



Social Care and Health Overview & Scrutiny Committee

Meeting to be held on: Thursday 9 December 2021 at 6.00 P.M.

Meeting to be held: Walsall Town Hall

Public access to meeting via: <https://youtu.be/fRnp4Kh78og>

(Please note that this meeting will not be broadcast live, and will be available to view on YouTube on 10th December 2021)

MEMBERSHIP:

Councillor Hussain	(Chair)
Councillor Cooper	(Vice-Chair)
Councillor Allen	
Councillor Coughlan	
Councillor Ditta	
Councillor Gandham	
Councillor Johal	
Councillor Murphy	
Councillor Robertson	
Councillor Waters	

PORTFOLIO HOLDERS:

Health and Wellbeing	Councillor S. Craddock
Adult Social Care	Councillor Pedley

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

AGENDA

1.	Apologies To receive apologies for absence from Members of the Committee.	
2.	Substitutions To receive notice of any substitutions for a Member of the Committee for the duration of the meeting.	
3.	Declarations of interest and party whip To receive declarations of interest or the party whip from Members in respect of items on the agenda.	
4.	Local Government (Access to Information) Act 1985 (as amended) To agree that the public be excluded from the private session during consideration of the agenda items indicated for the reasons shown on the agenda (if applicable).	
5.	Minutes of the previous meeting To approve and sign the minutes of the meeting that took place on 1 November 2021.	<u>Enclosed</u>
<u>Scrutiny</u>		
6.	Review of Home Care Capacity and Demand in Walsall An update on home care capacity and demand in Walsall.	<u>Presentation</u>
7.	Walsall Adult Social Care Pause & Learn Report	<u>Enclosed</u>
<u>Overview</u>		
8.	Areas of Focus To review the Committees Work Programme and the Forward Plans for Walsall Council and the Black Country Executive Committee.	<u>Enclosed</u>
9.	Date of next meeting 20 th January 2022, 6 p.m.	

The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Specified pecuniary interests

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

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

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

Access to information: Exempt information

Part 1

Descriptions of exempt information: England

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

Social Care and Health Overview and Scrutiny Committee

Monday 1 November 2021 at. 6.00 p.m.

Town Hall, Walsall Council.

Committee Members Present

Councillor Hussain (Chair)
Councillor D. Coughlan
Councillor Ditta
Councillor Kaur
Councillor Murphy
Councillor Pedley
Councillor Robertson
Councillor Sears
Councillor Waters

Portfolio Holders Present

Councillor S. Craddock – Health and Well Being
Councillor R. Martin – Adult Social Care

Officers

Mrs K. Allward	Executive Director Social Care for Adults
P. Stoddart	Lead Accountant – Adult Social Care
Mrs N. Gough	Democratic Services Officer, Walsall Council

Mr. G. Griffiths-Dale	Managing Director, Black Country and West Birmingham Clinical Commissioning Group
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57/21 Apologies

Apologies were received on behalf of Councillor Johal, Councillor Gandham, Councillor Allen and Councillor Cooper.

58/21 Substitutions

Councillor Kaur substituted on behalf of Councillor Johal for the duration of the meeting and Councillor Sears substituted on behalf of Councillor Allen for the duration of the meeting.

59/21 Declarations of Interest and party whip

There were no declarations of interest or party whip.

60/21 Minutes of the previous meeting

The minutes of the meeting that took place on 23rd September 2021 were discussed.

Resolved

The minutes of the meeting held on 23 September 2021 were agreed as a true and accurate record.

61/21

Access to Primary Care Services

The Managing Director (Black Country and West Birmingham Clinical Commissioning Group) spoke to the report (annexed) and presented the salient points. The report responded to recommendations made at the previous committee meeting. Information was provided on national guidance, issued by NHS England, aimed at improving access to primary care. As part of this, contractual requirements for GPs which related to 'access' were being discussed with the BMA and local medical committees.

The Committee were informed that concerns (in relation to access) raised by the Committee had been fed back to GPs, and this was also discussed at the local commissioning board. In response to the Committees request for monitoring reports, Members were informed that CCG's did not have access to GP data, as this was held by NHS England.

Members were advised that in response to the Committees request for a Borough wide plan to improve primary care access, the report detailed plans for the recruitment of primary care practitioners in Walsall and how they would be allocated per Primary Care Network (PCN).

Since the last Committee, the CCG had reviewed the availability of out of hour's appointments, commissioned additional face-to-face appointments and the hours of the urgent treatment centre would also be extended by 3 hours each evening. Although provision for patients with symptoms of Covid-19 would continue to be separate.

In response to queries around the commissioning of GPs, clarification was provided that this was done through the national GP contract, recent guidance would strengthen this and for the first time, primary care access would be included in the contract. The Committee were assured that professionals triaging patients were carried out by a person who was competent to make decisions and CQC ratings confirmed that this was happening.

It was suggested that representatives could attend a future meeting to present plans for each locality. Member's attention was drawn to 4.6 and 4.7 within the report (annexed), which detailed CQC ratings of each GP practice in Walsall and it was noted that there were no GP practices in Walsall rated 'inadequate' with the vast majority rating good or outstanding. This indicated that there were not fundamental issues with the quality of care in Walsall, although it was acknowledged that access may remain difficult.

In response to a request from a Member further explanation on additional practitioners was described. A Member highlighted that contacting GPs was difficult, although it was acknowledged that GPs were responsible for their own telephone systems. It was also stressed that, nationally, the

ambulance service was incredibly busy. In Walsall increased access to the urgent care centre may assist this issue.

A Member suggested that the 'reset of GP practices' needed to be better communicated to the public, who may be expecting services to be delivered in the same way that they were pre-pandemic. The Managing Director stated that this was an important point, and it was confirmed that there was not an expectation for consultations to return to previous methods. It was acknowledged that consultation and engagement had not taken place due to the Covid-19 pandemic, and there was now an opportunity for changes to be evaluated.

A Member referred to the CQC state of health care and adult social care report and suggested that it was shared with Members. A Member queried how many of the additional primary care roles had been applied for and recruited to locally, to mitigate workforce issues and it was questioned how GP practices would have the capacity to fully support the additional roles recruited to. It was stressed by a Member that an evaluation of 'a good triage system' was needed in order to determine if current processes were effective. The Managing Director clarified that the table on page 18 (annexed) contained the actual number of additional staff recruited to, and support was being provided by the CCG to ensure that professional supervision was being provided (this included access to training).

A Member asked if the number of GP appointments could be broken down further to provide more information on appointments. The Managing Director stated that this data was not currently available to CCGs. However if it became available it was agreed that it would be taken to a future meeting.

It was stressed that those GP practices that had ratings of 'requires improvement' by the CQC would have an agreed action plan for improvement. A Member requested that the names of GP practices with this rating in Walsall be shared with Members of the Committee.

The Managing Director was asked how the triaging system would be improved given that this was managed by individual GP practices. The sharing of good practice and development of triaging models was described.

The Portfolio Holder described how the Joint Strategic Needs Assessment would impact on the service provided by GPs and would guide the CCG in its allocation of resources.

Resolved

That the Primary Care Access report be noted and an update provided to a future meeting.

The Executive Director presented the report (annexed) and highlighted the salient points. The Committee were informed that the draft revenue budget, as reported to Cabinet on 20 October 2021, included the latest medium term financial outlook for the four year period from 2022/23 to 2025/26. It also outlined the draft savings proposals for consultation, draft capital programme for 2022/23 to 2025/26, and set out the process and timescale for setting a legally balanced budget for 2022/23. It was noted that there was a gap of £2.5m across the Council after the delivery of identified savings, meaning further work was required. The Committee were informed that there were no capital schemes relating to the remit of the Social Care and Health Overview and Scrutiny Committee.

It was noted by officers that there was £9.4m of investment into adult social care in 2022/23 meaning that the net position was plus £2m. The use of the adult social care precept increases was discussed and it was confirmed that £2m of investment to adult social care would be provided through general funding.

The impact of the Government spending review on core functions and budget assumptions was still being analysed, this analysis would be reported to Cabinet in December 2021. Members attention was drawn to appendix one which details operational proposals for 2022/21 and totalled £7.5m. There were investment proposals within the Adult Social Care Directorate.

A Member asked for clarity on the level of public health savings proposals, and how these compared to previous years. Officers confirmed that services funded by the public health budget fund efficiencies and this offset savings.

A Member expressed concern in relation to the savings proposals relating to learning disabilities and mental health, given the likely increased need in the future. The Executive Director confirmed that this was part of the 'strength based approach' in relation to meeting individual support plan needs. It was noted that some individuals were over-prescribed care, or their situation had improved (meaning less care was needed) and also new technology meant that packages of care could be reviewed. It was also suggested that better value could be achieved by accessing support for individuals within communities.

Officers were asked for more information on changes to services at the Goscote Centre. Members were informed by the Executive Director that core services were still available for those who needed them, however the offer had been enhanced to include an outreach service. This had been well received, and it was stated that this would be further developed.

A Member asked for a description of how the Proud programme savings would be achieved to allow the Committee to fully understand proposed efficiencies and their impact on services. Officers acknowledged that this

was the transformed way that the Council worked now. Further detail was provided on the following:

- Resilient communities – individuals were supported by their communities to avoid the need for adult social care services. This had benefits to both individuals and council budgets. In order to facilitate this the Council would support community groups to meet the needs of individuals. Examples of how this could work in practice were provided.
- Customer Access Management – current demand through contact to adult social care was described and the potential to shift demand to a self-serve approach to access support. Also where contact with adult social care is received, advice on support within the community will be provided.
- Efficiencies through direct payments – the contracting of day care provision to provide individuals with the option to use their funding differently creating efficiencies for the Council.

A Member expressed concern that care payments were being driven down by the Council, and this may affect their viability. The Executive Director stated that this was a challenge in relation to domiciliary care, however day care providers did not face the same pressures as domiciliary care providers. In this approach the day care providers would have increased security of funding through the Council contracting day care spaces. The saving will be achieved by saving direct support service payments and economies of scale.

- All age disability – this related to extending the reach of services to young adults.
- Public Health transformation fund funded core services across the council, efficiencies achieved by core services funded in this way would be returned to the public health fund.

In response to concern expressed by a Member, Officers confirmed that statutory duties would not be delegated outside of the Council.

A request was made for future finance reports to include a commentary with information to demonstrate the impact on individuals. The Executive Director stated that the service transformation plan was currently being reviewed and it was recognised that financial reporting could be more user friendly, once complete this would be presented to scrutiny.

The success of resilient communities was described by a Member, and the use of forums such as friendship cafes had reduced the impact on adult social care and upskilling individuals within the voluntary sector could build on this further.

A Member suggested that the savings proposed would negatively impact residents of Walsall. The £4m saving associated to learning disability and mental health was highlighted as a significant concern, along with the lack of detail within proposals. Officers were asked if Equality Impact assessments had been completed on the savings proposed. The

Executive Director confirmed that all savings within this year were the same savings presented in the previous year and equality impact assessments were completed previously. Examples of how savings in relation to learning disabilities were provided to indicate the positive benefits that new equipment and technology could provide to individuals and also achieve savings.

It was suggested by a Member that outcome based practice and different ways of working benefited individuals and created efficiencies. It was suggested that further explanation on this would be beneficial.

In response to a request for further detail on savings related to learning disabilities, officers provided assurance that anyone who had an assessed need would continue to have their needs met. Supported living was described and currently there was an over provision in Walsall, this resource had not been used in an efficient way. By rebalancing this more efficient use could be achieved.

The Chair expressed concern at the efficiencies proposed and the impact on vulnerable individuals and stated that he could not support the budget for this reason.

The resolution was put to the vote and subsequently declared carried, with 5 Members voting in favour and four voting against.

Resolved

The Committee considered the draft revenue budget proposals attached that related to the remit of the social care and health overview and scrutiny committee as shown in Appendix 1 and 2, and that feedback will be presented to Cabinet on 15 December 2021.

63/21

Corporate financial performance – quarter 2 financial monitoring position for 2021/22

The Lead Accountant presented the report and highlighted the salient points (annexed). Members were informed that after the net use of reserves there was a projected overspend of £4.63m, the detail relating to this was described. Key risks were set out within the report, one of these related to the receipt of payments from the CCG and there was a further risk around serviced transformation plan savings. Public Health services were funded by dedicated ring fenced grants, an underspend was forecast but would go into the public health reserve.

Recommendation

To note the revenue and capital forecast for the financial year end 2021/22 for the services under the remit of the committee.

64/21

Areas of Focus

Members reviewed the areas of focus proposed for the committee. A Member requested a report on the availability of domiciliary care within the Borough, and the challenges faced by the Council in accessing provision.

Resolved

The Areas of focus was agreed, with the following reports requested at the next meeting:

- **Member requested a report at the next meeting detailing the availability of domiciliary care within the Borough, and the challenges faced by the Council in accessing provision.**
- **Information on the positive impact on adult social care of the interventions of the resilient communities' model.**

65/21

Date of the next meeting: 7th December 2021.

Councillor Coughlan expressed dissatisfaction at the chairs provided for the meeting, the Clerk agreed to provide this feedback to management.

Termination of Meeting

The meeting terminated at 8 p.m.

Chair:

Date:.....

**Social Care and Health
Overview and Scrutiny Committee**

**Agenda
Item No.**

9th December 2021

6.

Review of Home Care Capacity and Demand in Walsall

Ward(s) All

Portfolios: Cllr Keir Pedley Portfolio Holder Adult Social Care

Report:

A presentation detailing the current issues facing Home Care in Walsall, and Nationally, and the actions underway to mitigate.

Recommendations:

That:

Overview & Scrutiny Committee note the report and that a further update be schedule on the forward plan.

Contact Officer:

Tony Meadows – Interim Director of Commissioning, Procurement & Contract Management.
Tony.Meadows@walsall.gov.uk

Review of Home Care Capacity and Demand

December 2021



Walsall Council

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IMPROVE
outcomes and
customer experience



IMPROVE
employee satisfaction
and engagement



IMPROVE
service efficiency
and performance

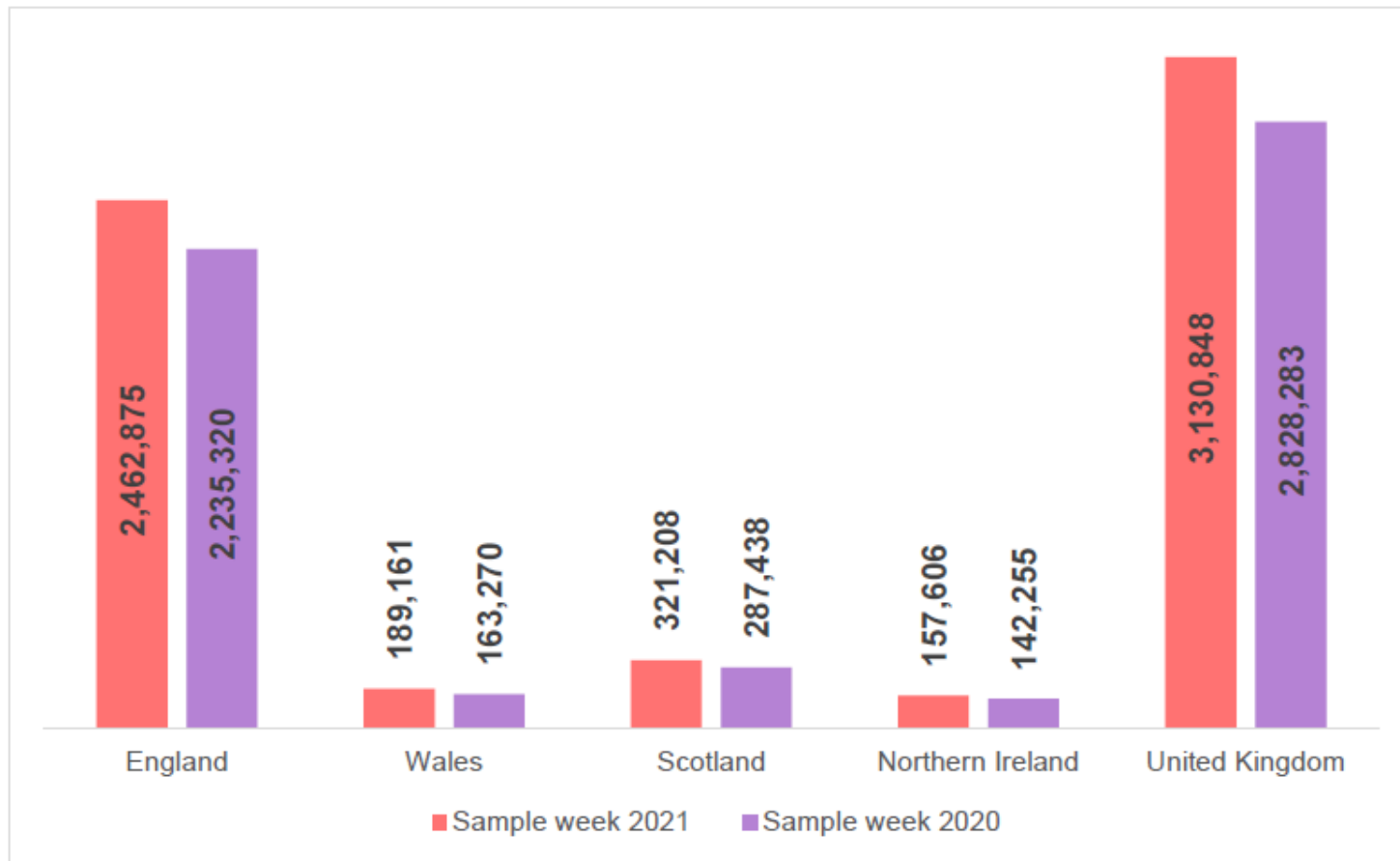


Figure 32. Overall total hours of homecare purchased during the 2021 and 2020 sample weeks in each administration and the United Kingdom

ADASS Snap Survey November 2021

- Compared to the previous April-June period surveyed, for Aug-Oct LAs are commissioning 15% more home care hours, but there has been a dramatic 164% increase in number of hours that could not be delivered.
- Waiting times are rapidly growing/deteriorating – estimated 200,000 people on a waiting list for some sort of assessment; a 271% increase in people waiting for over 6 months for an assessment; an estimated 166,000 people nationally with overdue reviews of their care plans (longer than 12 months)
- 1 in 10 people have been offered a care option that wouldn't have been what they would have chosen eg too many people going into residential care

ADASS Snap Survey September 2021

- There has been a significant increase in the number of home care hours delivered in local authority areas. This has increased from 13,835,304 hours from 1 st February to 30th April 2021 compared to 14,425,882 hours from 1 st May to 31st July 2021, an increase of 4%.
- The number of hours of care that are needed locally but that there is not the capacity to deliver has doubled over the last six-month period.

The Walsall Picture November 2021

- 739 people on waiting lists for assessments
- 70 people awaiting care due to lack of market capacity
- 675 Average number of home care hours unable to meet due to capacity
- The number of people awaiting a package of care in the community and hospital settings has increased by 400%.
- During 2021 we have seen a decline in the mortality rates for people receiving care, meaning that they are requiring care packages longer than before the pandemic. This has also been noted nationally by the British Medical Journal who have reported a 45% reduction in the mortality rate for people over 85 plus in certain care settings.
- All of this whilst carers have increased employment opportunities as other industries return to business offering increased rates of pay.
 - Care providers are also facing additional pressures including:
 - Increased Insurance premiums
 - Transport costs- fuel, insurance & car maintenance increased with inflation
 - Recruitment costs
 - Substantial increases in agency fees for both temporary nurses and care staff

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Key Challenges

- Pay & Conditions – average salary in Walsall £31.2K, for a home care worker this is circa £19k.
- No national body for control of pay and conditions.
- Competition for staff with other sectors, lack of parity with the NHS.
- Lack of recognised career pathway.

Current/Ongoing Actions

- Utilising The Workforce Grant to provide retention bonuses
- Payment on Plan – to allow flexibility and cashflow certainty
- Resilient communities – divert activity. Increase capacity
- Supporting recruitment activity in the sector through Walsall Together activity
- Technology
- Single handed care – prioritise hospital discharge to maximise staff utilisation

Forthcoming Actions

- Overseas applicants – support requirements
- Use of Community Alarms/monitoring for people receiving less care – sub contract
- Contact colleges – paid work experience
- Direct Payment usage through families

December 2021

Walsall Adult Social Care Pause & Learn Report

Ward(s): All

Portfolios: Cllr Keir Pedley, Portfolio Holder for Adult Social Care

1. Aim

- 1.1 The aim of this subject is to promote understanding of the adult social care sector-led challenge and continuous improvement programme in the region led by West Midlands Association of Directors of Adult Social Services (ADASS).
- 1.2 This aim is to better understand what is working well and what opportunities there are in Walsall adult social care.
- 1.3 The pause and learn report highlights that Walsall adult social care is at its best when it focuses on the aim of better outcomes for residents, reminding us of our purpose.

2. Recommendations

- 2.1 Consider the findings of this pause and learn report.
- 2.2 Recognise and celebrate the improvements that have been evidenced.
- 2.3 Commit to support adult social care to build on the strengths and embrace the opportunities identified below.

3. Report detail – know

- 3.1 The purpose of this report is to provide an update on the findings from the Walsall adult social care pause and learn process. This was part of West Midlands ADASS comprehensive sector-led challenge and continuous improvement programme. A new approach was introduced in response to Covid-19 with a focus on exploring how far the transformation agenda had been sustained during the last 6 months. This took place in May and June 2021 and slides included with this report and a video summarise the findings.



Walsall Final
Feedback Final Versio

<https://web.microsoftstream.com/video/9cd43f82-096d-48c9-8963-f32ffade5860>

- 3.2 There were 3 parts to the pause and learn approach which included:-
- **Practice Review** by Principal Social Workers with reflective discussions
 - **Data Review**
 - **Focus Groups** involving 50 people asking:-
 1. What sort of team were you? Reflection on your actions
 2. When you were at your best?
 3. What did you anticipate well and what surprised you?
 4. What will you hold onto going forward?
- 3.3 The pause and learn team consisted of Dr Paul Edmondson – Jones Director of Adult Social Care, Health Integration & Well Being Stoke on Trent Council, Amanda Stringer Lead Commissioner, Staffordshire County Council, Colin Marsh Assistant Director Sandwell Metropolitan Borough Council, Helen Trousdale Lead Commissioner, Staffordshire County Council, Craig Bayliss, Stoke on Trent Council.
4. ***Financial information***
- N/A
5. ***Reducing Inequalities***
- N/A
6. **Decide**
- Opportunities for adult social care to consider in the pause and learn report include:-
- Grow and nurture a culture of self-reflection and self-awareness, underpinned by confidence in the freedom to act and proportionate governance, blended and flexible working.
 - Collaborate and build on relationships with our stakeholders including the care market and have a focus on living in your home as much as you can.
 - Continue to celebrate effectiveness as leaders of Place, providing the enabling, facilitative energy for the range of partners and stakeholders including Walsall Together as its shape adapts in the Integrated Care system response.
 - The overarching philosophy of the council as an enabler, politically, at senior leadership and expressed in the emerging partnership of Resilient Communities is consistent and well-articulated. This energy needs to be maximised quickly and targeted at building resilience in areas that will reduce demand on health and care services.
 - Commissioning is starting to see its role as a place shaper, as in addition to managing the wider care market, the underpinning philosophy demonstrated by increased investment into local communities will really help support a shift to strength and outcome based commissioning.
 - Take the opportunity to reflect on where we might build different offers in response to local challenges for example the adaptability and agile behaviour evidenced in our provider services.
 - Develop a stronger approach to strategic engagement by the Council and Mental Health Trust and a shared vision for Community Mental Health Transformation.

- Support operational team managers to develop stronger relationships with Mental Health Trust managers and have an open dialogue to address and resolve issues.
- Develop a strengths-based integrated mental health commissioning strategy for mental health provision.
- Roll out '3 Connections' Strengths Based Practice framework across adult social care and support operational managers to take greater responsibility and ownership for practice developments.
- Developing an engagement strategy for co-production.
- Explore the role that Social Workers play in raising peoples' aspirations to live a fulfilling life, ensuring they take a holistic approach to conversations.

7. Respond

- 7.1 An adult social care action plan is emerging and activity has already progressed in some areas in response to the opportunities hi-lighted above.
- 7.2 In addition Dr Paul Edmondson-Jones hi-lighted:-
- Celebrate your effectiveness as leaders in place
 - Build on the strength of partnerships in place
 - Celebrate improvements made since 2018 through a pandemic
- 7.3 Feedback and recommendations are welcome from the committee as to how we can celebrate and build on the demonstrable improvements in adult social care through a pandemic to improve outcomes for the residents of Walsall.

8. Review

- 8.1 The adult social care action plan will be reviewed and impact measured which will directly link in with current transformational activity.
- 8.2 Opportunities to get involved include embracing a positive narrative about the progress of adult social care in extremely challenging times as evidenced in this report.

Author

Seanna Lassetter

Principal Social Worker

☎ 07387 527482

✉ seanna.lassetter@walsall.gov.uk

Pause and Learn

(Adapted with thanks to NASA)

Build on the
collaborative
way of
working

Walsall Adult Social Care Pause & Learn

Have an
excellent CPN
and Social
Worker

We go forward
with confidence

We are all
really a bit
tired

June 2021

West Midlands Pause and Learn Context

- WM-ADASS has a comprehensive Sector-Led Challenge and Continuous Improvement Offer;
- Onsite Peer Challenges are part of a wider offer of support and development work by the West Midlands ADASS Branch but due to COVID-19 we have developed a Pause and Learn offer;
- Walsall Council had been due to have a peer review during 2020 as part of the final cycle of the existing Pause and Learn and had been on track for this to be completed however due to the resurgence of COVID 19 it was agreed to utilise the new approach with a focus on exploring how far the transformation agenda had been sustained during the last 6 months;
- Approximately 50 people have taken part, across 11 focus groups;
- The practice review was undertaken via the PSW group which included with a reflective discussion with key stakeholders including the Director led by the West Midlands Practice review lead Mark Godfrey;
- The team were provided with a high level of data and insight focused on some key importance;
- The team consisted of Dr Paul Edmondson – Jones Director of Adult Social Care, Health Integration & Well Being Stoke on Trent Council, Amanda Stringer Lead Commissioner, Staffordshire County Council, Colin Marsh Assistant Director Sandwell Metropolitan Borough Council, Helen Trousdale Lead Commissioner, Staffordshire County Council, Craig Bayliss, Stoke on Trent Council.

Walsall Council is in the space of enabling the residents to live happy and contented lives

Why the 'Pause and Learn' Approach (NASA)

- The COVID-19 pandemic has and continues to impact on a whole range of service delivery and planning functions. The relaxation of restrictions is creating new challenges and opportunities at a time when resilience amongst communities, our workforce and particularly our service users and carers.
- WMADASS has an enviable record in delivering Adult Social Care peer reviews with all 14 councils participating in three cycles over a 6 year period with sharing of good practice, learning from peers and a critical friend approach embedded across the region – developing a 'Pause and Learn' offer to support the COVID-19 efforts in the councils was therefore a natural progression.
- The 'Pause and Learn' offer has been based on an approach used by NASA. They describe the key benefits of their approach which they use for all of their projects as:
 - Identify and spread local best practice;
 - Identify and eliminate waste;
 - On the spot individual and team leadership;
 - Build a team approach to problem solving;
 - Increase likelihood of project success.

We have a
strong, clear
vision

It's recognised as "a proven way to facilitate team learning during missions. It is sensitive, valuable and simple to implement" (Dr Edward Rogers NASA).

Everyone praising us
initially, now
forgotten

How the Pause and Learn has been facilitated and the Key lines of Enquiry

The process that has been followed:

- All conducted virtually;
- Short briefing from the DASS at the beginning of the Pause and Learn to set the context;
- Focus of team of encouraging and supporting participants to have a reflective discussions with each other. Each session framed around the following 4 key areas:
 1. What sort of team were you? Reflection on your actions
 2. When you were at your best?
 3. What did you anticipate well and what surprised you?
 4. What will you hold onto going forward?

(NB: we tried to end all focus groups with encouragement to participants to acknowledge how much they had achieved and the importance of reflection at key staging posts going forward);

In addition the Pause and Learn team reviewed:

- Summary of local some key local care market, COVID 19, and specific mental health key data;
- Provided a summary pertinent points from their perspective of the focus group discussions;
- Agreed with the council on approach for further feedback and reporting.

Holidays are just space where I
think about what I need to do
when I get back to work

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Practice Reviews - Methodology

- The previous Practice Review was undertaken in Walsall over a two-day period 26/27 March 2019 and a summary of the progress made since then, which has been considerable, was included in this latest review.
- The three Principal Social Workers (including the host Principal Social Worker) examined 15 cases (5 each). Audit forms were completed for each case and provided to the Council by the Principal Social Workers.
- The case records were randomly selected and screened by an Advanced Practitioner to ensure documents were completed and had mental health as the primary need. The work had been undertaken over the past 12 months. It must be stressed that the review of case records was not a full case file audit, but an overview looking at the quality of social work practice, from the information provided by the Council.
- The Practice Review consisted of three virtual meetings. The first with the Director of Social Care for Adults, 5 Heads of Service/Group Managers and the host Principal Social Worker on 17 May; the second with 10 Team Managers/Advanced Practitioners on 20 May and the third with 6 Mental Health Social Workers/Senior Practitioners and 1 newly qualified Social Worker on 20 May.

More time to do
quality work

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Staff are very
positive about the
future



Areas for opportunity - Full Practice Review

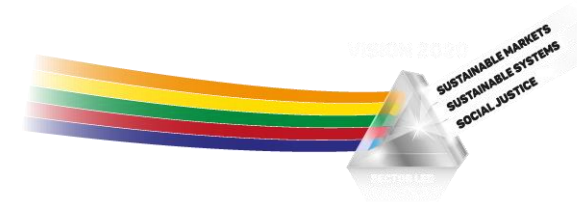
1. Key strengths

- Mental health identified as a priority by elected members and senior managers of the Council;
- Team Managers/Advanced Practitioners and Social Workers robustness and resoluteness in coping with the past 15 months and getting on with the job;
- Recognition at a senior level that work was required regarding mental health commissioning and co-production;
- Strong practice leadership of the host Principal Social Worker in implementing change and the strengths-based practice approach;
- Practitioners embracing the implementation of '3 Connections';
- Strong social work values and commitment to their role by Social Workers;
- Strong AMHP service.

Emotionally
and physically
drained


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We did the
right thing, and
then sorted
the money




2. Areas of opportunity

- Developing a stronger approach to strategic engagement by the Council and Trust and a shared vision for Community Mental Health Transformation;
- Supporting Team Managers to develop stronger relationships with Trust Managers and have an open dialogue to address and resolve issues;
- Developing a strengths-based integrated mental health commissioning strategy for mental health provision;
- Rolling out '3 Connections' across adult social care and operational managers taking greater responsibility and ownership for practice developments;
- Developing an engagement strategy for co-production;
- Exploring the role that Social Workers play in raising peoples' aspirations to live a fulfilling life, ensuring they take a holistic approach to conversations.



Emotional
roller coaster

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Adrenaline
keeps us
going



A data snapshot –

A significant corporate transformation programme has been in place instigated by the current Chief Executive, and the previous DASS had also led on significant piece of health and social care integration, with relationships with the NHS partners significantly improving and resulting in the current integration arrangements.

The improvement journey since the last peer challenge in 2018 has therefore appeared to have been significant and some key factors are noted below which demonstrate this, but also illustrate why Walsall is now keen to focus further on mental health and market management to further improve.

- National ASCOF Rank of Rankings is 54th – improved from 112nd in 2018/19;
- Proportion of adults in contact with secondary MH services who are in paid employment (8%) is in line with regional average, ranked 71st nationally and below the national average (9%);
- Proportion of adults in contact with secondary MH services who live independently (39%) is below the regional (49%) and national (58%) average, ranked 124th;
- Walsall's Gross Expenditure per 100k is 4th lowest of all West Midlands LAs. Expenditure per 100k on short-term care is slightly higher (ranked 9th);
- **26%** of LSOAs are in the most deprived 10% nationally – ranked 18th most deprived nationally and 3rd most deprived in the WM;
- 34% of CQC registered locations have a CQC overall rating of “Requires Improvement” (none are “Inadequate”). This compares to 20.4% RI or I rated homes across the region.

I want my old
life back

Energy on
Bronze call is
motivating

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What sort of team/system were you?

- The Walsall Together team and the Bronze commissioning Cell are mature, stable partnerships where the individuals involved throughout Covid have deepened their understanding and trust of each other through a shared experience.
- The level of commitment to Walsall residents in all of the teams is very evident, and teams at all levels are proud to work for the council, and proud of the services they deliver and we heard many examples of optimism despite some of the difficulty and stresses of the last few years.
- The provider team is strong, well respected and has managed to gain the trust across children, adult social care and health colleagues. We heard many examples of their flexibility, agility and also care for each other.
- The executive leadership team, and the political leadership have a shared sense of purpose, recognise the challenges ahead, and the leadership of the Chief Executive in setting the culture of high support, and clear roles and responsibilities is really valued by all of the senior team.
- All of the different teams recognise that fatigue is now a real risk and that the offer for well being of each other and self care needs to be enhanced.

We start our sessions with our 'positive pants on'

Sharing of stories and a shared sense of humour

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I feel energised and motivated when I am part of the Bronze chats



When you were at your best?

- When we focus on the people of 'Walsall' not on the needs of an individual organisation, was a reflection we heard from many groups and that the desire to hold on to a common purpose was incredibly important if individuals and teams were going to stay motivated.
- The AMPH response with wider mental health colleagues collaborating and working at a Black Country system level has demonstrated how working at different levels can have a positive impact and the flexibility and adaptability will be critical to the increased demand now starting to flow through into all elements of mental health pathways.
- The adaptability of a range of people, in roles as diverse as highways. Finance and procurement really helped break down silo's and injected fresh thinking into different parts of the organisation – having the space to think about how that can be continued irrespective of whether a crisis exists is seen as important.
- The change from a less contract based approach to a more relationship, partnership approach during COVID particularly with the market, and some of the other key parts in adult social care such as carers, has had a really positive impact. The Carer support organisation for example has seen a marked change since early in 2021 and a much more co-production approach.
- Many examples emerged at all levels on the importance of self awareness and learning, as a way of constantly improving but also mitigating risk, whether this was through individual coaching, group discussions or informal chats the culture of self awareness is when people feel they achieve more – the opportunities for this need to be built into transformation activity.

When we think
Walsall not our
organisation

Risk when we take a
moment to slow down,
people will collapse

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What did you anticipate well?

- The existing transformation programme with its focus on residents, staff and efficiency enabled the council to rapidly respond to the COVID crisis. For example the work that had been started and is still ongoing in improving the technology infrastructure and the use of teams was really important in enabling the workforce to adapt quickly;
- The need to respond to the NHS rapidly, and practically as evidenced by the standing up of 'Hollybank' was a great success. This not only provided practical support to the NHS but also really helped to continue to build the good relationships and partnerships in Walsall Together;
- We heard a number of examples where innovation, happened because governance was proportionate, making it easy for decision making and empowering people to make decisions is clearly a message from the senior leadership and has benefitted the residents of Walsall during this period;
- The joined up nature of relationships within Walsall helped the initial response at a local community level have an impact very rapidly, with local hubs and community centre's about to stay open and provide a direct link into council services if needed.

How much we could rely
on our provider staff to
adapt rapidly

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What will you retain and going forward build upon?

- The council was already on a journey of transformation and the Chief executive and Council Leader had put in place a number of programmes of change to deliver improved financial stability, closer working with local community organisations, and utilising levers such as technology to better effect. These all put the council in a strong position going into COVID;
- The areas which the team heard as priorities for retaining and further focus were;
- Having a unifying core purpose across the different partnerships within Walsall which people who live, work and volunteer in Walsall can adopt;
- The facilitator and enabling role of the council during COVID was recognised as a valuable way of operating within the local system, and a strong civic, place shaping leadership style as key to the next phase of Walsall's transformation;
- Growing and nurturing a culture of self reflection and self awareness, underpinning by confidence in the freedom to act and proportionate governance Blended and flexible working;
- Collaboration and relationships with our stakeholders including the care market and a focus on living in your home as much as you can.

I work with an amazing team – committed
and experienced public servants

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In summary – it's not rocket science

- Continue to celebrate your effectiveness as leaders of Place, providing the enabling, facilitative energy for the range of partners and stakeholders including Walsall Together as its shape adapts in the Integrated Care system response.
- There have been many examples of innovative responses during COVID across the council and partners. As new need and inequalities emerge, particularly in the mental health space, the door is open to think about how the strategic development and the operational delivery can contribute to new and different demand and strengthening communities.
- The experience for carers and people who use services during Covid has been varied as individuals and families have had to cope with a range of different stresses. The work you have started with carers to reimagine support, co-designing with them is really appreciated and valued. Building on this, a renewed focus on co-production across all ages and communities will be really beneficial to the transformation agenda.
- The overarching philosophy of the council as an enabler, politically, at senior leadership and expressed in the emerging partnership of Resilient Communities is consistent and well articulated. The people we met who work with, and for the council are really ready to deliver this and this energy needs to be maximised quickly and targeted at building resilience in areas that will reduce demand on health and care services.

Our ambition is to land on
Mars not just the moon

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In summary – it's not rocket science

- Commissioning is starting to see its role as a place shaper, as in addition to managing the wider care market, the underpinning philosophy demonstrated by increased investment into local communities will really help support a shift to strength and outcome based commissioning.
- Amplify your successes, so that you are celebrating the great work that is going on, but also taking the opportunity to reflect on where you might build different offers in response to local challenges for example the adaptability and agile behaviour evidence in your provider services.

Our ambition is to
land on Mars not
just the moon

Thank You

The Pause and Learn team would like to thank all of the Walsall Team for all of their contributions during the process, we all learnt so much from the sharing of your experiences.

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS
Published up to March 2022 (for publication 01/11/2021)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
05/07/2021	Local Growth Fund – Growth Deal Programme				
	Approval of the 2020/21 Programme Spend	Approve the year end position of Growth Deal Projects, reflecting all changes to the Programme (Funding and Outputs) throughout the year, detailed in Attachment 1 of the report.	Papers TBC – Simon Neilson Simon.Neilson@walsall.gov.uk	Walsall Council	03/11/2021
05/07/2021	Ruskin Mill Land Trust - Glasshouse Development Phase 3	Approve the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Glasshouse Development Phase 3 Grant Agreement with Ruskin Mill Land Trust, in relation to the project outputs.			
05/07/2021	Advanced Manufacturing Training Centre	Approves the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Advanced Manufacturing Training Centre Grant Agreement with Incomm, in relation to the project outputs.			

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS
Published up to March 2022 (for publication 01/11/2021)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
05/07/2021	Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project	Approves the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Grant Agreement with Dudley Council in relation to the project output.			
06/09/2021	Elite Centre for Manufacturing Skills	Approves the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Elite Centre for Manufacturing Skills (ECMS) Grant Agreement with the University of Wolverhampton in relation to match funding.			
06/09/2021	Growing Places Fund (GPF) Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project	Approves the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley Council to deliver the Local Growth Fund (LGF) funded elements of Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project from the Growing Places Fund (previously used for LGF over programming) to support the delivery into 2021/22 financial year.	Papers TBC – Helen Martin Helen.Martin@dudley.gov.uk	Dudley Council	03/11/2021

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS
Published up to March 2022 (for publication 01/11/2021)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
06/09/2021	Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – National Innovation Centre	<p>Note that change request relates to a change in programme funding streams.</p> <p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley Council to deliver the Local Growth Fund (LGF) funded elements of the Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – National Innovation Centre project from the Growing Places Fund (previously used for LGF over programming) to support the delivery into 2021/22 financial year.</p> <p>Note that change request relates to a change in programme funding streams.</p>			
02/08/2021	Black Country Executive Joint Committee Collaboration Agreement Deed of Variation	Approval of the proposed amendments, as highlighted, to the Collaboration Agreement covering the removal of the Advisory Board and revised Black Country Executive Joint Committee governance, and Governance Principles: Enterprise Zones, included as Appendix 1 to this report.	Papers TBC – Simon Neilson Simon.neilson@walsall.gov.uk	Walsall Council	09/02/2022

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS
Published up to March 2022 (for publication 01/11/2021)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
06/04/2021	Local Growth Fund (LGF) Programme changes		Papers TBC – Simon Neilson Simon.Neilson@walsall.gov.uk	Walsall Council	09/02/2022
06/04/2021	Dudley Advanced Construction Centre	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley College, to deliver the Local Growth Fund (LGF) funded elements of the Dudley Advanced Construction Centre project with delivery to continue in the 2021/22 financial year.			
06/09/2021	Elite Centre for Manufacturing Skills	Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with the University of Wolverhampton, to deliver the Local Growth Fund (LGF) funded elements of the Elite Centre for Manufacturing Skills (ECMS) project with delivery to continue in the 2021/22 financial year. Note that change request relates to a change in outputs.			

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS
Published up to March 2022 (for publication 01/11/2021)

Date first entered into the plan	Project Name	Key Decision to be considered (to provide adequate details for those both in and outside of the Council)	Background papers (if any) and Contact Officer	Main consultees	Date Item to be considered
01/11/2021	Hatherton Street Phase 2	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Jessups Brothers Ltd, to deliver the Local Growth Fund (LGF) funded elements of the Hatherton Street Phase 2 project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in match funding and outputs.</p>			
01/11/2021	i9 Wolverhampton	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Ion Projects Limited, to deliver the Local Growth Fund (LGF) funded elements of the i9 Wolverhampton project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in outputs.</p>			



Walsall Council

FORWARD PLAN OF KEY DECISIONS

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

1 November 2021

FORWARD PLAN

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

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

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

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

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

- (1) A key decision is:
 - (i) any decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council’s budget for the service or function to which the decision relates or
 - (ii) any decision that is likely to have significant impact on two or more wards within the borough.
- (2) The threshold for “significant” expenditure/savings is £500,000.
- (3) A decision taker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of this Constitution.

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**FORWARD PLAN OF KEY DECISIONS
DECEMBER 2021 TO MARCH 2022 (1.11.21)**

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
89/21 (1.11.21)	Corporate Financial Performance 2021/22 and Covid-19 update: To report the financial position and impact of Covid-19	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal Services	Councillor Bird	15 December 2021
90/21 (1.11.21)	Autumn Budget and Spending review: To provide an update on the impact of the Autumn Budget and Spending Review on the medium term financial outlook	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal Services	Councillor Bird	15 December 2021
63/21 (4.10.21)	Corporate Plan 2021/22: To note the Quarter 2 performance against the Measures of Success in the Corporate Plan 2021/22	Cabinet Non-key decision	Stephen Gunther Stephen.gunther@walsall.gov.uk	Internal Services	Councillor Bird	15 December 2021
78/21 (1.11.21)	Upgrade of education IT systems: Authority to procure software as a service (SaaS) cloud based education system via relevant procurement frameworks and associated costs	Cabinet Key decision	Helena Kucharczyk Helena.kucharczyk@walsall.gov.uk	Internal Services	Councillor Bird Councillor Towe	15 December 2021
37/21 (7.6.21)	Sale of Council land in Blakenall: To seek approval to the freehold disposal of Council land in Blakenall <i>Contains commercially sensitive information.</i>	Cabinet Key decision Private	Nick Ford, Team Leader – Asset Management Nick.ford@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021

47/21 (2.8.21)	Walsall's Customer Experience Strategy 2021 to 2026: To approve the Strategy which sets out the Council's service transformation to meet customers' priorities and needs.	Cabinet Key decision	Elise Hopkins elise.hopkins@walsall.gov.uk Rashida Hussain Rashida.Hussain@walsall.gov.uk	Public, partner organisations, elected members, internal staff	Councillor Andrew	15 December 2021
14/21 (8.3.21)	Willenhall Masterplan: Strategic Land Acquisitions: In-principle approval for the use of Compulsory Purchase Order powers. <i>Contains information relating to the financial or business affairs of a particular person</i>	Cabinet Key decision Private Session	Willenhall Masterplan: Strategic Land Acquisitions. Joel.maybury@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021
48/21 (2.8.21)	Affordable Housing commuted sums spend scheme: To approve the use of affordable housing commuted sums (which are contributions secured through the planning process) to fund the provision of affordable housing to be used as temporary accommodation.	Cabinet Key decision	Neil Hollyhead Neil.hollyhead@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021
64/21 (4.10.21)	Housing Enforcement Policy: To approve an updated and consolidated enforcement policy (including financial penalties)	Cabinet Key decision	David Lockwood David.lockwood@walsall.gov.uk Appollo Fonka Appollonaris.fonka@walsall.gov.uk	Public, Housing Associations, Internal Services	Councillor Andrew	15 December 2021
79/21 (1.11.21)	Riverpoint Estate: To consider options in response to recommendations of the Economy and Environment Overview and Scrutiny Committee with regard to land between Riverpoint Estate and the former Willenhall Sewage Works.	Cabinet Key decision depends on options developed	Nick Ford Nick.ford@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021

73/21 (4.10.21)	Town Deal: To authorise officers to receive and allocate Town Deal funding through agreed business cases	Cabinet	Philippa Venables Philippa.venables@walsall.gov.uk	Internal Services, Town Deal scheme leads and Town Deal Board Members	Councillor Andrew	15 December 2021
65/21 (4.10.21)	Waste Management Strategy: To agree to the submission of the planning application for Middlemore Lane site to accommodate a new household waste recycling centre and a waste transfer station facility and to approve that the existing site at Fryers Road to have an upgraded household waste recycling centre.	Cabinet Key decision	Cabinet Report - 19 May 2020 Dave Brown Director of Place and Environment Dave.brown@walsall.gov.uk 01922 653478 Stephen Johnson Service Manager – Strategy Stephen.johnson@walsall.gov.uk 01922 654227	Internal Services	Councillor Andrew Councillor Butler	15 December 2021
66/21 (4.10.21)	Walsall's Street Scene Strategy : To approve a strategy which sets out the Council's aspirations and service standards for the design and maintenance of the boroughs streets and associated assets.	Cabinet Key decision	Dave Brown Dave.Brown@Walsall.gov.uk Kathryn Moreton Kathryn.Moreton@Walsall.gov.uk	Internal Services	Councillor Andrew Councillor Butler	15 December 2021
67/21 (4.10.21)	Green Space Strategy: To agree an updated Green Space Strategy including a programme to improve and update/upgrade our children's playgrounds and to consider new/improved outdoor gym facilities	Cabinet Key decision	Alan Bowley Alan.bowley@walsall.gov.uk	Internal Services Ward Councillors	Councillor Butler	15 December 2021

68/21 (4.10.21)	Bulky and Garden Waste Service: To agree to the continuation of the current bulky waste charging arrangements 'Three for a Tenner' and brown bin collections free, fortnightly and extended to November.	Cabinet Key decision	Alan Bowley Alan.bowley@walsall.gov.uk	Internal Services	Councillor Butler	15 December 2021
44/21 5.7.21	Day care/day opportunities: To approve recommendations for the delivery of a menu of options for vulnerable people who require support to engage in meaningful community based activities as a result of ongoing needs around social care and inclusion,	Cabinet Key decision	Cabinet report and the lessons learned from COVID report Jeanette Knapper 07500028537	Existing end users of traditional day services in house; Existing users and carers/parents of people accessing building based day opportunities; Carers Hub; FACE; Frontline internal staff; External marketplace for day care/community based opportunities	Councillor Martin	15 December 2021
80/21 (1.11.21)	Adult Social Care Charging Policy: To consider and approve public consultation on a revised Charging Policy within Adult Social Care.	Cabinet Key decision	Karen Jackson, Director, Karen.jackson@walsall.gov.uk	Internal Services	Councillor Martin	15 December 2021

81/21 (1.11.21)	Walsall Together (WT) Alliance Agreement: to approve the extension of the agreement.	Cabinet Key Decision	Cabinet report - WT Alliance: Integration of Health and Care Full Business Case.13.2.19 Kerrie.allward@walsall.gov.uk	Internal Services	Councillor Martin	15 December 2021
69/21 (4.10.21)	Future provision of the Appointeeship Service: To receive the outcome of formal consultation undertaken with regard to the future provision of the service and to approve the recommended changes identified as a result of the consultation.	Cabinet Key Decision	Council report 25 February 2021; Corporate Budget Plan 2021-22 & 2023-24; Cabinet Report 16 June 2021 – Pre-Audit Outturn 2020-21 Contact: Lloyd Haynes Lloyd.haynes@walsall.gov.uk	Internal Services, Service users, their reps and other stakeholders, incl. advocacy organisations, internal social care professionals.	Councillor Martin Councillor Bird	15 December 2021
70/21 (4.10.21)	Food Law Enforcement Service Plan: To receive the annual service delivery plan required by the Food Standards Agency and recommend Council to approve the plan	Cabinet Non-key decision Council	Paul Rooney Paul.rooney@walsall.gov.uk	Internal Services	Councillor Perry	Cabinet 15 December 2021 Council 10 January 2022
82/21 (1.11.21)	The Borough Plan ‘Our Walsall Story’: To agree to launch the concept and give a mandate to engage the Walsall community and partners to develop a long-term borough plan for Walsall which will be submitted to Cabinet/Council for approval in due course.	Cabinet Non-key decision	Simon Neilson Simon.neilson@walsall.gov.uk Stephen Gunther Stephen.gunther@walsall.gov.uk	Internal Services	Councillor Perry Councillor Craddock	15 December 2021

71/21 (4.10.21)	Fire Protection Service and Maintenance Contract: To approve the award of the contract <i>Note: Contains confidential information relating to the financial and business affairs of a particular person</i>	Cabinet Key decision Private Session	Ian Lister ian.lister@walsall.gov.uk	Internal Services	Councillor Statham	15 December 2021
72/21 (4.10.21)	Energy Supplies Contract: To approve the award of the contract for the provision of the Council's energy supplies	Cabinet Key decision	Ian Lister ian.lister@walsall.gov.uk	Internal Services	Councillor Statham	15 December 2021
61/21 (6.9.21)	Corporate Financial Performance 2021/22 and Covid-19 update – To report the financial position based on 9 months to December 2021 and impact of Covid-19.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal services	Councillor Bird	9 February 2022
83/21 (1.11.21)	Joint Strategic Needs Assessment 2021: To note the refresh of the updated data by Council and partner officers and to assist with identification of priorities in the Joint Health & Wellbeing Strategy 2022-25.	Cabinet Non key decision Council	Stephen Gunther Director of Public Health Stephen.gunther@walsall.gov.uk	Internal services & Council partners through the Health and Wellbeing Board.	Councillor Bird	Cabinet 9 February 2022 Council 24 February 2022
84/21 (1.11.21)	Joint Health and Wellbeing Strategy 2022-25: To agree the 2022-25 Joint Health and wellbeing Strategy which outlines agreed priority areas and how the Council and NHS will work together to improve health and reduce health inequalities in the borough; and to recommend Council to approve.	Cabinet Non-key decision Council	Stephen Gunther, Director of Public Health Stephen.gunther@walsall.gov.uk	Internal services, Integrated Care Partnership, Council partners through Health and Wellbeing Board.	Councillor Craddock Councillor Bird	Cabinet 9 February 2022 Council 24 February 2022

85/21 (1.11.21)	Corporate Plan 2022-25: To agree the 2022-25 Corporate Plan which outlines the council's future priorities and objectives and recommend Council to approve.	Cabinet Non-key decision Council	Stephen Gunther, Director of Public Health	Internal Services	Councillor Bird	Cabinet 9 February 2022 Council 24 February 22
62/21 (6.9.21)	Corporate Budget Plan 2022/23 – 2024/25, incorporating the Capital Strategy; and the Treasury Management and investment Strategy 2022/23: To recommend the final budget and Council tax for approval by Council	Cabinet Key decision Council	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Council tax payers, business rate payers, voluntary and community organisations	Councillor Bird	Cabinet -9 February 2022 Council – 24 February 22
86/21 (1.11.21)	Award of new contract(s) for Disabled Facility building works and other Housing related Works and Services To approve the award of new contracts for the period 1 march 2022 to 22 February 2027 <i>Note: The report contains commercially sensitive information to be considered in private session.</i>	Cabinet Key decision Private Session	David Lockwood David.lockwood@walsall.gov.uk Bill Weston	Internal Services	Councillor Andrew	9 February 2022
49/21 (2.8.21)	Domestic Abuse services contract award: To approve the contract awards for the provision of Domestic Abuse emergency accommodation and support; and support to Domestic Abuse victims and their children <i>Note: There may be commercially sensitive information to be considered in private session.</i>	Cabinet Key decision	Neil Hollyhead Isabel Vanderheeren Isabel.vanderheeren@walsall.gov.uk	Internal Services, Service users external stakeholders	Councillor Andrew Councillor Wilson	9 February 2022

74/21 (4.10.21)	COVID Memorial Garden: To consider options for a COVID Memorial Garden	Cabinet Key decision	Dave Brown Dave.brown@walsall.gov.uk	Internal Services. Stakeholders dependent upon options	Councillor Perry	9 February 2022
87/21 (1.11.21)	Statutory Advocacy Services: To receive an update on the recommissioning of these services and delegate authority to accept and award a contract	Cabinet Key Decision	Tracy.simcox@walsall.gov.uk	Internal Services	Councillor Martin	9 February 2022
46/21 (2.8.21)	Emotional Wellbeing and Therapeutic Support for Children and Young People in need: To approve entering into an appropriate agreement with the Black Country Healthcare NHS Foundation Trust to provide therapeutic services for children and young people in need, including those who are looked after.	Cabinet Key decision	David DeMay David.demay@walsall.gov.uk	Internal services, Walsall CCG and Black Country Healthcare NHS Foundation Trust	Councillor Wilson	9 February 2022
75/21 (4.10.21)	General building Repair and Maintenance Contract: To award the contract for the Council's general building repair and maintenance. <i>Note: Contains confidential information relating to the financial or business affairs of a particular person</i>	Cabinet Key decision Private Session	Ian Lister Ian.Lister@walsall.gov.uk	Internal Services	Councillor Statham	9 February

76/21 (4.10.21)	Mechanical and Electrical Service and Maintenance Contract: To approve the award of the contract award the contract for the Council's mechanical and electrical service and maintenance contract. <i>Note: contains confidential information relating to the financial or business affairs of a particular person.</i>	Cabinet Key decision Private Session	Ilan Lister ilan.lister@walsall.gov.uk	Internal Services	Councillor Statham	9 February 2021
77/21 (4.10.21)	Supported Housing Repair and Maintenance Contract: To approve the award of the contract.	Cabinet	Ilan Lister ilan.lister@walsall.gov.uk	Internal Services	Councillor Statham	9 February
88/21 (1.11.21)	Corporate Plan 2021/22: To note the Quarter 3 performance against the Measures of Success in the Corporate Plan 2021/22	Cabinet Non-key decision	Stephen Gunther Stephen.gunther@walsall.gov.uk	Internal Services	Councillor Bird	16 March 2022
22/21 (8.3.21)	Walsall Council Housing Allocations Policy: To update the policy which sets the principles for the allocation of affordable housing	Cabinet Key Decision	Neil Hollyhead Neil.hollyhead@walsall.gov.uk	Public, Housing Associations, Internal Services	Councillor Andrew	16 March 2022

Social Care and Health Overview and Scrutiny Committee Work Programme 2021/22

Committee date	14th July	23rd Sept	28th October	9th December	20th January	1st March	21st April
Report Deadline	5th July	14th Sept	19th October	30th November	11th January	18th February	8th April
Public Health							
Finance			Budget and Q2			Q3	
Primary Care / CCG		Primary Care Access	Primary Care Access			Primary Care Access update	
Partnerships / integration							
Hospital Services and Community Care	CQC Report Urology services			Domiciliary Care	CQC Report Urology services		Goscote centre report
Adult Social Care				ASC Peer challenge outcome	Impact of resilient communities.		
NHS Consultation							
Mental Health Services	Older Adult Mental Health In-patient bed provision						Update Feedback and decision from regulator

To be scheduled:

- Follow up report on Uroglogy service reconfiguration.
- Primary Care Access.
- Walsall Healthcare Trust CQC improvement plan.