the above priority areas through a traded service model and the increased emphasis from Ofsted to consider health in the curriculum, schools will have a vested interest to ensure they meet the new Ofsted inspection framework and improve the health of pupils.

2.2 Customers

The proposal relates to non statutory functions.

- Delivery of children's public health services to address and arrest children's obesity in early years settings (aged 4-5) will be affected if there is poor uptake of this as a traded service
- Delivery of Children's public health services aged 5 – 19 will impact on schools, parents and children.
- School staff rely on the support of the school nurse around issues relating to the health of the child. If this is not so readily available, school improvement may be compromised
- Parents and children have valued the school based behaviour change healthy eating programme service and any reduction in this provision will be noticed

2.3 Employees / Staffing

These are Public Health commissioned services so there is no direct impact on employees or staffing levels.

2.4 Partners

If the contract drops to a critical level then service providers may struggle to deliver.

2.5 Economic Implications

Withdrawal of these services will impact on school readiness, educational attainment and therefore employment prospects.

2.6 Environmental Implications

Delivery of healthy weight services may not take place in Walsall's Green Spaces which impacts on the Public Health outcomes framework indicator "utilisation of outdoor space for exercise/health reasons"

2.7 Health and wellbeing implications

These proposals will work as far as possible to ensure that the health and wellbeing of children and young people are considered and impact is minimised. With a reduction of £154k over 2 years the following must however be considered as possible risks:

- Increase in teenage pregnancy
- Increase in sexual transmitted disease
- Increased obesity levels
- Reduction in safeguarding due to a decreased profile in school nursing service and its capacity
- Decrease in emotional health and wellbeing of young people
- Reduction in support for breakfast clubs, nutrition and poverty
- Reduction in identified school nursing provision in schools

2.8 Other Council Services

The school improvement team may receive negative comments from schools and the impact on achievement of OFSTED health outcomes may be evident.

3. Associated Risks / Opportunities

Risk	Mitigation
Increase in teenage pregnancy.	Revised teenage pregnancy strategy emphasises the partnership role in tackling this issue. Sexual health services are being recommissioned with an increased focus on pregnancy prevention.
Increase in sexual transmitted disease.	As above.
Increased obesity levels.	Lifestyle services are being reprocurd to support healthy weight in children and adults. Physical activity team could adapt offer to increase support to target groups. New service model to be devised. Traded service to be investigated.
Reduction in safeguarding due to a decreased profile in school nursing service and its capacity.	School nurses will prioritise this issue but this impacts on other services delivered by this team.
Decrease in emotional health and wellbeing of young people.	Joint strategy to be developed for children and young people based on needs assessment undertaken by Public Health. New work happening in schools funded by an NHS England grant (NHSE). Transformation Plan (CCG/NHSE led initiative) funding being applied for to support young people in accessing eating disorder support and crisis support.
Reduction in support for breakfast clubs and improving nutrition in areas of poverty and deprivation.	New service model around healthy eating and physical activity to be devised. Traded service to be investigated to encourage schools to work around this issue.
Reduction in identified school nursing provision in schools.	Discussion with provider to set mitigation measures in place.

4. Consultation and Customer feedback

- 4.1 Consultation was undertaken in the winter of 2014 around a reduction in school nurse funding. An equality impact assessment was also undertaken at this point which summarises the consultation.

5. **Legal Implications**

5.1 There are no legal implications around reducing the school nursing budget. Consideration needs to be paid to the intellectual property rights of the school based behaviour change healthy eating programme.

6. **Equality Implications**

6.1 An equality impact assessment (EqIA) was undertaken in December 2014 following extensive consultation with stakeholders including parents and young people. This was reviewed in August 2015 with recommendations for the Public health commissioner to monitor the 2014 EqIA but not to repeat a whole EqIA process. In addition to the issues raised in the 2014 EqIA, the below points relate to this proposal for people with protected characteristics.

Age	<ul style="list-style-type: none"> • Ability of service to engage with young people who have left school up to the age of 19 may be affected. This may be mitigated through increased work with Walsall College and other partners through the existing healthy child programme (HCP) 5-19 Co-ordination group • School based healthy eating programme may not reach nursery age children. This will be mitigated through an increased focus of Children’s Centre staff on achieving health weight outcomes funded by Public Health transformation funding • Concerns regarding the impact on safeguarding and looked after children (LAC) assessments and reduced opportunities to deliver the preventative agenda. As said above, school nurses will prioritise this issue but this impacts on other services delivered by this team.
Disability	Increased support for children and young people with long term conditions to ensure quality support in schools is being offered through the remodelled service procured in 2015.
Gender reassignment	No foreseen impact.
Marriage and civil partnership	No foreseen impact
Pregnancy and maternity	Increased support for young teenage parents from the school nursing service. The 2015 teenage pregnancy strategy also sets out partnership support for this group. Support is offered through the Family Nurse Partnership service which is now procured by the Council from 1.10.15.
Race	No foreseen impact
Religion or belief	No foreseen impact
Sex	No foreseen impact
Sexual orientation	No foreseen impact

Draft Proposal – reference 178: Re-commissioning of 0-5's Services

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£15,000	£400,000	-

1. Description of the Proposal

- 1.1 To deliver savings by integrating the breast feeding/infant feeding programme with the 0-5 Healthy Child programme (health visiting and family nurse partnership (FNP) programme) and to re-procure a redesigned service by April 2017.
- 1.2 In conjunction with Children's Services, develop integrated operational working around early year's provision.
- 1.3 The redesign of the service would ensure that the needs of Walsall would have been considered and be met and that the skill mix of the service would be adapted to meet the needs of each locality.

2. Implications Associated With Proposal

2.1 Corporate Plan

- *Improving Safeguarding, Learning and the Life Chances for Children and Young People, raising aspirations:*

The above priority will be affected by a reduction in resource. The Health Visiting service is unique in that it is a universal service seeing all families and often reaches some families that other services are unable to reach. Without this universal service awareness of a child's needs early in the child's life amongst other services, may be affected as with the capacity of the team possibly reducing, reach may be affected.

Health Visitors and FNP nurses 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 so impact on:

- Infant mortality *
- Smoking in pregnancy
- Parenting
- School readiness*
- Childhood obesity *
- Safeguarding*
- Breastfeeding
- Looked after children (LAC)
- Registration with Children's Centres

(* Being key indicators for Walsall)

The possible effects listed above will be considered in a revised service re design and will be subject to consultation prior to consideration by Cabinet for implementation.

2.2 Customers

Parents and children are the key customers who will see an impact from a reduction in service should there be significant change to the service offered. The needs of each locality will be considered in any redesign

2.3 Employees / Staffing

These are commissioned services, so there is no direct impact on council employees.

2.4 Partners

- GPs - there will be a greater reliance on GP services should a redesigned service not meet the needs of families in Walsall. Should this proposal impact in a reduction in breastfeeding which is protective against early child illnesses, there might be a greater call on primary care services.
- Children's Centres - it is anticipated that health visitors are to register children with Children's Centres. It is anticipated that this will continue but may be impacted. Breastfeeding support will be offered in Children's Centres which also impacts on reducing social isolation but if staff numbers are reduced, this may not be offered as often.
- Early Years Education providers - the health visiting service supports parents in parenting and early bonding which have been shown to impact on school readiness.

2.5 Economic Implications

No implications.

2.6 Environmental Implications

No implications.

2.7 Health and wellbeing implications

The first 1001 days of life are particularly key in the later outcomes of a child's life in terms of attainment, health and sometimes behaviour. To reduce the universal service that the service offers to parents of children at this level, may impact on these longer term outcomes.

Health outcomes may be affected negatively. Although a re-procured service will aim to minimise negative outcomes, to remove funding to this level it is inevitable that a negative impact will be seen.

FNP is one of the few evidence based interventions that have been shown to reduce LAC. To reduce this service will impact negatively on numbers of LAC in the medium and longer term.

2.8 Other Council Services

Stakeholders will be consulted in the pre procurement consultation seeking views on redesign and how the 0-5 service can work in a more integrated way with Children's Services and other partners.

3. Associated Risks / Opportunities

Risks	Mitigation
Less engagement with partners	Reprocurement to take into account
Infant mortality *	Health visitors (HV) will work with partnership group to take forward actions and support parents in infant mortality reduction
Smoking in pregnancy	Smoking in pregnancy service is prioritising reaching more pregnant women but health visitors had a major role in supporting maintenance of cessation post pregnancy
Parenting including teen parent support	Support for parenting is a high impact outcome that health visitors are working towards. If the FNP service is reduced there will be less support for the very vulnerable teen parents that will be seen in Walsall. The refreshed teenage pregnancy strategy and team do support parents who do not access FNP
Safeguarding	HVs and FNP nurses will prioritise this issue but it may impact on other services that the team offer. Early identification of vulnerable children through universal support may be compromised
Peri natal maternal mental health School readiness* Childhood obesity * Breastfeeding Registration with Children's Centres	Reprocurement to take into account but a reduction in funding will impact
Reprocurement with a reduced budget	Providers may find the contract unattractive to bid for. Reduce scope of service

(* Being key indicators for Walsall)

4. Consultation and Customer feedback

4.1 Stakeholders including parents will be consulted in the pre procurement consultation seeking views on redesign and how the 0-5 service can work in a more integrated way with Children's Services and other partners in April 2016.

5. Legal Implications

5.1 The health visiting universal service is a statutory service.

6. **Equality Implications**

6.1 A full equality impact assessment (EqIA) is required and will be carried out following the consultation with stakeholders including parents. The consultation will take place April 2016 with an EqIA undertaken July 2016. The following groups with protected characteristics will be affected. The 0-5 service works to proportionate universalism, groups with protected characteristics will be prioritised

Age; Children 0-5
Disability; Children 0-5 and identification of children with disabilities Mitigation; The 0-5 service works to proportionate universalism, groups with protected characteristics will be prioritised
Gender reassignment; No impact anticipated
Marriage and civil partnership; No impact anticipated
Pregnancy and maternity; The universal service may be affected negatively depending on remodelling based on consultation
Race; No impact anticipated
Religion or belief; No impact anticipated
Sex; No impact anticipated
Sexual orientation; No impact anticipated

PORTFOLIO: SHARED SERVICES AND PROCUREMENT**Summary of services within the portfolio***Procurement*

- Advice, guidance and practical support to enable effective procurement across the organisation

Information and Communications Technology (ICT)

- ICT Services and Support
- Print & Design

Programme Delivery and Governance

- Business Information and Intelligence, Business Analysis, service re-design
- Systems thinking training
- Programme and Project Management
- Governance Reviews - (of strategic programmes or projects)
- Freedom of Information Act/Data Protection Act - (co-ordination and management of all enquiries)
- Customer Complaints - statutory - (Social Care and Children's) and non-statutory
- Ombudsman - (co-ordination and management of issues and relationship with Ombudsman)
- Policy co-ordination - (maintenance of strategies and policy database, production and distribution of monthly policy round-up and legislation tracker, ad hoc support to policy development)
- Strategic Planning (production of Corporate Plan and contribution to other strategic documents)

Money, Home, Job

- Advice, customer application support, assessment, revision, payment, recovery of overpayments, customer queries, complaints and appeals of the following benefits and reliefs:-
 - Housing benefit
 - Council tax reduction scheme
 - Discretionary housing payments
 - Free school meals
- Disabled Persons' Parking permits (Blue Badge)
- The Crisis Support scheme
- The prevention, detection and investigation of benefit fraud and error, including the application of sanctions.
- Council tax - billing, collection, recovery and enforcement
- Non domestic rates (business rates) - billing, collection, recovery and enforcement
- Welfare rights– income maximisation, debt advice
- Supported Housing and homelessness
- Housing Standards and Improvements
- The First Stop Shop at the Civic Centre
- The Council's contact centre and switchboard
- Banking hall – corporate income collection service and social care payments

Portfolio Objectives / Outcomes / Purpose

Procurement

- To help my council procure the best value for money.

ICT

- To allow me to access council services that are efficient at a time and place that I choose.

Programme Delivery and Governance

- To listen to what I tell the council and help change the council to focus on me.

Money, Home, Job

The purpose of this service is: 'Help me with my money, my home, my job'.

The service helps people to become or remain independent and assists them with extra help when they fall into crisis and helps them to get back on their feet.

The service increasingly integrates what used to be stand-alone services so that the resident or business that needs help from the council receives a customer-focused service that addresses all of their needs in a streamlined way, making best use of public money in the round.

Objectives for support services

We are taking a customer-focused approach to our work to re-design support services to make them fit for purpose for our future organisation. Our work to understand purpose from the customer perspective and to understand customer demand over the last few months has led to two working purposes for our support services; 'Help me when I need it – right, fast and simple' and 'Spend my council tax money wisely'.

Our intention is to continue to work to understand at a much greater level of detail the demand from our customers going forwards so that we can empower our staff and re-design our services to help to deliver the best possible public services. From what we know already, we expect underlying principles of our continued re-design to include:

- Increasing integration of support services with public service delivery – to ensure real end-to-end service delivery for the customers and businesses of Walsall
- Collaborative, multi-functional advice and support easily obtained.
- Ready access for our customers to the help and advice that they need at first point of contact – not having to speak to several people in order to get to the help that is needed.
- Our staff having optimum flexibility to give customers the help they need in the way they need it
- Effective use of ICT to assist our customers where it can be shown to meet their needs and add real value for them, not for the sake of 'cheapness' (which would be huge false economy).

Clearly, the needs from support services will be derived very largely from the changes made to direct public service delivery and so a collaborative approach will be needed with all executive directors to bring forward complementary savings options going forwards.

Financial summary

Table 1 details the revenue cash limits for the Shared Services and Procurement Portfolio for the next four years. Full details of savings and efficiencies for 2016/17 and 2017/18 are shown in table 2.

Table 1: Shared Services and Procurement Portfolio Cash limit 2016/17 – 2019/20				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Opening cash limit	11.55	10.20	7.70	6.95
Contractual Inflation	0.01	0.02	0.02	0.02
Service Pressure – Housing Benefit	0.15	0.14	0.00	0.00
Less: Savings / efficiencies - see <i>table 2</i>	(1.51)	(2.66)	(0.77)	(0.44)
Revised cash limit	10.20	7.70	6.95	6.53

Estimates for pay, pensions and contractual inflation costs are held centrally and will be allocated to services once confirmed.

Proposed revenue savings and efficiencies

Table 2 details the revenue saving and efficiencies for Shared Services and Procurement Portfolio for both 2016/17 and 2017/18.

Table 2 : Proposed savings and efficiencies			
Saving reference	Detail of saving / efficiency	2016/17 £	2017/18 £
184	Establish a charitable body to deliver welfare advice and support and withdraw grant to the Walsall Citizens Advice Bureau for welfare advice. This will also impact on Community, Leisure and Culture portfolio in 2016/17 (Policy)	100,000	387,290
185	Review of council tax reduction scheme (Council decision)		1,613,669
186	Outsource internal audit & risk contract		47,000
187	Restructuring of teams across ICT	657,365	351,244
188	Review and restructure of teams within programme governance and delivery	206,418	187,000
189	Review and restructure across Money, Home, Job service	546,848	75,000
	Total	1,510,631	2,661,203

Where draft saving proposals are identified as 'policy' changes in the above table, these are supported by further details provided in the following pages.

Draft Proposal – Reference 184: Establish a (1) Charitable Trust to deliver Welfare Advice and Support and (2) withdraw grant to the Citizens Advice Bureaux (CAB) for welfare advice

Estimated Net Saving		
2016 / 2017	2017 / 2018	Implementation / Investment cost
£100,000	£387,290	-

1. Description of the Proposal

1.1 The proposal is to establish a charitable trust for the provision of welfare support and advice across Walsall that will be functioning during 2017/18. This would effectively replace the current system whereby the council supports this work through a combination of:

- Its own welfare rights team, part of the Money, Home, Job service
- Grant funding the Citizens Advice Bureau
- Working in partnership with other smaller voluntary and community sector organisations that provide such advice

1.2 The implications of this proposal would be a reduction in funding to the CAB to zero over two years and a gradual reduction in the internal welfare rights support and advice by each year from 2017/18 to 2019/20. Overall the cost to the council of delivering welfare support and advice will be reduced by £487,920 over two years. If the proposition to establish a new trust is not achieved, it means that the residents of Walsall will have substantially reduced support of this nature in future years.

1.3 The savings would be delivered by the removal of grant funding to the CAB over two years and internal staffing savings.

1.4 The council will be consulting with interested parties prior to 1 April 2016 and, subject to that consultation, it is expected that these savings could be achieved on time.

2. Implications Associated With Proposal

2.1 Corporate Plan

The proposals are in line with the council purpose ‘residents need less help from the state’.

If a charitable trust is effectively created and viable and sustainable, the service to Walsall residents may well improve on the existing, more costly arrangements. If this does not prove to be feasible, over time there is likely to be a negative impact on the following council priority, *Improving health and wellbeing, including independence for older people and the protection of the vulnerable.*

2.2 Customers

Decreasing the access and amount of welfare support and advice would mean that benefits maximisation might reduce and less money might be available to vulnerable residents which will impact their health and wellbeing. This can be mitigated by supporting a stronger and more effective organisation outside of the council.

The roll out of universal credit and additional welfare reform changes will result in an increased demand for welfare advice and support.

2.3 Employees / Staffing

The reduction in staffing within the council is estimated as follows:

2016/17	0
2017/18	6
2018/19	6
2019/20	6

2.4 Partners

This proposal will have a major impact on the CAB which will need to identify alternative sources of funding if they are to provide the same levels of service. Grant funding would be removed entirely from 2017/18.

2.5 Economic Implications

There are no direct economic implications.

2.6 Environmental Implications

There are no direct environmental implications.

2.7 Health and wellbeing implications

Financial pressures within a home may result in increased stress both for individuals and families. It is therefore important that people have access to welfare advice and support.

2.8 Other Council Services

Vulnerable people who are customers of Children's Services and Adult Social Care in particular often depend on effective welfare advice and support to help to maintain a decent quality of life.

3. Associated Risks / Opportunities

- 3.1 Unless successful mitigation is put in place, access to welfare support and advice will be reduced which will require a realignment of support within Money Home Job and the development of other sources of welfare support and advice that do not require council funding.

4. **Consultation and Customer feedback**

- 4.1 The council will consult with bodies within the borough who provide welfare support and advice. In addition the council will consult with groups who may find it more difficult to access traditional services.

5. **Legal Implications**

- 5.1 There are no legal implications.

6. **Equality Implications**

- 6.1 A full equality impact assessment is being carried out.