

Cabinet

Wednesday 21 April 2021 at 6.00 p.m.

Meeting via Microsoft Teams: Public access:

Portfolios

Councillor M.A. Bird,
Leader of the Council



Councillor G. Perry,
Deputy Leader and
Resilient Communities



Councillor A. Andrew
Deputy Leader and
Regeneration



Councillor C. Towe,
Education and skills



Councillor R. Martin,
Adult social care



Councillor S. Craddock,
Health and wellbeing



Councillor T. Wilson,
Children's



Councillor B. Chattha
Personnel and
business support



Councillor O. Butler,
Clean and green



Democratic Services, The Council House, Walsall, WS1 1TW
Contact name: **Helen Owen** ☎ (01922) 654522 ✉ helen.owen@walsall.gov.uk
www.walsall.gov.uk

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.

Part I – Public session

Note: At this point, Councillor Mike Bird, Leader of the Council, will reflect on the recent passing of His Royal Highness, The Prince Philip, Duke of Edinburgh

1. Apologies

2. Minutes – 17 March 2021

3. Declarations of interest

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.

5. **Petitions.**

(Note: For advice on how to submit petitions, contact Democratic Services. Contact details on the front page of the agenda).

6. **Questions**

(30 minutes will be allowed for pre-submitted questions from non-executive members and the public. All questions will have been submitted at least 7 clear days before the meeting. Answers will be provided at the meeting - no supplementary questions will be allowed.)

7. Forward plan

Leader of the Council

Non Key Decision

8. Review of Achievements 2020-21

Adult Social Care: Councillor Martin

Key Decisions

9. Shared Lives Model

10. Direct payment Support – Tender
11. Walsall Carers Centre – Extension of Contract – postponed to June meeting
12. Housing 21 Project Agreement – Deed of Variation

Children's: Councillor Wilson

Non Key Decision

13. Youth Justice Plan

Education and Skills: Councillor Towe

Key decisions

14. School Improvement and Moderation Service
15. Provision of Alternative Education

Personnel and business support: Councillor Chattha

Key decision

16. General Building and Fire Safety Maintenance contracts

Part II – Private session

Adult Social Care: Councillor Martin

Key Decisions

17. Housing 21 Project Agreement – Deed of Variation

[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]

Deputy Leader and Regeneration: Councillor Andrew

Key decisions

18. Walsall Future High Street scheme

[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]

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Wednesday 17 March 2021 at 6.00 p.m.

Virtual meeting via Microsoft Teams

Held in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020; and conducted according to the Council's Standing Orders for Remote Meetings and those set out in the Council's Constitution.

Present

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

3692 Welcome

At this point, Councillor Bird opened the meeting by welcoming everyone, and explaining the rules of procedure and legal context in which the meeting was being held. He also directed members of the public viewing the meeting to the papers which could be found on the Council's Committee Management Information system (CMIS) webpage.

Councillor Bird also advised that the Cabinet would be trialling an e-voting system at this meeting whereby members would vote using the Microsoft forms for this purpose. As the vote was formally recorded but results not visible on screen, he said that he would announce the result following confirmation from Democratic Services Officer and that the results would be included in the decision list published on the Council's website the following day.

3693 Minutes

Councillor Bird moved approval of the minutes of the meeting on 10 February 2021. There was no dissent and it was therefore:

Resolved (by assent)

That the minutes of the meeting held on 10 February 2021 copies having been sent to each member of the Cabinet be approved and signed as a correct record.

3694 Declarations of interest

There were no declarations of interest.

3695 Local Government (Access to Information) Act, 1985

Resolved (by assent)

That the public be excluded from the meeting during consideration of the items set out in the private part of the agenda for the reasons set out therein and Section 100A of the Local Government Act, 1972.

3696 Petitions

No petitions were submitted

3697 Questions

Questions were put and responses provided as follows:

Question regarding Settled Status for EU citizens – Katie Moreton

Ms Morton attended and asked the following question:

"The deadline for EU citizens to register for Settled Status is 30th June 2021

Other councils are taking active steps to contact EU residents e.g. Brighton & Hove City Council have delivered a postcard to all addresses in the city, with a friendly message on the front, "We want EU citizens to stay in Brighton & Hove", and information sources, including phone numbers, on the back.

There are EU citizens registered on the Electoral Roll, but there may be others living in less formal circumstances such as sub-let's and HMO's and who may not be on the electoral roll.

Some EU citizens are working in roles where they have no formal contact with employers or HR resources to tell them about the new rules, such as self-employed tradesmen workers in the app-based gig economy.

I'm sure that the council would like all its EU citizens to continue to live their lives here.

With these points in mind, could the council leader give me the plan of action to contact Walsall's EU citizens so that nobody fails to apply before the end of June?"

Councillor Bird responded as follows:

"Walsall Council has been working with the Refugee and Migrant Centre (RMC) who have an outreach service in Walsall. RMC are a national provider for the European Settlement Scheme and have provided support for over 3000 European citizens in Walsall so far.

Additionally Nash Dom CIC have been supporting European nationals living in Walsall in the areas such as access to public services, schools, housing standards assessments, homelessness etc since 2018. Their funding was originally allocated from MHCLG (Controlling Migration Fund) but not specifically for the EU settlement scheme.

Nash Dom observed demand for support with EU Settlement Scheme growing particularly since 2020 so they developed a targeted multilingual online promotion to inform residents of the process of application, offering further support with 'tricky issues' or refusals. While 100% is always the target, it is recognised that a small number will fail to apply due to illiteracy or lack of English language skills. It is hoped that through word of mouth Nash Dom will be able to reach majority of those cases. They are planning to contact schools focusing especially on Roma children where literacy is low amongst parents".

Ms Morton asked the following supplementary questions:

"Can the council leader tell me about the resources, i.e. budget and officer time, that has been allocated to contacting EU citizens?"

Can the council leader tell me what target has been set for the number of EU citizens to be successfully registered for Settled status in Walsall?"

Can the council leader tell me how many of Walsall's EU citizens have been successfully registered to date? "

Councillor Bird responded as follows:

"There is no specific or dedicated Council officer role supporting EU residents. However, Nash Dom CIC remains to be one of the Council partners through Walsall for All. For example, we commissioned them to produce a Welcome pack (which includes a Brexit guidance section) and set up a buddying scheme to encourage integration of newly settled. Nash Dom informs us that demand from EU residents remains high and they require not only support with the European Settlement Scheme but general immigration advice. For example, where the decision from the EU settlement form was negative and applicants had issues with expired passports, birth certificates or non-EU spouses, further reapplying was required. As embassies are difficult to access during the pandemic, processing of the forms is often delayed. Dealing with

these complex cases requires specialist Immigration Advice and Guidance qualification so Nash Dom invested time and energy in training their staff. Nash Dom assessed the resources utilised for this work so far in the range of £50k. We are currently waiting for some funding to be confirmed from the WMCA budget to reimburse Nash Dom for their work on Brexit.”

Question regarding speeding along Bentley Lane Birchills – Shokat Fazal

It was noted that Mr Fazal was unable to attend and had therefore asked Councillor Bird to read out the question.

Councillor Bird read as follows:

“As vice chair of Birchills agenda 21 can we ask for urgent action to be taken to reduce speeding related accidents in Bentley Lane Birchills. We had another Road collision on Saturday 13th February 21 between a bus and car. This has added to the numerous other incidents in 18 months. We have raised issues with local councillors but await council budget appraisal”

Councillor Bird responded as follows:

“The Council receive a high volume of requests for traffic and road safety schemes; these can range from speeding concerns, collisions concerns and parking issues. A data lead approach is taken to prioritising the implementation of road safety schemes and a programme is collated for Cabinet approval each year.

All scheme requests are recorded, assessed and categorised. In the case of Local Safety Schemes, sites should have a minimum of six personal injury collisions in the previous three years to be considered as part of this programme. This is indicative of the number of injury collisions which occur on the highway in the borough on an annual basis and generates a list of schemes which far exceeds the current level of funding available. The Traffic Engineering Team undertake the annual review of injury collisions to prioritise those schemes where road safety will be most effective in reducing known casualty histories.

Schemes that have a lower number of injury collisions are transferred to the Community Health & Safety programme (PCHS) for further review. Schemes held in this programme are assessed with the a road safety aspect, but include the impact a potential scheme may have on improving access to schools, local shops and public open space. The schemes are then ranked in priority and will be delivered based on the availability of funding.

Bentley Lane has been assessed and has been recommended for approval as part of the 2021/22 PCHS programme. This will be considered under item 11 of tonight’s Cabinet agenda. The scheme proposal comprises of traffic calming options and a review of signing, mini-roundabouts and pedestrian crossing provision”

Question regarding support for the community litter group – Shokat Fazal

It was noted that Mr Fazal was unable to attend and had therefore asked Councillor Bird to read out the question.

Councillor Bird read as follows:

“Will the council executive , cabinet and chamber members agree to increase funding to Walsall council community litter group and recognise the Efforts of council officers Richard Upton and Beth Deeley and volunteer members.

We have gained Keep Britain Tidy community engagement award and this needs to be acknowledged by council executive team and best practice transferred to council departments”.

Councillor Bird responded as follows:

“We are all very proud of the recent Keep Britain Tidy award, which is well deserved and recognises the excellent work of the officers involved in delivering our litter volunteering programme. The service continues to explore new ways of increasing the funding available to support this kind of community-based engagement and we are in the process of making a bid to The Big Lottery to provide new and additional equipment to expand the number of groups who want to be play an active part in keeping their neighbourhoods clean. Best practice is being shared with colleagues and partner organisations. For example, the Canal and River Trust have held a number of recent meetings with us to explore joint working”.

Councillor Butler thanked the organisers of the Community Litter Group for their work, together with that of all the volunteers, and said that a further 169 volunteers had been recruited during this calendar year. He went on to highlight some of the activities in place to support this work and drive it forward in the future.

Councillor Bird referred to fly-tipping and stressed that the Council would take a firm line in this regard and would not hesitate in taking enforcement action.

Question regarding Road Safety along Bentley Lane- Councillor G. Ali

Councillor Ali said that he would like to make the Cabinet aware *“that many residents of Bentley Lane were very concerned about speeding along Bentley Lane and that there had been lots of accidents with drivers using it as a racecourse. Residents have asked for speed reducing measures so there needs to be some road safety plan”*

At this point, Councillor Bird brought forward item 11 on the agenda, the West Midlands Strategic Transport Plan settlement and Transport Capital Programme, as it addressed the questions raised in relation to Road Safety measures along Bentley Lane.

3698 **West Midlands Strategic Transport Plan Settlement and Transport Capital Programme 2021/22**

Councillor Andrew presented the report.

(see annexed)

Councillor Andrew Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the motion was declared carried and it was:

Resolved (Unanimously)

- 1) That Cabinet approves the Walsall Transport Capital Programme 2021/22 as set out at Table 2 in Section 4 of this report.
- 2) That Cabinet approves the utilisation of the Integrated Transport Block element of the grant funding for 2021/22 as described in paragraphs 4.35 to 4.38 of this report and **Appendices A to H**, including the allocation of any carry forward from 2020/21 to the 2021/22 programme.
- 3) That Cabinet delegates authority to the Executive Director for Economy, Environment & Communities, in consultation with the Cabinet Member for Regeneration, to manage any required changes to the 2021/22 Integrated Transport Block programme, including amending individual scheme budgets (within the overall programme budget); and adding new projects (to replace or part-replace other projects that can no longer be delivered), in order to maximise the use of the grant.
- 4) That Cabinet delegates authority to the Executive Director for Economy, Environment & Communities, in consultation with the Cabinet Member for Regeneration, to negotiate on its behalf with the Black Country Local Enterprise Partnership, West Midlands Combined Authority and government departments to maximise the values of future financial resources allocated to the Council in pursuit of its transport priorities, including signing relevant agreements and contracts for schemes which are approved within the Walsall Transport Capital Programme 2021/22.

3698 **Forward plan**

The forward plan as at 2 March 2021 was submitted:

(see annexed)

Resolved (by assent)

That the forward plan be noted.

3699 **Black Country Tenancy Strategy**

Councillor Andrew presented the report

(see annexed)

Councillor Andrew Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put the vote, the motion was declared carried and it was:

Resolved (Unanimously)

- 1) That Cabinet approves the Black Country Tenancy Strategy as set out in Appendix A
- 2) That Cabinet delegates authority to make any future minor amendments to the Strategy, if and when required, to the Executive Director Children's Services in consultation with the Deputy Leader, Regeneration.

3700 **Voluntary Refugee Sponsorship Scheme**

Councillor Andrew presented the report

(see annexed)

Councillor Andrew Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the motion was declared carried and it was:

Resolved (Unanimously)

- 1) That Cabinet approves and agrees to be part of the government's Voluntary Refugee Community Sponsorship Scheme and endorse the process for Walsall as detailed in Appendix A.
- 2) That Cabinet delegates authority to the Director of Customer Access Management in consultation with the Portfolio Holder for Regeneration to subsequently authorise the approval of any Community Sponsor Group applications and to support the selection of Community Sponsored refugee applicants through the Home Office process.

- 3) That Cabinet delegates authority to the Director of Customer Access Management, in consultation with the Portfolio Holder for Regeneration to authorise any variations to the draft process (Appendix A).

3701 **Black Country Transport Hub Collaboration Agreement**

Councillor Andrew presented the report

(see annexed)

Councillor Andrew Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the motion was declared carried and it was:

Resolved (Unanimously)

That Cabinet: -

- 1) Approves the financial implications of the Black Country Transport Team set out within Section 4 (specifically paragraphs 4.34 to 4.43) of this report.
- 2) Delegates authority to the Executive Director for Economy, Environment and Communities, in consultation with the Cabinet Member for Regeneration, to authorise the sealing of the Collaboration Agreement for the Black Country Transport Hub at **Appendix A** and the sealing or signing of any associated contracts, deeds or other related documents to give full effect to the work of the Black Country Transport Team.

3702 **Making Connections Walsall**

Councillor Perry presented the report

(see annexed)

In presenting the report, Councillor Perry thanked the West Midlands Fire Service in particular for their significant support in this initiative and the outstanding efforts of the community association network.

Councillor Perry Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the motion was declared carried and it was:

Resolved (unanimously)

- 1) That Cabinet notes the continuation of the Making Connections Walsall programme for the period 1 April 2021 to 31 March 2022 by extending

contracts with the 4 hubs which are Bloxwich Community Partnership, Old Hall Peoples Partnership, Accord Age Matters and Manor Farm Community Association and also West Midlands Fire Service at a total additional cost to Council of £135,000.

- 2) That Cabinet approves a further allocation of £100,000 to support organisations in the wider MCW network. This money will be allocated through smaller grants in conjunction with the MCW hubs and will be used to improve social prescribing capacity in the MCW network.
- 3) That Cabinet delegate authority to the Executive Director for Economy, Environment and Communities, in consultation with the Portfolio Holder for Resilient Communities, to authorise any variations to the contractual arrangements for the services identified above, should this be required at any time during the term, in line with Public Contract Regulations and the Council's Contract Rules.
- 4) That a future report is brought to Cabinet on any future plans to continue the successful delivery of a social prescribing model in Walsall, which will ensure befriending, advice and guidance and referral to community activities is continued for Walsall residents.

3703 Update on Action plan to address the mental wellbeing impact of Covid-19

Councillor Craddock presented the report

(see annexed)

In presenting the report, Councillor Craddock thanked Councillor Perry for his resilient communities work and also the Community Associations, One Walsall, other voluntary groups, volunteers and the public health team for going 'over and above' over the last year. Councillor Bird also thanked Councillor Craddock for his work.

Resolved (by assent)

- 1) To note the progress on the action Plan for managing the impact of Covid-19 as set out in the appendix to the report
- 2) To note that the Health and Wellbeing Board will be receiving reports on the mental wellbeing outcomes of the Action Plan

3704 Professional Services Provider for Capital Construction Projects

Councillor Chattha presented the report

(see annexed)

Councillor Chattha Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the motion was declared carried and it was:

Resolved (unanimously)

- 1) That Cabinet approves the appointment of Faithful+Gould Limited as the Professional Services Provider for Capital Construction Projects for a maximum period of up to 3 years (1+1+1) subject to satisfactory performance and delivery.
- 2) That Cabinet delegate authority to the Interim Executive Director for Resources and Transformation to enter into the contract, and to subsequently authorise the sealing, signing or variation of any deeds, contracts or other related documents for such services.

3705 Proposed Early Years Funding Formula for two, three and four year olds-2021/22

Councillor Towe presented the report.

Councillor Bird confirmed that there were no objections to this proposal raised by the Walsall Schools Forum.

(see annexed)

Councillor Towe Moved approval of the recommendations which was seconded by Councillor Bird. Upon being put to the vote, the Motion was declared carried and it was:

Resolved (unanimously)

- 1) That Cabinet approves the Early Years Funding Formula (**Appendix A**) recommended by Walsall's Schools Forum at its meeting on 9 March 2021.
- 2) That Cabinet approves to delegate authority to the Executive Director of Children's Services, in consultation with the Portfolio Holder for Education and Skills, to amend the final formula, within the total Early Years block funding that is available, to accommodate any changes required to rates once the outcome of the January 2021 headcount is available.

Private session

3706 Exclusion of public

Resolved (by assent)

That during consideration of the remaining item on the agenda, the Cabinet considers that the item for consideration is exempt information by virtue of the appropriate paragraph(s) of Part I of Schedule 12A of the Local Government Act, 1972, and accordingly resolves to consider the item in private.

Public Summary

3707 Regional Materials Recycling Facility, Coventry

The Cabinet approved a revised Business Case for the establishment of a regional Materials Recycling Facility with 6 other local authorities; and approved additional Capital funding and revised maximum investment total for this project in order to maximise the benefits of processing the Council's recyclable waste materials in the long term.

[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]

3708 Black Country Enterprise Zone: Financial Borrowing

The Cabinet approved the funding /borrowing requirements to support the strategic delivery of a Darlaston EZ site, subject to the Black Country Local Enterprise Partnership and Joint Committee decisions to approve such funding, including identification of funding sources to fully repay the investment; and delegated authority to the Executive Director Economy, Environment and Communities to enter into any grant agreement accordingly.

[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]

The meeting terminated at 7.10 p.m.

Chair:

Date:



FORWARD PLAN OF KEY DECISIONS

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

6 April 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.

Cabinet responsibilities are as follows

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

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

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

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

(1) A key decision is:

is, or the

- (i) any decision in relation to an executive function which results in the Council incurring expenditure which making of savings which are, significant, having regard to the Council’s budget for the service or function to which the decision relates or
- (ii) any decision that is likely to have significant impact on two or more wards within the borough.

(2) The threshold for “significant” expenditure/savings is £250,000.

(3) A decision taker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of this Constitution.

Dates of meetings

2020 28 October
9 December

2021 10 February
17 March
21 April

**FORWARD PLAN OF KEY DECISIONS
MAY to AUGUST 2021 (6.4.21)**

1 7	2	3	4	5	6	
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
26/21 (6.4.21)	Resetting through Walsall Proud Programme: To agree the principles, priorities and future ways of working for the resetting of business post Covid-19 lockdown, linked to the Council's Proud programme of transformation	Cabinet Non-key decision	Reset Cabinet report May 2020 Andrea.potts@walsall.gov.uk	Internal services	Leader of the Council	June 2021
21/21 (8.3.21)	Pre-Audit Outturn 2020/21: To inform Cabinet of the pre-audit revenue and capital financial outturn position for 2020/21 after revenue and capital carry forwards into 2021/22 and financial and treasury indicators for 2020/21.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal services	Leader of the Council	June 2021
13/21 (8.3.21)	Restart Scheme: To note an overview of the new government Restart scheme and accept a sub-contract with the approved DWP Tier 1 Prime Provider for the Central West region.	Cabinet Key decision	Jane Kaur-Gill Jane.kaur-gill@walsall.gov.uk	Internal services	Portfolio Holder for Regeneration	June 2021
14/21 (8.3.21)	Willenhall Masterplan: Strategic Land Acquisitions – in principle approval for	Cabinet	Willenhall Masterplan: Strategic Land	Internal services	Portfolio Holder for	June 2021

	the use of Compulsory Purchase Order powers. <i>Contains information relating to the financial or business affairs of a particular person</i>	Key decision- Private session	Acquisitions. Joel.maybury@walsall.gov.uk		Regeneration	
43/18 (8.10.18)	Lighting Invest to Save: To consider proposals for a major investment in the highway lighting infrastructure by replacing all existing lighting with energy efficient LED lighting	Cabinet Key decision	Paul Leighton 07831 120871 Paul.leighton@walsall.gov.uk	Public, Walsall Public Lighting Ltd, industry companies, internal services.	Portfolio holder for Regeneration	June 2021
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 07943 500394 Neil.hollyhead@walsall.gov.uk	Public, Housing Associations, Internal Services	Portfolio holder for Regeneration	June 2021
23/21 (8.3.21)	Corporate Financial Performance 2021/22, Covid-19 update and Budget Framework 2022/23 to 2024/25: To report the financial position based on 2 months to May 2021, impact of Covid-19, and the budget framework for 2022/23 to 2024/25.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal services	Leader of the Council	July 2021
24/21 (8.3.21)	Phoenix 10 Project To seek authority for the award of a contract for Environmental Impairment Liability Insurance to support delivery of the project. <i>Contains commercially sensitive information</i>	Cabinet Key decision – private session	Joel Maybury Joel.maybury@walsall.gov.uk	Internal services	Portfolio holder for Regeneration	July 2021

Cabinet – 21 April 2021

Review of Achievements 2020-21 Report

Portfolio: Councillor Bird, Leader of the Council

Related portfolios: All

Service: All

Wards: All

Key decision: No

Forward plan: Yes

1. Aim

- 1.1 The report presents a Review of Achievements document for 2020-21 for Cabinet's consideration. This is to provide an overview of delivery against the corporate priorities as detailed in the Corporate Plan 2018-21 and also key achievements as part of the council's response to the ongoing COVID-19 pandemic.

2. Summary

- 2.1 The report presents a holistic review of some of the key achievements during the 2020-21 year in relation to the council's Corporate Plan based on performance information and activity. In the context of the five corporate priorities the achievements included have been divided to provide clarity regarding those that specifically relate to COVID-19 and those that reflect business as usual activity.

3. Recommendations

- 3.1 Cabinet is recommended to note the achievements as detailed in the Review of Achievements 2020-21 document attached at Appendix 1 and agree to the publication of this document on the council's website.

4. Report detail - know

Context

- 4.1 The Local Government Act 2000 gave the council collective responsibility for approving its policy framework and budget. The Corporate Plan forms part of

that policy framework and also informs the budget setting process. It provides a clear focus to plan activities and target improvements.

Council Corporate Plan priorities

- 4.2 The report is set out to provide key performance and achievements against each priority in the Corporate Plan.

Risk management

- 4.3 The contents of the report presents no risk to the organisation; publishing information relating to the performance of council services provides clear transparency and supports the identification of risks.

Financial implications

- 4.4 There are no financial implications in relation to the Review of Achievements 2020-21. The achievements contained within the report align with the council's budget setting process and allocation of resources when addressing the needs of all the communities the council serves.

Legal implications

- 4.5 There are no legal implications in relation to the Review of Achievements 2020-21 report but publication of performance related information is intrinsically linked to good governance and transparency.

Procurement Implications/Social Value

- 4.6 There are no direct implications arising from this report.

Property implications

- 4.7 There are no direct property implications arising from this report.

Health and wellbeing implications

- 4.8 Achievements in relation to the council's response to the ongoing pandemic and its impact on the health and wellbeing of individuals and communities have been included.

Staffing implications

- 4.9 There are no direct implications arising from this report.

Reducing Inequalities

- 4.10 As an information report there are no direct aspects relating to reducing inequalities in this report. The corporate priorities support the council's aim that 'inequalities are reduced and all potential is maximised' and our purpose 'to create an environment that provides opportunities for all individuals and communities to fulfil their potential'. Reporting on delivery against the priorities underpins the council's commitment to reducing inequalities.

Consultation

- 4.11 All council services have been consulted in the drafting of the Review of Achievements 2020-21 report and have had the opportunity to inform the content of the report.

5. Decide

- 5.1 Cabinet is recommended to note the achievements as detailed in the Review of Achievements 2020-21 document attached as Appendix 1 and to agree to the publication of this document on the council's website.

6. Respond

- 6.1 It is recognised that the Review of Achievements 2020-21 does not include everything that has been delivered and Cabinet can provide additional content for inclusion prior to publication.

7. Review

- 7.1 Delivery of corporate priorities as detailed in the [Corporate Plan 2021-22](#) will continue to be monitored and will inform future publications.

Background papers

[Corporate Plan 2018-2021](#)

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Councillor M Bird
Leader of the Council

21 April 2021

21 April 2021

Review of Achievements 2020-21

Introduction

The 2020-21 year has been one of the most challenging for individuals, communities and businesses as the COVID-19 pandemic dominated what people could and couldn't do and what support was needed. The Council had to adapt and review services after every Government announcement to ensure accurate information was shared with all customers and there was clarity regarding the support available and how it could be accessed.

The COVID-19 pandemic has presented an additional challenge to those all councils already face. For example national austerity measures, the international challenge of climate change and the practical implications and opportunities of leaving the European Union whilst continuing to focus on delivering our Aim that "inequalities are reduced and all potential maximised".

The ongoing nature of the pandemic, with the long term impact unknown, gave rise to the review of our plans in readiness to 'reset' services. This review included a resident survey that considered residents experience of COVID-19 and their wellbeing. The survey responses provide a valuable insight into the impact of COVID-19 on various aspects of people's lives and also their concerns and priorities for the future. Cabinet will receive a report in June 2021 on this 'reset' work which will be informed by the findings from the resident survey. This report will highlight how the council will continue to respond to the impact of the

pandemic and ensure we continue to use our resources efficiently in the service of all customers and communities.

As referenced in the 2019-2020 Review of Achievements we will not be able to fully assess or understand the full impact of the pandemic on our communities and local economy. In the context of our aim and priorities this report provides some insight into what has been delivered during 2020-21 and, for clarity, separates out those achievements that specifically relate to our response to the pandemic. It is impossible for a document to adequately reflect the significant contribution of individuals and communities in supporting the most vulnerable. The resilience of communities in Walsall has been a huge part of how those most in need of support have been, and continue to be helped. Our Resilient Communities approach and work with partners in the public, private and voluntary sectors has enabled the timely matching of resource and capacity to need. This provides a strong foundation for our ongoing response to COVID-19 and to achieving our Aim.



Outcomes for 2020-21

1. Creating an environment where business invests and everyone who wants a job can access one.
2. Education, training and skills enable people to fulfil their personal development

A vibrant mixed economy that nurtures business growth, attracts businesses to locate here and supports local people fulfil their employment potential is vital to the delivery of our vision that inequalities are reduced and all potential is maximised. Having a great transport infrastructure is key to this as is working in partnership at the local, regional and national level.

Key Achievements during 2020/2021 include:

- ☑ We have worked closely with rail operators to progress the reopening of the Walsall to Wolverhampton line including new stations in Willenhall and Darlaston with planning consent granted by the council for both stations in October 2020. Similar work is also underway – although at an earlier stage – to extend train services from Birmingham New Street through Walsall to a proposed new station at Aldridge.
- ☑ Commenced the main construction phase of the £78m major highway improvement scheme at M6 Junction 10 which will improve the infrastructure of the borough

including new intelligent traffic signal installations along A454 and A4148.

- ☑ Secured £3.2m of additional funding from the Department for Transport to improve public transport routes across Walsall's unclassified highway network. The funding has been used to successfully deliver 14 carriageway and footway resurfacing schemes over a 12 month period to improve running surfaces for buses and improve footways that connect pedestrians to these routes.
- ☑ Commenced preparation of the Willenhall Masterplan with a focus on housing delivery as part of the Walsall to Wolverhampton Growth Corridor and building on the opportunity for greater levels of investment, presented by the new rail station in Willenhall following the reopening of the Walsall to Wolverhampton rail line to passengers.
- ☑ Completed Hatherton Street Phase 2, with the benefit of £800k grant funding from the Black Country Local Enterprise Partnership (BC LEP), providing 1,526sqm new office floorspace in Walsall Town Centre and is another successful development within the ring road corridor known as the Walsall Gigaport.
- ☑ Supported the successful award of £11.4m of Future High Streets Fund grant to help deliver our ambitions for our town, focused on the Prominent Rail Station and Connected Hubs elements of the Masterplan.
- ☑ Delivered over £65k in funding through the AIM for Gold business support programme, with a further £55k in the

immediate pipeline, ensuring that Walsall businesses can invest in the capital equipment that they need to improve productivity, efficiency and boost order books.

- ☑ Successfully secured £750k each for both Bloxwich and Walsall to deliver a programme of accelerated activity as part of the Town Deal portfolio. Activities included transport, public realm and green space improvements amongst others. This has been followed by the submission of Town Deal Investment Plans for both areas that include projects to support economic growth, skills and regeneration, which, if approved, will bring a further £50m into the two towns (£25m each) over a five year period. If secured this will support the development of local business, education and training facilities as well as improving transport infrastructure and encouraging more Active Travel opportunities.
- ☑ Trial of a number of new 'School Streets' across the Walsall borough, which provide safer walking and cycling routes for school pupils. School Streets involve closing roads near local schools to motorised traffic, at certain times of the day, to encourage Active Travel (walking and cycling).
- ☑ Agreed with all Black Country local authorities a joint ULEV (Ultra Low Emission Vehicle Strategy) year strategy which sets targets across the Black Country over the next 10 years including for the installation of 490 vehicle chargers, and the purchase by councils of electric vehicles only for all new cars and vans to ensure that we are ready to comply

with government targets to ban new petrol and diesel vehicles by 2030 and to be UK net-zero by 2050.

- ☑ Planning application submitted for the remediation and redevelopment of the Phoenix 10 site. The £100m employment regeneration project, including multi-million pound public sector investment, will deliver up to 620,000sqft employment floor space and 1,100 new jobs once completed. This is one of the most significant employment opportunities in the West Midlands and is being led by the Council and Homes England with support from West Midlands Combined Authority (WMCA) and BC LEP.
- ☑ As the single accountable body for the BC LEP, successfully administering a cumulative estimated £421m of funding across the Black Country, with in excess of £100m supporting regeneration activities and transport improvements that benefited the borough.
- ☑ Significantly improved communications and collaborative working with key strategic partners, including the Black Country Growth Hub, Black Country Chamber of Commerce, Federation of Small Businesses, other local membership organisations and at the operational level, our neighbouring Black Country local authorities. This has allowed us to share best practice with public sector colleagues and ensure fluid and efficient communication with private sector organisations and their respective membership bases. These kind of improved relationships mean that Walsall businesses get the support they need to navigate the world of local business support.

- ☑ Secured £1.5m European Union funding to deliver the Black Country Community Grants Programme and through the first round 44 grants were offered to Walsall community and voluntary sector (CVS) groups. This totalled over £579k of support that directly benefited 505 local residents to undertake activities to move them closer to achieving their economic goals.
- ☑ Working closely with local employment support services including IMPACT, Walsall Works, Fit4Work and the Job Centre, public health have helped to embed health and wellbeing into these services and to enable their clients to get support to address health barriers. Work included incorporating health and wellbeing conversations as part of discussions with clients.
- ☑ Through the Walsall Works programme, 414 people were supported into employment, training and apprenticeships, with 892 new clients registering for employability support since the start of the pandemic. The number of businesses committing to supporting local people to access jobs and training rising to 1,100.
- ☑ BC Impact continues to support 16-29 years old, with the programme engaging with 255 young unemployed and 819 inactive participants during 2020, focussing on vulnerable groups such as those with disabilities or special education needs, care leavers, ex-offenders, lone parents, teenage mums and homeless people.
- ☑ The Employment Growth Team has continued its outreach work and developed its work with high street businesses and retailers. This work has attracted the attention and support from Lord Wei and the team continues to map business activity to understand the longer term impact of COVID-19 to understand how they can best help and support the future town centre.
- ☑ Successfully delivered a virtual transport and logistics event with 27 attendees, focussing on the M6 Junction 10 project. The session saw key presentations from Highways England and John Sisk and Son, updating local hauliers and logistics firms on the progress of the project, how to stay up to date with key information and how to plan for potential disruption.
- ☑ Reengaged with a number of strategic Walsall businesses and raised awareness on how Walsall Council can help support businesses in the area to grow. This programme of important reengagement with the borough's larger businesses runs alongside our engagement with Walsall's foreign-owned firms, ensuring that we are talking to businesses in our key sectors about how their local authority can help assist them.
- ☑ Public health have continued to create a healthy environmentsupporting work on reviewing alcohol licencing, planning applications, making the town centre the healthiest high street and further embedding the consideration of health and wellbeing in all decisions the council makes.
- ☑ Health Chats training has been offered to internal and external partners for those having health and wellbeing

conversations. This included signposting to health and wellbeing services as well as providing information and resources to inform their wider communications with both clients and staff. In addition, support was given to businesses signed up to the WMCA 'Thrive at Work' accreditation scheme.

Specific achievements as part of our response to COVID-19 include:

- ☑ Supported the council's interaction with businesses in response to the impact of COVID-19, including delivery of grants to businesses, business rates reliefs and other supplier support such as faster / immediate payment during the first lockdown period. In totality, delivered over £97m in financial support to Walsall businesses that included issuing 11,441 grants to businesses totalling £68.9m.
- ☑ Employment support schemes shifted the focus of support from face to face to virtual having delivered 12 roadshows and jobs fairs using electronic communication channels. The focus of events aligned with the growth in opportunities in health, retail and distribution sectors that arose as a response to coronavirus.
- ☑ Assisted 435 businesses in the borough on a range of issues, from COVID-19 support, to International Trade support, Access to Finance, and searching for new premises. Ensuring that businesses understand the support that is available to them, helped safeguard jobs

and provide growth opportunities in businesses who had no idea that they are eligible for support.

- ☑ Held four crucial information sharing events, including successfully starting up a business, how to ensure your premises is COVID-19 secure and a transport event focused on M6 J10, with 100+ attendees. Events such as this are perfect for gathering business feedback and intelligence, ensuring a two way conversation; Walsall Council sharing information to help businesses maintain smooth operations and Walsall businesses telling us what conditions they need to grow.
- ☑ The public health commissioning of a Workplace Health programme to engage widely with businesses across Walsall applying different methods of engagement in order to deliver meaningful interventions and to support businesses and the wellbeing of their staff during the COVID-19 pandemic.
- ☑ Led on the primary business communication for Operation Eagle. Contacted 250+ businesses across Phase One and Two, to ensure that they were aware of the South African variant surge testing, why the Council was carrying out this work and most importantly, how they could effectively and efficiently ensure that their staff were tested and remained safe to work. Also worked alongside colleagues from Public Health to ensure that tests were delivered and collected as quickly as possible.



Outcomes for 2020-21
3. People live a good quality of life and feel that they belong.
4. People know what makes them healthy and they are encouraged to get support when they need it.

Working with residents to enable them to have greater independence and choices regarding their personal health and wellbeing is of key importance to people having a good quality of life and feeling they belong. Responsibility for the health and wellbeing of people is shared across a number of key partners such as the Clinical Commissioning Group (CCG), Walsall Healthcare NHS trust and agencies such as Public Health England and the Care Quality Commission (CQC).

Key Achievements during 2020/2021 include:

- ☑ Supported the council's programme of benefit review and maximisation for social care clients, which aimed to ensure the people are aware of and receiving the full range of benefits they are entitled to.
- ☑ Implemented a risk enablement toolkit in April 2020 that enables people to manage their own risks wherever possible. Through having open and honest discussions with individuals to identify possible options and the risks

and benefits of each option from their perspective. The approach also supports our strengths based practice approach which focuses on the abilities of the client.

- ☑ Making Safeguarding Personal continues to be embedded in practice. This is an approach that is about having conversations with people about how we might respond in safeguarding situations in a way that enhances involvement, choice and control, as well as improving quality of life, wellbeing and safety, with a key focus on understanding and identifying what an adult wants to achieve and their outcomes.
- ☑ The One You Walsall's Healthy Lifestyle Service have received approx. 4,000 referrals and evaluation has shown a 78% increase in scores for mental wellbeing (WHO-5) for those that completed the support programme.
- ☑ The One You Walsall's Healthy Lifestyle Service also made over 2,000 wellbeing calls to service users, particularly targeting those who are most vulnerable and were able to signpost to appropriate support, for example to Making Connections Walsall (MCW) and Talking Therapies.
- ☑ The integrated drug and alcohol service has, working in partnership with GPs and pharmacists, maintained the clinical support to the 1,600 individuals who require treatment to address their addiction. They continue to work closely with public health and children's services to support and safeguard vulnerable families and pregnant

women offering a full range of harm reduction, structured and clinical services.

- ☑ 57 residents classified as 'having had or being at risk of having a fall' were assisted to stay on their feet by completing a 12 week community based Falls Prevention intervention programme in a COVID-19 safe environment.
- ☑ Health Switch takeaway awards promote and provide healthy options to customers has been expanded to include mobile traders and soft play facilities.
- ☑ Both Black Country IMPACT and Walsall Works provide employment support to high volumes of people with a health barrier or learning difficulty, including poor mental health (32%), other medical or physical disability (23%), dyslexia or dyspraxia (14%), autism spectrum disorder (11%) or moderate learning difficulty (7%).
- ☑ Developed a single point of contact and pathway for all Adult Safeguarding concerns to be raised and screened. This provides a clear point of referral for agencies, partners and the community, whilst supporting effective and robust decision making and advice provision for where contacts are received.
- ☑ A strategic aim of MCW was to develop the provider sector. The MCW community hubs have grown in knowledge and confidence and developed links with a wide range of charities, services and wider organisations. There has been praise for their knowledge of local services. Alongside this, the funding invested in grass-

roots organisations has provided new activities for clients and the wider community. MCW's approach has fostered genuine partnerships, including with statutory services.

- ☑ When national restrictions permitted, we safely opened the doors of the council's four leisure facilities to over 200,000 visitors despite operating restrictions due to the pandemic. During difficult times this provided a vital service in helping residents to remain physically active as well as to gain a sense of community belonging and improve mental wellbeing.
- ☑ Launched online membership joining and an online book and pay system to make sport and leisure services easier for residents to access and ensure the necessary operating restrictions were in place and customers didn't make unnecessary trips.
- ☑ Implemented contactless card payments across the borough's four leisure centres.
- ☑ Extended existing Bikeability cycle training programmes with introduction of Bikeability Family, Bikeability Adult and Bikeability Plus, all aimed at improving safety and encouraging people to become more active and healthy.
- ☑ Provided free swimming in any public sessions for children paying monthly for swimming lessons with our Walsall Swim Academy to encourage increased participation and practising of this potentially life-saving skill.

Specific achievements as part of our response to COVID-19 include:

- ☑ Distributed 26,631 isolation and emergency hardship payments totalling £1.736m.
- ☑ A number of teams including leisure services and cleaning and caretaking are working outside of their normal practices to support the delivery of food, the distribution of PPE and the creation and maintenance of vaccination and Lateral Flow Centres.
- ☑ Sport and Leisure Services extended their use of social media channels to continue to support residents during times of closure and restricted access with over 130,000 social media engagements.
- ☑ Key to our resilient communities approach is MCW and our community hubs. They have aided the delivery of over 6,000 food parcels to those most vulnerable and helped over 2,000 people with shopping. In addition a further 5,500 befriending requests have been responded to.
- ☑ We extended our on-line information and resources to support those coping with isolation or remote learning to support mental wellbeing.
- ☑ Cabinet have approved an action plan to address the short, medium and long-term mental wellbeing impacts of the pandemic. A key priority being to ensure the larger statutory and voluntary organisations worked together in

planning recovery to optimise their efforts. A mental health and wellbeing group has been set up with partner agencies across the health and social care economy and the voluntary sector. Work has commenced on aligning support at local level for residents experiencing anxiety, ensuring access to financial support and strengthening the voluntary sector. Training in mental health first aid has been delivered to over 300 people (including volunteers, housing, fire officers, and the self-employed). Specific training for 150 teaching staff across the borough was also completed.

- ☑ Following a generous donation from Barhale and West Bromwich Building Society we have purchased and issued computer tablets to all care homes in the borough to enable virtual conversations between residents and carers/family members. The tablets have also been utilised to provide games and interactive activities which have been invaluable to those residents that have dementia.
- ☑ Staff whose substantive roles couldn't be delivered because of lockdown restrictions have been utilised to coordinate the supply and distribution of Personal Protective Equipment (PPE) through a central 24/7 Hub at Goscote, servicing over 164 Care Providers in the borough. An enhanced offer of weekly PPE drops to residential and nursing homes was introduced mid-March. The range of support has been expanded to sourcing and distribution of additional sundry items to support every aspect of infection prevention and control.

- ☑ As part of our ongoing COVID-19 response we continue to support our Adult Social Care market when in crisis by pooling our resources with health partners and the voluntary sector to provide the necessary care or support to ensure continuity of service by redeploying our staff to the external care sector.



Outcomes for 2020-21
5. Internal services delivery quality and adapt to meet the needs of customer facing services.
6. Services are efficient and deliver value for money.

Putting the customer first is one of our guiding principles and so ensuring all services are aligned to meeting the needs of the customer is key to delivering our vision. Resilient, modern services and service delivery models that can adapt to changing needs of communities and residents are key to ensuring all council services are efficient and effective. Significantly our ambitious Walsall Proud Programme is transforming the way we work to:

- Improve outcomes and customer experience
- Improve employee satisfaction and engagement
- Improve service efficiency and performance.

Key achievements during 2020/2021 include:

- ☑ Attracting additional funding in excess of £3m through developing detailed financial modelling for bids to set up Family Drugs and Alcohol Court (FDAC) and Strengthening Families, Protecting Children (SFPC) initiatives.

- ☑ Strengthening our Apprenticeship Programme with currently 394 staff (Corporate – 226, Schools – 168) accessing our Apprenticeship Levy, spent on improving the skills / qualifications of the workforce, ensuring they are fit for the future. In addition the Council had 2 apprentices that reached the national Black, Asian and Minority Ethnic (BAME) Apprenticeship Awards 2020 of which one was declared the overall winner.
- ☑ Delivered a balanced budget for 2020/21 and 2021/22 to address financial pressures and the impact of the pandemic whilst providing significant service revenue and capital investment and an appropriate level of reserves.
- ☑ Production of the annual Statement of Accounts, which, whilst the COVID-19 pandemic has seen the national extension of the deadline for completion of the draft accounts were still produced by the original deadline of the end of May, and following the completion of external audit has received an unqualified opinion.
- ☑ Successfully implemented the Finance and HR modules of the council's new integrated core business system - One Source. Good progress is being made regarding the remaining Payroll and Procurement modules. This system has expanded electronic processing and replaced a number of standalone systems with a single, more efficient cloud based system.
- ☑ Centralised the Corporate Landlord Services (CLS) and brought together the functions of Estates and Assets,

Hard and Soft Facilities Management, Commissioning, and Office Movesto provide wider service delivery in a more efficient way.

- ☑ Utilised the reduced occupancy of buildings to progress planned essential statutory and compliance maintenance work to ensure safe working environments (for example electrical rewiring) and to implement COVID-19 safe occupancy and, where needed, adaptations. For example repurposing current use of First Stop Shop to support Registrars service clearing a back log of cases created by national measures during the first lockdown.
- ☑ Refreshed various employee policies, procedures and frequently asked questions notes to support managers and staff in the delivery of services in an adapted way that considered individual wellbeing as part of the increased remote working in many areas.
- ☑ There have been a number of service improvements and efficiencies across a variety of areas as part of continuous improvement. For example a review of processing statutory complaints between corporate and customer facing teams, the strengthening of emergency planning by merging resources and teams and the embedding of new technologies such as Office 365 to improve service delivery and make efficiency savings.
- ☑ The use of technology has delivered many efficiencies, for example the use of MS Teams for online meetings and video calls has greatly reduced the need for elected

members and staff to travel, saving both time and travel expenses.

- ☑ Increased the number of services accessible to customers 24 hours a day via our on-line customer platform with additional functionality, enabling customers to interact with the council when convenient to them, making it simpler for customers to resolve their queries.
- ☑ Progressed the development of a new digital design for our website that complies with government standards and will provide customers with clear access to service information.
- ☑ Procured a partner to develop a new Customer Relationship Management system to help facilitate a 'whole council' approach to customer engagement.
- ☑ Introduced a new service channel management system introduced into key frontline services to improve the management of customer contacts to improve the customer's experience.
- ☑ Improved our efficiency in dealing with housing benefit applications, processing these quicker than the national average (6.4 days compared to 17 days nationally) meaning residents are less likely to fall into rent arrears. Changes in entitlement to housing benefit are also managed quicker than the national average.

Specific achievements as part of our response to COVID-19 include:

- ☑ Our investment and approach to enabling technology meant we were able to maintain service delivery whilst implementing organisation wide remote working to minimise travel and significantly reduce the spread of coronavirus.
- ☑ Our resilient communities approach has led to MCW and community hubs playing a key role in the support of the most vulnerable with the co-ordination of food parcels, assistance with shopping and befriending services via a volunteer network that has grown and strengthened throughout the pandemic.
- ☑ We moved swiftly to implement changes to service delivery as part of the national response to the pandemic. As Government restrictions changed we protected our staff and service users by finding alternative locations for services, such as the expansion of space for Registrars to overcome backlogs of birth registrations due to Government directives to support the initial 'lockdown' and one team managing all physical correspondence in and out of the building. These measures helped contain the risk of the virus spreading.
- ☑ Promotion and support for online services to support residents during COVID-19 restrictions:
 - Making it easier for people to claim Housing Benefit and/or Council Tax Reduction with 85% of applications now received on-line, speeding up the process.
 - Online functionality for CouncilTax, Business Rates and Benefits has increased the opportunities for customers

to interact with the council when convenient to them. This has seen a 34% increase in the last six months in the use of online facilities.

- £14.3m support administered via Council Tax Reduction, an increase of 5.98% from previous years due to the ongoing pandemic.

- ☑ Processed over £236k in Test and Trace Support payments to support residents experiencing financial difficulties due to COVID-19.
- ☑ Our Corporate Communications team developed and regularly published a COVID-19 resident's newsletter which has an average readership of 25,000 residents.
- ☑ Administered the payment of £3.45m of support provided through COVID-19 hardship payments for residents receiving the Council Tax Reduction Scheme.
- ☑ Supported the council's response to the COVID-19 pandemic by monitoring the financial impact and cost to the authority, identification of financial support available to it and to local residents and businesses, and regular reporting throughout the year of the overall financial impact of COVID-19 to both strategic management and to Cabinet. Whilst connected to our response to the pandemic this has supported all operational activity and guided the authority to effectively plan and manage resources.
- ☑ Implemented the roll out of digital committee meetings to maintain openness and transparency in decision making.

Meetings are streamlined live via YouTube and also available as recordings, increasing access to local democracy.

- ☑ Our internal Schools Consultancy and Health and Safety Teams have supported Schools, working closely with Children's Services deciphering Government advice on the pandemic in relation to schools and feeding into the daily updates that have been sent out to schools. The delivery has been carried out online and where needed in socially distanced meetings including ensuring health and safety risk assessments are complete and adhered to.
- ☑ Our Public Health team set up a seven days a week 8am to 8pm COVID-19 helpline to support businesses, organisations and schools as well as providing proactive engagement with Care Homes. Since April 2020 over 4,500 enquiries have been managed.
- ☑ Extended, developed and extensively promoted our Mental Health First Aiders and Employee Assistance Programme to provide mental health support to employees experiencing a mental health episode, particularly important during 2020 as a consequence of the worldwide pandemic.
- ☑ Continued to utilise tools introduced as part of our Walsall Proud Programme such as Connected Working and huddle boards to maintain team morale and health and wellbeing during COVID-19 restrictions.

- ☑ Having up to date and accurate information regarding the pandemic has been essential to how the council has been able to support residents, communities and businesses. The Public Health Intelligence Team have been instrumental in monitoring the rapidly changing situation and in providing detailed information to support all decision makers, all communications and the Local Outbreak Engagement Board.
- ☑ Our Corporate Communications team quickly created and continue to maintain more than 20 new external COVID-19 webpages providing a centralised information hub for residents, communities and businesses regarding all activity and support relating to the pandemic. The team continue to collaborate with Walsall for All to ensure this information is accessible in translated and accessible formats so to widen the reach.



Outcomes for 2020-21
7. Children thrive emotionally, physically, mentally and feel they are achieving their potential.
8. Children grow up in connected communities and feel safe everywhere.

Children that have the best start in life, are safe from harm, happy, healthy and learning well are more likely to achieve their potential and we are committed to providing opportunities for children to aspire and achieve. Our Walsall Right 4 Children transformation programme has been fundamental in supporting children and families and in developing supportive environments.

Key achievements during 2020/2021 include:

- ☑ Made significant progress in implementing the actions outlined in our Walsall Written Statement of Action which outlines how services for children and young people with Special Educational Needs and Disabilities (SEND) will be improved, including clearing a backlog of over 340 assessments for Education Health and Care Plans.
- ☑ Developed our Inclusion, SEND and Accessibility Strategies as the blueprint of our plans to secure the best

opportunities for all children and young people in Walsall and our vision for inclusion across the whole borough. We are also working with stakeholders to co-produce Walsall Right 4 SEND, a comprehensive guidance document for schools, which provides clear expectations for the support we expect them to provide for children with special educational needs and disabilities to ensure all children receive the right support at the right time, so that children have their needs met, achieve good outcomes and are prepared for adulthood.

- ☑ Continued to provide our Keep in Touch programme, established in 2017, to provide enriching activities, group work sessions and parenting workshops to vulnerable children and families over the summer. The programme was developed in consultation with 200 children and young people (CYP) aged 6 to 18. This year 156 sessions were delivered to 710 children, including sessions for families with children eligible for free school meals including Cooking and Eat Sessions and Family Brunch Clubs.
- ☑ Provided 'Things to do, Delivered to you' Activity Packs to an extended group of families. Along with partners, we secured a range of funding to deliver a variety of activity packs to 336 CYP across the borough which aimed to encourage positive activities, reduce vulnerabilities and risk of exploitation and crime. Delivery of the pack included an initial home visit and a follow up telephone call as a 'check in' over the summer period to discuss the activities, offer of additional support and raise concerns.

The packs, developed with children and young people included activities such as:

- Cooking together as a family
- Pamper packs promoting health & wellbeing and self esteem
- Craft packs, encouraging family time together as well as an opportunity for children to express themselves, what they are happy about, what they are proud of or what they are worried about
- Movie 'night in with the family'

- ☑ Continued to implement and strengthen our 'Right Help, Right Time' guidance with staff and partners to ensure that children and families receive the appropriate level of support and intervention when it is needed. This has resulted in more families being supported through universal and Early Help services and fewer families receiving referrals into statutory services.
- ☑ Launched our Family Safeguarding model as part of the Department for Education Strengthening Families, Protecting Children programme. The model focusses on supporting the whole family where children are at risk and there are issues of domestic abuse, mental health or substance misuse. As at the end of January 174 children are being supported through the programme.
- ☑ Launched our Family Drug and Alcohol Court (FDAC) programme in partnership with Dudley and Sandwell which will support 32 families each year over the next three years. The programme is supported by public health and commissioned integrated drug and alcohol services

and works with parents who have alcohol or substance misuse issues, which are affecting their ability to provide good enough parenting for their children. It provides support through a range of holistic wrap around support from a multidisciplinary team and regular reviews with judges to support families and track their progress across a 26 week programme.

- ☑ Partnered with First Class Legacy to address the overrepresentation of black, Asian and ethnic minority young people in the Youth Justice System. Following an in depth disproportionality needs analysis, the work has focussed on ensuring that families who have experienced the justice system are consulted with and listened to and this will feed into plans to address the issues identified over the next 12 months.
- ☑ Robustly monitored and reported throughout the year on the Education capital programme of around £40m to ensure value for money is achieved, provide reassurance that funds are spent in line with grant conditions to the Department for Education and capital projects are managed within the budgets available.
- ☑ Monitoring, reporting on and implementing the full spend of the £164m Dedicated Schools Grant ensuring the conditions of the grant were met, giving children in Walsall access to suitable education and working to provide schools with an accurate estimate of future year allocations to allow them to plan for the future.

- ☑ Our commissioned 0-19 healthy child providers (health visiting and school nursing teams) adapted their ways of working including offering digital lessons to Walsall schools and digital appointments so to continue to support children and families. This included a series of on-line sessions for parents and carers including behaviour support, self-esteem and confidence building and transition from primary to secondary school.
- ☑ The partnership campaign with Active Black Country and the other Black Country local authorities, prioritising the wellbeing of all young people, asks schools to commit to provide all pupils with access to one hour of wellbeing and physical activity each day, building confidence and strengthening support to young people. In total 9 books have now been published and Public Health England recently recognised this work as good practice during the pandemic.
- ☑ The Food for Lifeprogramme now has 82 schools enrolled in their programme, 26 of whom have achieved a Food for Life award. This demonstrates that they are providing healthier meals and food education. Walsall Council catering continued their commitment to serving quality healthy food using ethically sourced food seeing, for a second year, a 'Food for Life Served Here' bronze award.
- ☑ A 'Growing Up in Walsall' study listening to the children and young people of Walsall and obtaining their views about what it is like growing up in the borough, providing fine examples of how we can engage with the people of

Walsall and gain their trust and confidence to open up. This can help us better identify their needs in the long term and will inform a new long-term strategy 'Best Start for Life'.

Specific achievements as part of our response to COVID-19 include:

- ☑ Provided significant support to children and families in Walsall throughout the COVID-19 pandemic including:
 - Delivering, in partnership with schools, over 4,500 digital devices including laptops, tablets, iPads and wireless dongles to disadvantaged and vulnerable children to support home learning.
 - Delivered over 50 online parenting support interactive sessions with a follow up Q&A session to further support parents/carers. All resources continue to be available both on line and converted to picture format for those without internet access.
 - Held virtual coffee mornings for parents and carers with children who have additional needs, providing opportunities for support and to share information.
 - Ensured that families who were being supported by social care received regular contacts from a social worker, over and above statutory requirements so that additional support could be offered where needed including shopping and collection of prescriptions.
 - At the start of the first lockdown we worked across children's services to understand and identify children who were most vulnerable. These children continued to receive face to face visits where possible and have been contacted most frequently throughout the pandemic.

- We have utilised technology to ensure that we have been able to continue to work directly with children during lockdown and workers have implemented creative approaches including:
 - 'My Covid' time capsules to help children tell their story of the pandemic.
 - Reading story books to children, and creating their own cartoon strips and stories.
 - Going on socially distanced walks with children, playing games outdoors where they can talk openly.
 - Using messaging games and talking via messaging so children and young people can talk openly.
 - Adapting communication for disabled children.
- Supported care leavers by organising shopping deliveries, going on socially distanced walks and holding virtual sessions including cook-a-longs and 'how to assemble flat pack furniture'.
- ☑ Provided significant support to schools and staff in Walsall throughout the Covid-19 pandemic including:
 - A focus on staff welfare has been key and a range of approaches have been used to support staff and keep them safe including:
 - Shared guidance and policies.
 - Recognition of individual support needs and agile working with regular check in sessions.
 - Staff receive a weekly briefing with service changes, key updates, resources, and good news stories so communication all comes from one place where possible.
 - Moved child protection conferences and Looked after Children reviews to a virtual setting at the

- start of the pandemic, later moving to a hybrid model where families were onsite with the conference chairperson or reviewing officer so that support could be provided, with other professionals contributing virtually.
 - Providing a number of opportunities, via virtual live sessions and webinars to connect, reflect and plan across a range of organisations, teams, and professionals. All of our webinars have been recorded and are now available as an online learning resource on the Safeguarding Partnership website.
 - Implemented weekly virtual meetings with Walsall teachers to provide support, advice and guidance and to support schools in their delivery of home learning.

- ☑ Worked with schools and education providers to identify additional financial support available to them in response to COVID-19.
- ☑ Assisted schools to remain open with services working throughout the pandemic to ensure that our schools are accessible and thoroughly cleaned and that children's meals are catered for either by supplying a cooked meal, packed lunch or a food parcel.
- ☑ Proactively raised awareness of free school meals during COVID-19, and 647 additional children can now receive free school meals.

- ☑ 7,624 additional free school meals voucher cheques have been issued through our own local scheme providing £114k of support to households since the implementation of the first national lockdown in March 2020.
- ☑ 23,815 children have been supported in the borough through COVID-19 Winter payments.
- ☑ Due to COVID-19 restrictions the council has introduced 'school street' restrictions to prohibit access to non-essential vehicles on roads immediately outside a school entrance. In force during the start and finishing times of each school the restrictions help manage social distancing requirements as well as improving road safety and children's health by encouraging sustainable modes of transport for the school run. Restrictions were introduced across six sites and extensions to other locations are planned for 2021.
- ☑ The health protection team has supported schools and early years' settings throughout the pandemic, to reduce the impact and numbers of COVID-19 outbreaks. This has developed closer working arrangements between the team and schools, which led to the team being awarded a 'Walsall Right 4 Children' award.



Outcomes for 2020-21
9. Housing meeting all people's needs, is affordable, safe and warm.
10. People are proud of their vibrant town, districts and communities.

Our varied, strong and vibrant communities are the basis of why Walsall is the place it is and we are committed to working with these communities to continue to build a strong sense of belonging and cohesion.

Key Achievements during 2020/2021 include:

- ☑ In support of the provision of affordable, safe and warm homes a variety of services have been delivered including:
 - Worked with energy partners to help over 250 households with insulation and heating works at an estimated value of £585k.
 - Worked with private sector landlords to ensure that over 200 homes now have energy performance certificates (EPCs), and over 300 EPCs have been renewed, meaning the tenants homes are more energy efficient, saving them money on heating costs.
 - Providing first time gas central heating for homes previously not on the gas network with a total of

116 households being provided with full gas central heating.

- Issued 25 statutory enforcement notices to secure improvements to private tenants homes.
- ☑ Working in partnership with the borough's largest social housing provider, Walsall Housing Group (whg), to highlight to their tenants the need for the annual gas safety inspections. This has included being directly involved in 109 cases where we have helped whg resolve access issues (including where necessary securing warrants for entry) to ensure gas supplies and appliances are safe.
- ☑ Inspected 14 'unregistered' children's homes occupied by 60+ children to ensure relevant housing safety standards were in place and assessed and issued 14 licences for houses in multiple occupation (HMO).
- ☑ A total of 557 disability facility grants (DFG) for adaptations were approved with an average cost of just under £5k and 568 grant schemes were completed with an average cost of just over £4k. The service, due to their continued success, were requested to present at a national DFG event.
- ☑ Worked with South Staffordshire Water who are helping DFG customers secure lower annual water bills through their direct funding, so far 268 households have switched to lower cost providers saving over £71k.

- ☒ Work has continued on a number of new housing development schemes across the borough, with multi-million pound investment secured from the WMCA and BC LEP. This includes strategic sites at Wards Keep, Primrose Lodge, Raleigh Street, Lockside, and Goscote Lane, which in total will deliver 1,195 new homes, including 270 affordable properties.
- ☒ We significantly reduced the use of bed and breakfast accommodation for families, from 23 to just 1 and have a higher than national rate of preventing people becoming homeless (37% of presentations).
- ☒ Our Outreach Team, Night Shelter and Housing First projects have resulted in the numbers of rough sleepers in Walsall reducing significantly from 26 in 2016 to 4 in 2020.
- ☒ Through our flagship Housing First programme we have helped 85 rough sleepers into their own homes, with ongoing support through our partner FryAccord. We are the only council in the region to have exceeded our target of 80.
- ☒ Developed and launched Crowdfund Walsall, an alternative local giving model for community projects in the borough. With a backdrop of an increasingly challenging financial position, crowdfunding provides the council with a unique and exciting opportunity to invest in new projects that are citizen-led and garner support from the community according to the value that they perceive the project to have.
- ☒ Commenced preparation of a Public Realm Investment Plan for Walsall Town Centre utilising an Accelerated Funding contribution secured from the Town Fund, which will build on the catalytic interventions highlighted through the Walsall Town Centre Masterplan.
- ☒ Four strategic local companies (Barhale Construction, Midcounties Co-operative, Lovell Partnerships and Starting Point) have achieved the Walsall Works Gold Partner Award for demonstrating leadership in creating innovative social value. We have worked in partnership with these major local employers to embed the values set out in the council's Social Value Charter in their day-to-day work, ensuring Walsall residents benefit from businesses that are actively supporting their local communities.
- ☒ Supported the complete overhaul of the kitchen facilities at Old Hall People's Partnership, a vital community hub that amongst other activity provides meals for the local elderly and vulnerable community residents.
- ☒ More than 4,000 people had their say on a wide range of issues including parks and open spaces, road safety schemes and the budget. Many consultations have also taken place with specific service user groups and with particular communities on issues that directly affect them.
- ☒ Secured nearly £250k of National Lottery Heritage Funding to preserve, enhance and celebrate Walsall's

unique heritage. With a Walsall Council Heritage Working Group established aiming to develop heritage sector opportunities to tackle inequalities, improve environmental and economic indicators and build pride in the borough.

- ☑ Won the British Parking Association's Parking in the Community award for working directly with the DVLA, taking on devolved powers to enforce on untaxed vehicles parked on the highway. We work in partnership with Penham Excel to help rid Walsall highways of nuisance vehicles.
- ☑ Adapted our A*STARS sustainable and safe travel programme by creating a bespoke 'A*STARS at home' section of the website with links for students and parents to utilise whilst unable to attend school. This includes transition training / information for children starting school and transitioning to secondary school as well as daily lockdown exercise records for children to complete and virtual pedestrian training.
- ☑ Delivered a huge variety of traffic calming schemes in over 15 locations across the borough. This includes installing or upgrading zebra crossings, the introduction of speed cushions and vehicle activated speed signs and the introduction of average speed enforcement cameras on a number of 'A' roads around the borough.
- ☑ Our Walsall Community Litter Watch has gone from strength to strength and won the prestigious Keep Britain Tidy Network Award for Community Engagement. The

number of volunteers continues to grow and in the last year almost 400 volunteer hours have supported a variety of clean-ups, collecting almost 1000 bags of litter. The growth in volunteering illustrates how proud and resilient individuals are and builds a sense of belonging.

- ☑ In addition to maintaining the collection of 105,000 bins per week of household waste and recycling, work on reducing the amount of contaminated recycle waste has progressed, which is both more cost effective and better for the environment.
- ☑ As part of a sponsored national campaign services have worked with volunteers to plant thousands of trees in aid of environment and climate change mitigation.
- ☑ Street cleansing and grass cutting have continued to help build pride in communities and district centres. In addition to the programmed maintenance, teams have quickly responded to reports of fly-tipping and graffiti.
- ☑ Recognising the importance of parks and green spaces to communities and health and wellbeing we contributed to the Local Government Association (LGA) report on the impact of COVID-19 on our parks. As well as acknowledging the impact of the pandemic it was an opportunity to celebrate the way services and volunteers adapted their work to remain connected and committed to the protection and promotion of green spaces across the borough. Use of green spaces has significantly increased.

- ☒ We launched the 'Love Exploring' mobile phone application, a way to reach new audiences encouraging people to use their local green spaces at the Arboretum, Willenhall Park and The Swannies. Dinosaurs, fairies and dancing skeletons for Halloween were used as discovery tools for people to find and explore their greenspaces. 3,500 people had downloaded the app by the end of October 2020.
- ☒ Four years in development the Black Country Geopark designation was approved by the United Nations Educational, Scientific and Cultural Organisation. Having this designation of an international geopark will provide opportunities to promote tourism and to develop sustainable travel opportunities to connect communities across the Black Country.
- ☒ Attracted a substantial amount of external funding for green spaces across the borough. This ranges from the £180k Black Country Blue Network for investment in green infrastructure along waterways and linked greenspaces to the National Endowment for Science, Technology and the Arts (NESTA) funded Rethinking Parks project.
- ☒ Committed to investment of £260k to support the infrastructure of allotments across the borough, recognising their importance to local communities and the opportunities they provided for supporting community cohesion and resilience.
- ☒ Maintained Green Flag quality status for seven sites across the borough and developed management plans for three more sites ahead of the 2021 awards.
- ☒ Moved to online booking for tennis courts, despite various lockdown restrictions throughout the year and received over 6,000 bookings during times when restrictions were lifted. Whilst lockdown restrictions impacted on the number of sessions that could be held, when permitted a variety of walking sessions were delivered, everything from Nordic Walking to Health Walks.
- ☒ Developed and delivered site audits across a number of parks and greenspaces that considered the needs of people with disabilities so that new programmes and projects can be developed.
- ☒ Our Bereavement and Registration Services were significantly impacted by Government restrictions throughout the pandemic and by the increased demand that the pandemic created. Through adapting how services were delivered they were able to cope with increased demand and introduce a number of improvements including:
 - Issuing / receiving statutory, and non-statutory, paperwork for deaths and funerals electronically.
 - All payments are now taken remotely, either on line or over the phone by card.
 - Completing death registrations over the phone.
 - Families being able to book birth registration appointments online.
 - Upgrading facilities at Streetly Crematorium.

- Improved the resilience of services with colleagues from other areas gaining their Cremator Operator's licence whilst deployed at Streetly Crematorium and being trained in the opening and closing of cemeteries.

- ☑ Quantifying the social value of MCW shows that for every £1 invested in it by Public Health Walsall, the programme has generated a social return of £3.35m. The strength of the MCW infrastructure has been critical in connecting with and supporting the most vulnerable during the pandemic.
- ☑ Installed live web-cams at Household Waste and Recycling Centres (HWRC) to aid customers in their planning of visits and to try and minimise queueing impacting on traffic management.

Specific achievements as part of our response to COVID-19 include:

- ☑ We have supported communities to ensure food deliveries are managed at our food store and food parcels were delivered across the borough to those in need and vulnerable. Also provided an 'on call' team to collect vital PPE from the Ministry of Defence at the NEC as required by the resilience team.
- ☑ The strengths of the MCW infrastructure has been demonstrated during the pandemic, connecting support services to the most vulnerable in the communities across Walsall. It has demonstrated how the statutory, private and community voluntary sectors, supported by a

significant number of volunteers, can be a real asset to connect people together in support networks. The pandemic has placed MCW under tremendous demand with over 12,000 people being supported in a variety of ways.

- ☑ In October 2020, nearly 2,400 people responded to the COVID-19 residents' experience and wellbeing survey. This critical piece of research sought to understand how COVID-19 had impacted aspects of people's lives including health and wellbeing, employment and finances, as well as understand people's concerns and priorities for the future. The results of this survey have directly informed the council's COVID-19 reset and recovery plans and Corporate Plan 2021/22.
- ☑ Where possible Walsall Works have maintained face to face employability support, and in particular to vulnerable residents, from the town centre and community venues in each of the four locality areas.
- ☑ Developed a COVID-19 specific road safety campaign to encourage only necessary travel and promote a sharing of the road ethic between all road users to facilitate with social distancing as well as developing and delivering a 'Back to School' toolkit post lockdown for secondary and primary schools, promoting safer travel whilst social distancing, including guidance on the wearing of face coverings.
- ☑ Developed COVID-19 safe measures across a number of sites using signage to promote social distancing, providing hand sanitising stations and conducting regular risk

assessments to protect the health and wellbeing of employees and customers. As an example the additional cleaning between services at the crematorium to reduce the risk of virus transmission

- ☑ When the lifting of national restrictions allowed we moved swiftly to 're-open' services in a way that ensured safety for customers and staff. Services ranged from birth registrations and marriages to active living centres and household waste recycling centres.
- ☑ To support the delivery of the ambitious regeneration plans set out in the Walsall Town Centre Masterplan, as the town centre seeks to recover, adapt and evolve as a result of the pandemic, the Future High Streets Fund will focus on the Prominent Rail Station and Connected Hubs masterplan interventions to drive long term growth.
- ☑ Delivering an "Everyone In" approach to supporting homeless individuals during the pandemic, resulting in **all** rough sleepers being offered temporary accommodation while they are supported by the council's housing homeless team in partnership with Accord Housing and Walsall Housing Group to offer permanent accommodation with ongoing support.
- ☑ Set-up the borough-wide network of Lateral Flow Test Centres in line with government guidance and expectations.

- ☑ Supported health colleagues to set up vaccination centres at Oak Park Active Living Centre, Bloxwich Active Living Centre and in the Saddlers Centre. The council continues to support the ongoing operation of these vaccination centres.

Cabinet – 21April 2021

Shared Lives – Remodelling the Payment Methodology

Portfolio: Councillor Rose Martin: Adult Social Care

Related portfolios: All

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

To seek permission from Cabinet to commence a formal consultation process regarding revised payments for Shared Lives Carers.

2. Summary

- 2.1. This is a key decision as it will affect all Shared Lives Carers across all wards of the borough and a financial value in excess of £250k per annum.
- 2.2. The Shared Lives service enables people with care needs to receive services locally as part of an ordinary “family environment”, maximising their outcomes and independence.

3. Recommendations

- 3.1. Cabinet to note the report and the draft model.
- 3.2. Cabinet to approve that a formal consultation period can commence with Shared Lives carers and service users for them to have the opportunity to influence the final model.
- 3.3. To feedback to Cabinet the results of the consultation.

4. Report detail - know

- 4.1. The Shared Lives service recruits local people to become sustainable and innovative self- employed carers, who provide care and support to local people avoiding the need for costly traditional services and increasing their choice and outcomes.

- 4.2. Historically Shared Lives carers have been paid based on individually costed care packages. This has resulted in a series of inequitable payments to Shared Lives Carers, not necessarily reflective of the need of the service user and the service that the Shared Lives Carer provides. The absence of a standard payment offer makes it difficult to recruit more carers.
- 4.3. The scheme was last reviewed in 2012 and inflationary uplifts have not been applied annually with the exception of a 2.4% uplift applied in 2020/2021.

Context

- 4.4. Shared Lives is a very effective model of support to adults and young people who require support and care from Social Care. The commissioned service is part of a regional and national model of service that is also aspiring to continued development and improvements that keep abreast of change and customer needs.
- 4.5. Shared Lives Walsall forms network arrangements with Shared Lives Plus and this is a regional network forum that is itself looking for new ways to modernise and incentivise carers to join this model of service delivery.
- 4.6. The aspiration is for Walsall to move to a standardised care model for all aspects of care frequently used by other authorities and recommended as best practice from Shared Lives Plus. Adult Social Care's draft proposal for consultation is for a simplified model of banded rates shown at **Appendix A**. These rates are illustrative only and categorisations' and values will be further informed by the consultation process.
- 4.7. It is anticipated that if a standardised payment model is implemented it would generate administration efficiencies via simplified payment rates.
- 4.8. The draft payment scheme should enable transparency to existing service users on the Shared Lives payment offer as well as being understandable and attractive to new Carers who wish to join the scheme.
- 4.9. As part of scoping and developing the draft model and rates, a significant options evaluation was undertaken. The evaluation included benchmarking and engagement with our regional and family group comparators and Shared Lives Plus at a national level. The draft model Walsall Council is proposing aligns to best practice and is very similar to the models used by other Local Authorities.
- 4.10. The core of the proposed draft model is:
- Weekly rates for Long Term Care funded Low, Medium and High, Very High.
 - Nightly rates for respite with no premium for the first night's respite.
 - Day opportunity sessions in either half or full days categorised at the relevant level.

- A transport payment model based on equity and fairness in terms of what the Shared Lives Carer and user pay for, giving due consideration to welfare benefits received, specifically to fund transport.
 - Carers are required to attend at least 75% of training sessions and payment for attendance at training will become part of the core allowances paid. It is the expectation of Adult Social Care and the Care Quality Commission that training records are maintained, as part of good practice.
- 4.11. In scoping and developing the draft model, extensive internal stakeholder consultation was undertaken.
- 4.12. Financial equity of payments to Shared Lives Carers will be considered as part of the consultation. As part of the consultation, each Shared Lives Carer will be risk assessed against the funding that they receive under the draft proposals and whether they are likely to exit the service. If a Shared Lives Carer is likely to exit the service as a result of the draft model, then consideration will need to be made for a transitional payment to retain them if the cost of alternative provision are higher eg Supported Living or Residential. An update in relation to this will be given in the Cabinet report post consultation.
- 4.13. There are currently 53 paid carers registered with Shared Lives (however in approximately 20 instances, partners of the paid carer are also involved in the day to day care and support given to the service user). In addition to this there are approximately 28 Shared Lives Carers registered, who can support the service when necessary but are not providing a service at this time. The carers currently support 70 service users with a range of needs as part of their Social Care package.
- 4.14. The service underwent an initial change in 2018 in order to prepare carers for the introduction of schedule payments and carers were informed that a future consultation exercise would be undertaken to remodel the payment scheme completely.
- 4.15. Long term carers were made aware that the service needed to be developed in order to make it more sustainable for existing customers but also to ensure that it was an attractive opportunity for new carers of the future. Carers were made aware that the service could not remain as it was and that the local authority needed to implement a standardised model in line with other local authorities.

Council Corporate Plan Priorities

- 4.16. The work delivered and developed for the Shared Lives financial modelling and reshaping of the service delivery locally, will wholeheartedly fit with the corporate priorities, the Proud Programme and is part of the Adult Social Care Transformation Plan.

- 4.17. There is a need to improve the customer experience, engagement, and focus on improving outcomes that promotes independence, and improved health and wellbeing. Working to support the statutory functions also helps to support and align resources and responses to customer concerns, ideas and compliments.
- 4.18. The draft proposals links to numerous Corporate workstreams inclusive of Assets: Commissioning; Income generation, and Third Party spend. The Shared Lives service and its approach to delivery of outcomes will also help to bring some of the themes closer together.

Risk management

- 4.19. Risks regarding individual arrangements will be monitored locally on a case by case basis.
- 4.20. If, as part of the move to a new model, Shared Lives Carers existing carers choose not to continue in their role and there is an assessed care need, alternative care provision would need to be identified.

Financial implications

- 4.21. The proposed changes have been modelled within the existing financial envelope at a service user level. The aim of the new model would be to retain costs within the existing Shared Lives budget for 2020/2021 of £1.106m. Note that this may result in a cost saving against budget depending on the outcome of the consultation.

Legal Implications

- 4.22. No legal implications are identified.

Procurement Implications/Social Value

- 4.23. Adult Social Care have confirmed that advice will be sought from procurement where appropriate to ensure that the Council is compliant with any relevant Procurement legislation or statutory guidance, mainly Public Contract Regulations 2015.
- 4.24. The draft proposal realises meaningful Social Value benefits in line with the Council's Social Value policy.

Property implications

- 4.25. No property implications are identified.

Health and wellbeing implications

- 4.26. Pro-active risk management across children and adults process and procedures will continue to be observed and reviewed throughout. The

introduction of a strength based approach across the statutory assessment process would mean that all people currently living within a host carers' home for purpose of Shared Lives will receive regular reviews, thus receiving support to aspire and meet the outcomes set out within their strength based plan.

Staffing implications

- 4.27. No staffing implications are identified.

Reducing Inequalities

- 4.28. An initial Equality Impact Assessment (EqIA) has been completed as part of the draft model. The EqIA will be developed to incorporate users and carers' comments as a result of the consultation.

Consultation

- 4.29. It is anticipated that the consultation will commence in May 2021, but can only commence following Assessment and Care Management review of care packages. This will enable up to date and accurate information to be given to the Shared Lives Carers. As part of the consultation, existing carers will need to be considered as well as potential new ones and those registered with the service but not providing support currently. If Cabinet grants permission consultation methods would include a questionnaire as well as opportunities for Carers to give their views over the phone and in virtual meetings. We will also consult with national bodies who can provide relevant input to the draft proposal.

5. Decide

- 5.1. In 2018/19, work was undertaken across the service to benchmark Shared Lives against many different models of service delivery for purpose of supporting adults with disabilities. Following this work, it was agreed that the Shared Lives model was a cost effective and proportionate service model for people who had a range of disabilities, Mental Health needs, Autism or who were transitioning from a children's foster placement to that of an adult placement (Shared Lives).
- 5.2. All existing paid carers within the scheme received communication in Dec 2018 in relation to scheduled payments. The next phase of the programme is to seek users and carers' views on the draft payments model.

6. Respond

- 6.1. For Cabinet to note the draft payment model for consultation.
- 6.2. The findings from the consultation and the EqIA will be used to inform the final model which will be brought back to Cabinet for approval at a future date to be determined.

- 6.3. All arrangements in relation to Shared Lives will be delivered via the registered office at Goscote.
- 6.4. Recruitment of new carers will be critical for the successful growth of any new proposal. It is therefore vital for the local service to continue to engage with Shared Lives Plus regionally and its partners around regional commissioning and recruitment initiatives that will assist Walsall Shared Lives to recruit local carers based on the modern approach.

7. Review

Governance arrangements for this work to take place via the Finance and Transformation Board.

Background papers

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Kerrie Allward
Executive Director

12 April 2021



Councillor Rose Martin
Portfolio Holder

12 April 2021

APPENDIX A – Indicative Proposed Rates 2020/2021 Prices
Subject to amendment following agreement with Corporate Finance

These rates are illustrative only and categorisations' and values will be further informed by the consultation process.

Long Term Care				
Level 1 - Low			£310.42	per week
Level 2 - Medium			£362.72	per week
Level 3 - High			£412.72	per week
Level 4 – Very High			£480.00	per week

Respite Care				
Level 1 - Low			£44.35	per night
Level 2 - Medium			£51.82	per night
Level 3 - High			£58.97	per night
Level 4 – Very High			£68.57	per night

Day care				
Low needs @ £7.35			£29.40	Half day
Medium needs @ £8.35			£33.40	Half day
Low Needs @ £7.35			£58.80	Full day
Medium needs @ £8.35			£66.80	Full day
Half day - 4 hours				
Full day - 8 hours				

Other rates				
1:1 Day care			£11.24	per hour
Mileage not part of DLA			£0.41	per mile
Training			£8.91	per hour

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Shared Lives Remodelling and permission to consult		
Directorate	Adult Social Care		
Service	Shared Lives Service		
Responsible Officer	Jeanette Knapper		
Proposal planning start	Initially commenced as part of Scheduled payments 2018/19, Phase two includes formal consultation.	Proposal start date (due or actual date)	June 2021.

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy		
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?	Yes	
	If yes, is it contracted or commissioned?	commissioned	
	Other - Standardised payment model		New
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change? <p>Walsall Shared Lives Scheme aims to enable service users to maximize their potential to live full independent lives, within a community setting and to enjoy all the rights and responsibilities of citizenship.</p> <p>Walsall Shared Lives Scheme staff and Shared Lives Carers are committed to promoting the physical, emotional and spiritual wellbeing of the people in adult placements, and their protection from abuse and harm.</p> <p>Shared Lives recruits, selects and approves Shared Lives Carers from all sections of the Walsall community, irrespective of ethnicity, culture, sexuality or if they have a disability. Ongoing support, monitoring and reviewing is provided to all carers, alongside regular placement reviews.</p> <p>Walsall Shared Lives works closely with children's services to enable a smooth transition for younger adults. Beginning the matching processes prior to a person's 18 birthday, introducing children into adulthood.</p> <p>Shared Lives offer delivers to local people of Walsall, both in terms of recruiting local</p>		

	<p>people to become sustainable and innovative self- employed carers, as well as to create opportunities for vulnerable people to benefit from local life within a host carers home, rather than entering into costly traditional model of care as an alternative.</p> <p>Aspiration is for Walsall to move to a standardised care model for all aspects of care frequently used by other authorities and recommended as best practice from Shared Lives Plus. Adult Social Care’s draft proposal, for consultation is for a simplified model of banded rates and the draft implementation plan for this proposal, should it be approved.</p> <p>There is a significant amount of time spent administering payments to existing Shared Lives Carers requiring multiple hand offs to 4 different teams. There is a full time administrative post currently dedicated to this. It is anticipated that if a standardised payment model is implemented it would generate administration efficiencies via establishing selectable rates in Mosaic and scheduled payments to Carers.</p> <p>A new payment model should enable transparency to existing service users on the Shared Lives payment offer as well as being understandable and attractive to new Carers who wish to join the scheme. The scheme above all should be equitable. The draft proposal will give practitioners clarity on the rates to be utilised, something which has not been available in the past.</p> <p>first request to cabinet is to seek permission to consult with all existing Provider carers part of the Shared lives scheme</p>		
3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	Yes	<p>This will impact on all current Shared Lives Carers and the service users they support in the Shared Lives Scheme and future carers. There are currently 101 carers registered with Shared Lives. They accommodate 68 service users with a range of needs as part of their social care package.</p> <p>Please see tables and charts in section 4 for further details with regards to the characteristics of both carers and service users which presents a broad range of age, ethnicity, and religion of both carers and service users.</p>
	Specific group/s	Yes	
	Council employees	Yes	
	Other (identify)		
4	Please provide service data relating to this proposal on your customer’s protected characteristics.		

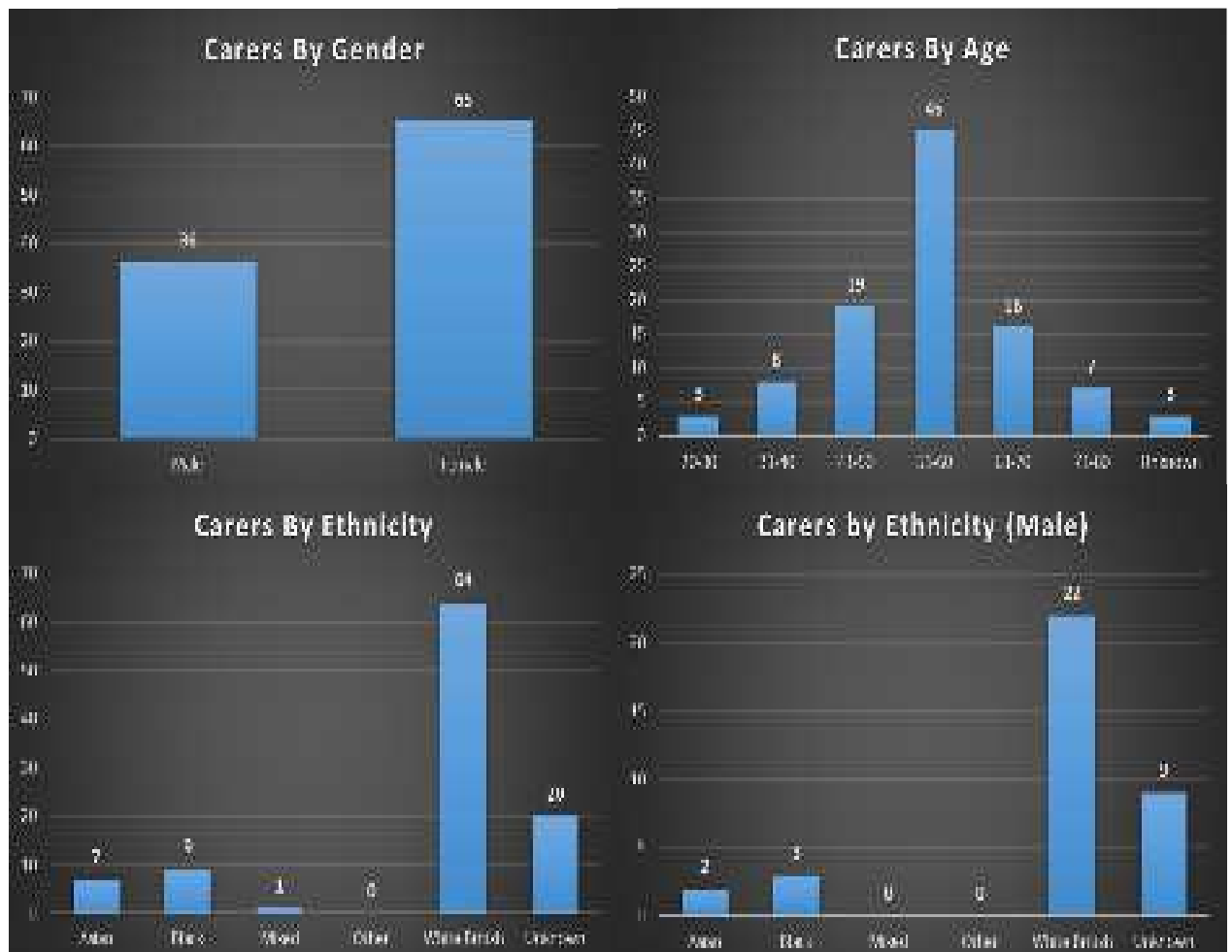
In Summary of the below statistics:

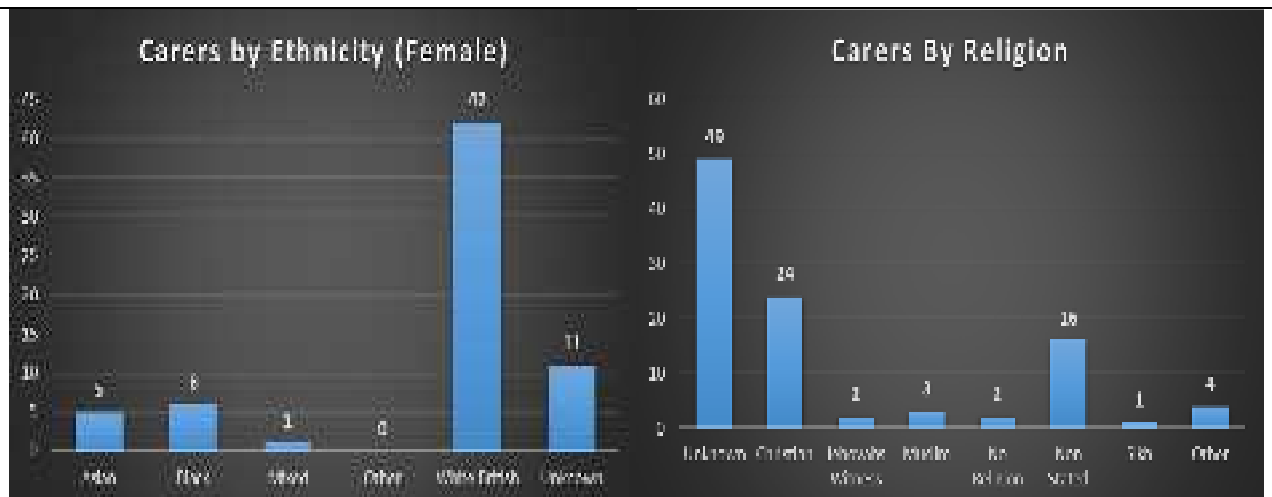
Over 70% of the carers are over the age of 51 highlighting a risk factor with regards to longevity of the service provision being able to be provided particularly where the service provision is high needs. In light of this, it highlights a need to procure younger carers particularly as 38% of Service users are under 30 highlighting a risk to the sustainability of these packages of care. The tables and charts below give details with regards to the characteristics of both carers and service users which presents a broad range of age, ethnicity, and religion of both carers and service users.

Carers

Carers	
Gender	
Male	36
Female	65
Age	
20-30	3
31-40	8
41-50	19
51-60	45
61-70	16
71-80	7
Unknown	3
Race	
Asian	7
Black	9
Mixed	1
Other	0
White British	64
Unknown	20
Race (Female)	
Asian	5
Black	6
Mixed	1
Other	0
White British	42
Unknown	11
Race (Male)	
Asian	2
Black	3

Mixed	0
Other	0
White British	22
Unknown	9
Religion	
Unknown	49
Christian	24
Jehovahs Witness	2
Muslim	3
No Religion	2
Non Stated	16
Sikh	1
Other	4

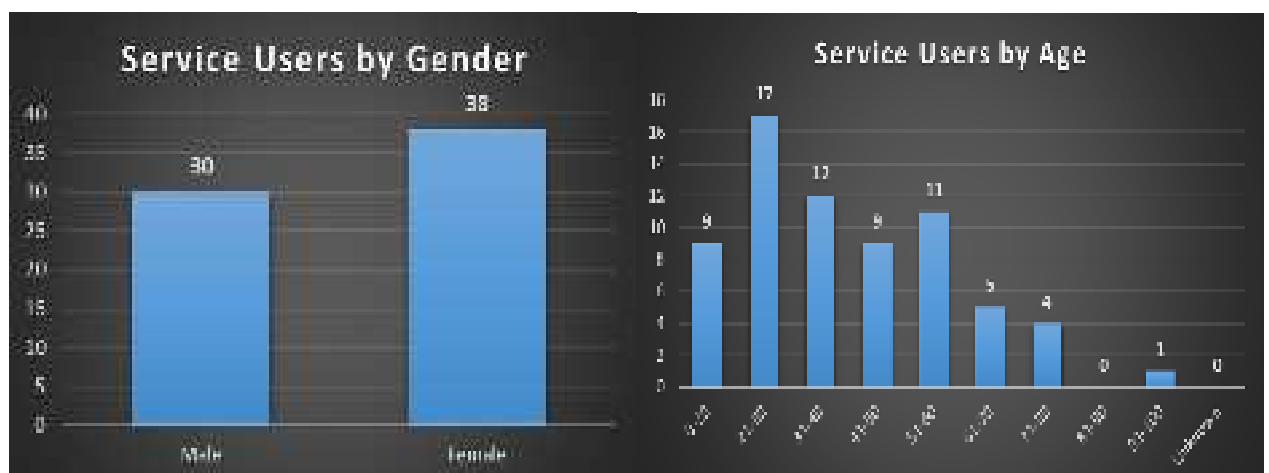


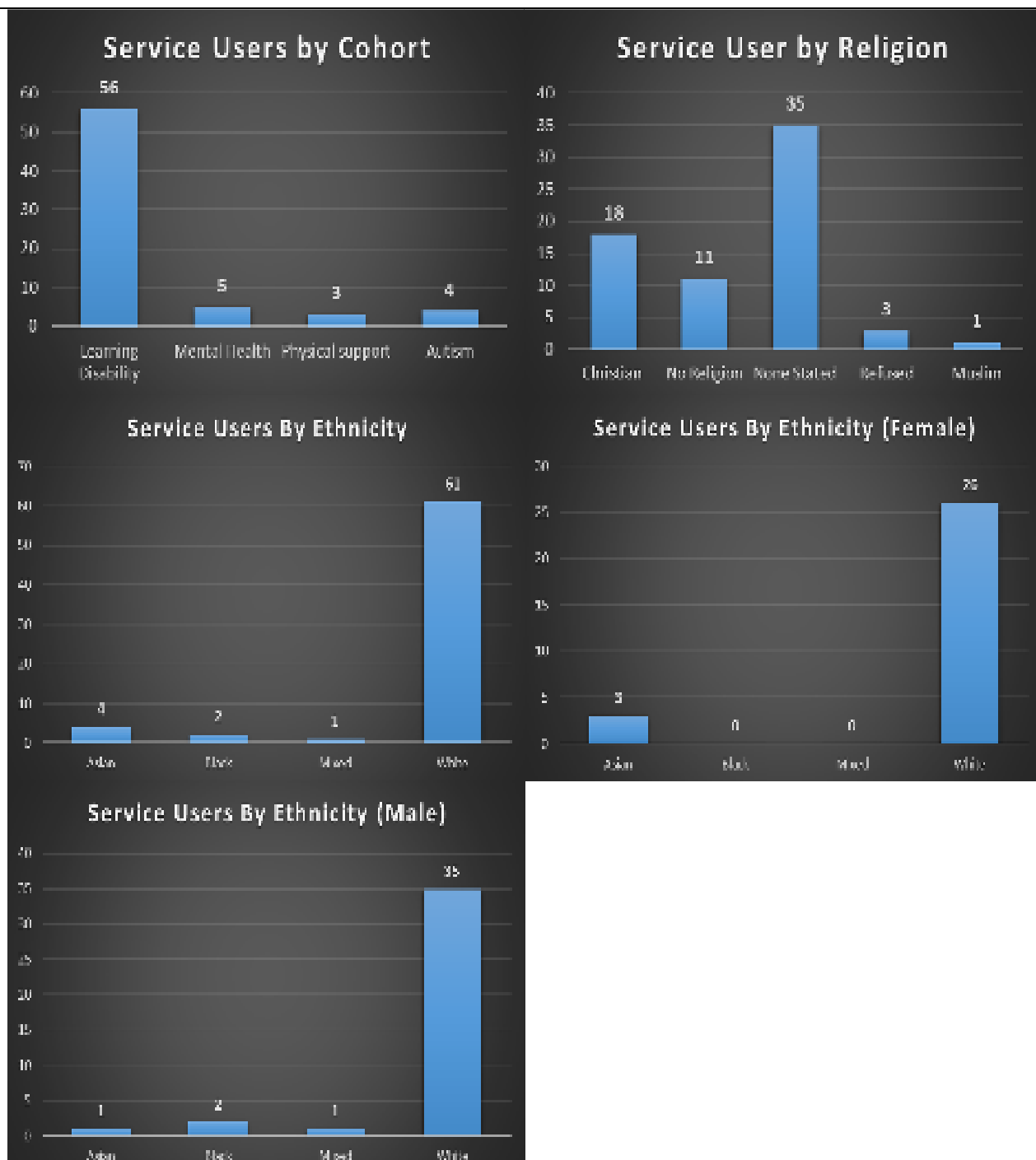


Service Users

Service Users	
Gender	
Male	30
Female	38
Age	
0-20	9
21-30	17
31-40	12
41-50	9
51-60	11
61-70	5
71-80	4
81-90	0
91-100	1
Unknown	0
Cohort	
Learning Disability	56

Mental Health	5
Physical support	3
Autism	4
Ethnicity	
Asian	4
Black	2
Mixed	1
White	61
Ethnicity (Female)	
Asian	3
Black	0
Mixed	0
White	26
Ethnicity (Male)	
Asian	1
Black	2
Mixed	1
White	35
Religion	
Christian	18
No Religion	11
None Stated	35
Refused	3
Muslim	1





By introducing the remodelling opportunity for payments it is hoped that this will not only provide equity for all work delivered to support vulnerable people who are supported on the scheme, but also to attract new carers to grow the service in order to provide an attractive alternative to traditional models of care and that Shared Lives becomes more of a career as well as a vocation.

5	<p>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</p>
	<p>2019 – Shared Lives Carers engagement meetings – this is when discussed the modernisation of Shared Lives offer to attract new carers and widen the offer as stakeholders/practitioners expressed a need for Shared Lives for older people and other client groups and to look at the service as a stepping stone for younger people to independent living.</p> <p>At the moment the current situation is that over 70% of the carers are over the age of 51 highlighting a risk factor with regards to longevity of the service provision being able to be provided particularly where the service provision is high needs. In light of this, it highlights a need to procure younger carers particularly as 38% of service users are under 30 highlighting a risk to sustainability of these packages of care.</p> <p>Our plan is to include further engagement with existing service user/shared lives and future potential carers.</p> <p>Satisfaction Surveys</p> <p>The Service User survey had a response rate of 44% (31 respondents)</p> <p>The Carer's survey had a response rate of 37% (27 respondents)</p> <p>The service user annual satisfaction survey for Shared Lives as of the 2019 survey, shows a 90% satisfaction rating of "Very Happy".</p> <p>The carers Survey for 2019 shows an 84% rating of "Very good" with regards to how the Carers rate their experience of being a Shared Lives carer.</p> <p>In summing up being a Shared Lives Carer in one sentence, these were some of the responses:</p> <p>"Making a difference to people's lives, and seeing them happy"</p> <p>"Worthwhile and rewarding"</p> <p>"rewarding, challenging, satisfying, with a sense of accomplishment"</p>

	Consultation Activity			
	Complete a copy of this table for each consultation activity you have undertaken. (meetings with the carers, practitioners). Eg.			
	Type of engagement/consultation	Carers meetings re: new payment schedule model.	Date	17/01/19
	Who attended/participated?	Existing shared Lives Carers Officers of the Council		
	Protected characteristics of participants			
	Feedback : carers meetings – that pay be reflective of the work undertaken. Stakeholders: In scoping and developing the draft model, extensive internal stakeholder consultation took place with Adult Social Care commissioning in November 2018 and the final model had been informed by this feedback.			
6	Concise overview of all evidence, engagement and consultation			
	We need to recruit more carers, making it an attractive offer, that will better meet the needs of the people who could use the service; older people, transition etc. Different range of people to use it.			
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.			
	Characteristic	Affect	Reason	Action needed Yes / No
	Age Yes, more opportunity	Yes - More opportunities		
	Disability Yes positive, more opp	Yes - positive and more opportunities		
	Gender reassignment No. neutral N/A	N/A		
	Marriage and civil partnership N/A	N/A		

	Pregnancy and maternity N/A	N/A	Yes positive as the service is grown and we are Able to recruit more carers, reflective of the Population of Walsall. N/A Yes Positive N/A.
	Race Positive if service grown and recruit more carers reflective of population of Walsall	Yes	
	Religion or belief N/A	N/A	
	Sex : Positive	Yes	
	Sexual orientation: N/A	N/A.	
	Other (give detail)		
	Further information		
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.		(Delete one) Yes / No
	Yes the proposal links with the overarching needs of the Directorate and Corporate plan and its attempts to improve the lives of local people. It also means that we will be able to promote different ways of working by attracting a new workforce and innovation to the existing Scheme, linking also to maximising independence across vulnerable groups, giving them more opportunities around choice and also ensuring that the workforce are delivering service and support and receiving status and payment in line with front end service delivery-added value and cost effective in terms of affordability to the council		
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?		
A	No major change required		
B	Adjustments needed to remove barriers or to better promote equality		
C	Continue despite possible adverse impact		
D	Stop and rethink your proposal,.		

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
21.4.2021	To go to Cabinet for permission to consult.	Jeanette Knapper		
<p>When the consultation has been completed, then this will be updated with the information gathered and will return to Cabinet again with its findings and approval to move to or stand down intention to proceed to remodel</p>				

Update to EqIA	
Date	Detail
<p>Use this section for updates following the commencement of your proposal.</p>	

Contact us

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Inside Walsall: [http://int.walsall.gov.uk/Service information/Equality and diversity](http://int.walsall.gov.uk/Service_information/Equality_and_diversity)

Cabinet – 21 April 2021

Direct Payment Support Service Tender

Portfolio: Councillor Rose Martin, Adult Social Care

Related portfolios: Councillor Timothy Wilson, Children's Services

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

The aim of this report is to outline and seek approval for the proposal for the future provision of direct payment support services.

2. Summary

- 2.1. This report outlines proposals for the re-procurement of the current direct payment support service (DPSS) funded by Adult Social Care (ASC) and Children's Services, which is a key decision because it will continue to commit the Council to incur significant expenditure and it affects all wards across the borough.
- 2.2. The current DPSS Framework was commissioned by the Council, led by the ASC Directorate and expires on 5 October 2021.
- 2.3. The Council is preparing to re-tender this service to continue to deliver four levels of direct payment support:
 - Level 1 – Advice, guidance and support
 - Level 2 – Advice, guidance, support and payroll
 - Level 3 – Advice, guidance and nominated accounts
 - Level 4 – Advice, guidance, nominated accounts and payroll
- 2.4. It is proposed by ASC and Children's Services that up to 3 providers, per level of direct payment support will be awarded contracts, for a maximum period of up to 5 years, following completion of a compliant tender process.
- 2.5. In order to ensure continuity of service when the existing contract expires, there is a need to seek delegated authority for the Executive Director of Adult Social Care to accept tenders and award contracts, allowing for the

management of the complexities to ensure a compliant tender process, concluding the tender evaluation and making recommendations prior to the expiry of the current contract.

3. Recommendations

- 3.1. That Cabinet delegates authority to the Executive Director of Adult Social Care in consultation with the Executive Director of Children's Services and the Portfolio Holders for Adult Social Care and Children's Services to agree a contract modification with existing providers for the period of up to 12 months up to 5 October 2022 to allow for the completion of review and amendment of the service the specification and a 90 day transition between new and outgoing providers; should this be necessary.
- 3.2. That Cabinet delegates authority to accept tenders and award contracts for the provision of DPSS services, for a period of three years, with the option to extend on an annual basis for a further period of up to two years, to the Executive Director of Adult Social Care, in consultation with the Executive Director of Children's Services and the Portfolio Holders for Adult Social Care and Children's Services following completion of the tender.
- 3.3. That Cabinet delegates authority to the Executive Director of Adult Social Care in consultation with the Executive Director of Children's Services and the Portfolio Holders for Adult Social Care and Children's Services to enter into contracts for the provision of DPSS services and to subsequently authorise the sealing of any deeds, contracts or other related documents for such services.
- 3.4. That Cabinet delegate authority to the Executive Director of Adult Social Care in consultation with the Executive Director of Children's Services and the Portfolio Holders for Adult Social Care and Children's Services, to authorise any variations to the contractual arrangements or other related documents for such services should this be required throughout the duration of the term of any contracts and provided they are in line with the Council's Contract Rules and any relevant legislation, including Public Contract Regulations 2015.

4. Report detail - know

Context

- 4.1. The current DPSS contractual framework was commissioned by the Adult Social Care (ASC) Directorate in October 2017 and expires on 5 October 2021. The framework is used by both ASC and Children's Services to deliver direct payment support services and to support the personalisation agenda¹ through the uptake of direct payments.

¹ **Personalisation** is a social care approach described by the Department of Health as meaning that "every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings".

- 4.2. The local Clinical Commissioning Group operates a Personal Health Budget (PHB) system and may signpost PHB holders to providers on the Council's DPSS framework should they require support. The arrangements and cost of this is funded by the CCG as an additional cost, within the PHB holder's PHB and without any Council responsibility.
- 4.3. The Council's current DPSS framework provides four levels of direct payment support:
- Level 1 Advice, guidance and support - This level of support provides ongoing information on all aspects of direct payments (DPs). This support is provided to direct payment recipients (DPR's) who receive their own direct payment (DP) funds, but require support to employ a care agency/day care provider to meet care/support needs. There is a one-off annual charge for this level of service averaging a cost of £1.50 per week (range of £75.00 to £80.00 per annum).
 - Level 2 Advice, guidance, support and payroll - This level of support provides assistance with the recruitment and selection of personal assistants (PA's); advice, guidance and support with all aspects of employment legislation; provision of a payroll service. Regular ongoing support is required with this level of support around the provision of payroll. This support is provided to DPR's who receive their own DP funds and require support to employ a PA(s) to meet care needs. The average weekly fee is £10.35 per week (range of £9.00 to £11.50);
 - Level 3 Advice, guidance and nominated accounts - This level of support provides the same as level 1 plus the DPSS opens an individual bank/building society or similar account that will be used to receive DP funds. This support is provided to DPR's who are unable to manage their DP funds themselves but need nominated account support to pay a care agency/day care provider. The average weekly fee is £7.81 (range of £7.50 to £8.00);
 - Level 4 Advice, guidance, payroll and nominated accounts – This level of service provides the same as level 2 plus the DPSS opens an individual bank/building society or similar account that will be used to receive DP funds. Support is provided to DPR's who are unable to manage their DP funds themselves but need nominated account support to pay their PA(s). The average weekly fee is £13.96 (range of £13.65 to £14.00).
- 4.4. The Council previously awarded contracts to up to three providers per level of support; details of the four contracted providers are listed below:

Table 1 Contracted Providers

Provider	DPSS Level 1	DPSS Level 2	DPSS Level 3	DPSS Level 4
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Accord - Age Matters	√	√	√	X
IBS Support	√	√	X	X
IBS Managed	X	X	√	√
People Plus	√	√	X	X
Ideal for All	√	√	√	√

- 4.5. At the end of February 2021, People Plus terminated their contract in agreement with ASC following a 12 month review period where the provider concluded it could no longer demonstrate economic viability of its service provision. The 42 child and adult DP recipients sought alternative provision from the remaining providers without issue.
- 4.6. Table 2 below shows the breakdown of Direct Payment recipients (DPRs) per support level and costs per DPSS level as at January 2017 compared to January 2021. These figures are based on an average cost per client, with an assumption that all Personal Assistants (PAs) are auto-enrolled.

Table 2 Change in volume and value of DPSS provision

DPSS Level	No. of DPRs January 2017	Annual Value January 2017	No. of DPRs March 2021	Annual Value March 2021
1	118	£32,644	81	£6,303
2	170	£99,273	90	£48,415
3	139	£57,824	267	£108,393
4	144	£112,177	180	£130,688
Total	571	£301,918	618	£293,799

Average Cost	£528.75		£475.40
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- 4.7. Table 2 shows that there has been an 8.2% (47) overall growth in the number of DPR's receiving a DPSS commensurate with a significant shift in utilisation of more intensive support (Levels 3&4). However, the lower unit costs provided within the current contract pricing has actually resulted in a lower average cost per recipient of £53.35, or a 10% cost saving per service user.
- 4.8. The growth trend reflects the overall ambition to deliver the personalisation agenda. However, initiatives which have added additional providers to our domiciliary care and supported living frameworks is enabling a conversation with 105 existing DPRs to consider receiving commissioned care whilst still ensuring the Council discharges its duty under the Care Act 2014.
- 4.9. Discussions will take place with the 105 DPRs over the next 12 months. It is anticipated there will be a reduction of circa 75 DPRs in this coming financial year. Such a reduction would more than offset the anticipated straight line growth projection of 47 new cases over the next five years. The reduction of 75 DPRs will see an anticipated financial saving of £25,000.
- 4.10. Commissioners across the four Black Country local authorities are working collaboratively to develop innovative models of care provision through what are termed Small Supports Organisations which specialise in providing

bespoke local services to local service users who have experience of mental health inpatient admissions and have highly complex and challenging needs. Using the Direct Payment arrangements, innovative funding models will be explored to support the development of these providers and the specialist care they deliver.

- 4.11. There is no consistent DPSS offer, service arrangements or fee structure within the Black Country, West Midlands or nationally.
- 4.12. There are varying DPSS arrangements across the region and as a result there is no opportunity to undertake a joint procurement exercise, however, this is something the four Black Country local authorities have committed to work together to develop in the future.
- 4.13. As part of the re-procurement process a comprehensive engagement exercise has commenced through a targeted questionnaire to DPRs, Personal Assistants, care agencies, and council staff involved in Direct Payments. In addition a facilitated workshop is being undertaken with the existing DPSS providers to ascertain feedback on the Council's approach and interactions in an effort to improve our operating procedures as well as the relevance of the contract. Opportunity will be taken to seek interest from other potential service providers.
- 4.14. It is recognised that any significant enhancement to the contract specification may lead to additional costs being identified and incorporated into the prices which are tendered for the new contract.
- 4.15. Based on previous experience, the Council is aware that if an existing provider is unsuccessful, there would be the need for a 90 day transition between new and outgoing providers to ensure a smooth transfer of business. The Council will not know until the outcome of the tender process, whether there will be a change of DPSS provider(s). If there is, then the Council will need to negotiate by agreement, the extension of each of the existing contracts affected for the period 6 October 2021 up to 5 October 2022..

Council Corporate Plan priorities

- 4.16. Commissioning these services enables the Council to promote independence, choice and control for adults and children who live in the community and are eligible for a direct payment. This in turn may improve the quality of service provision leading to better outcomes to citizens.
- 4.17. This proposal also links and contributes to the Council's Corporate Priority:

People have increased independence, improved health and can positively contribute to their communities and this will be measured against the following outcomes:

- **Outcome 1:** People live a good quality life and feel that they belong.

- **Outcome 2:** People know what makes them healthy and they are encouraged to get support when they need it.

Risk management

- 4.18. There is a risk that if the existing provider(s) choose not to bid for the work or are unsuccessful, DPRs, who have been assessed as requiring support, may have to choose an alternative DPSS provider, because DPRs will only be able to receive support from the Council's contracted provider.
- 4.19. Providers have indicated their desire to bid for the new contract but are conscious that a reduction in overall numbers may lead to at least one existing provider needing to re-appraise their intentions. In the absence of suitable alternative providers, this would reduce the choice available to DP recipients in certain Levels of support. No Level, however, would have less than 2 choices of provider.

Financial implications

- 4.20. The current combined value of all the contracts is circa £330,000 per annum for ASC and Children's Services. With the savings being planned for 2021/22, the costs should reduce to circa £305,000 per annum reducing from an estimated £320,000 in the first year and so a cumulative total of circa £1.54 million over the five years. This is inclusive of the existing Children's Services budget for direct payments of £30,000.
- 4.21. There are no other plans to reduce expenditure on these services with expenditure likely to increase with the growth of personalisation. The total 2021/22 budget is £304,522, reflecting a budget reduction of £25,000 as a result of the work identified in 4.9 above.

Legal implications

- 4.22. All new service contracts with the successful tenderers will be evidenced by a written contract, in a form approved by the Director of Governance and shall be made and executed in accordance with the Council's Contract Rules. The procurement will also be carried on in accordance with the requirement of the Public Contracts Regulations 2015.

Procurement Implications/Social Value

- 4.23. The procurement process will be conducted via the Councils' e-procurement portal, in accordance with the Public Contracts Regulations 2015 (the Regulations), the Council's Contract Rules and Social Value Policy.
- 4.24. Steps will be taken to minimise procurement-related risk. However, there will always remain an inherent risk of legal challenge associated with any procurement undertaken by the Council.
- 4.25. Input has and will continue to be sought from Procurement and Legal Services, as required to ensure the conduct of a compliant procurement process and contract arrangements.
- 4.26. Social value will be evaluated as part of this procurement process in line with the Council's Social Value charter and policy.
- 4.27. An extension to the existing contract may be required to ensure that there is sufficient time for any transition of business between providers, as well as ensure that there is continuity of supply in the event of any unplanned delays in the commissioning of this service.
- 4.28. As the contract extension options which were originally available in the contract have now been used, in order to extend this contract further this contract must be modified in line with Regulation 72 of the Regulations. This regulation sets out the scenarios under which contracts which are subject to the Regulations can be modified.

- 4.29. Procurement advice has been sought as to whether or not this modification falls under the range of modifications which are permitted by Regulation 72. The main considerations under Regulations 72 (c), are in relation to whether or not the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen (i), whether or the modification alters the overall nature of the Contract (ii) and the value of any modification (iii)
- 4.30. Procurement has considered these factors and advice relating to these is summarised below:
- i) Could this need for a modification have been foreseen by a diligent contracting authority; – the reason that this modification would be required to ensure that services could continue until a new contract was awarded as this commissioning activity would have commenced earlier had it not been for the impact of the COVID pandemic, which is a situation which could not have been predicted.
 - ii) Value; – the maximum proposed modification is for £329,522, which is within the limit of 50% of the original contract value (£1.26m)
 - iii) Overall nature of the contract; – this modification is to extend the services for a period of up to 12 months, rather than to materially change the subject matter of the contract.
- 4.31. On this basis Procurement has advised that, if required, this contract modification would be compliant with Regulation 72 of the Regulations, and the Council's Contract Rules and are unlikely to expose the Council to any significant risk of challenge, particularly given that the extensions will run in tandem with the undertaking of the new procurement process.
- 4.32. Procurement will ensure that all notices which need to be published in order to carry out in line with the Regulations and guidance published by the Cabinet Office.

Property implications

- 4.33. No Council property assets are implicated by the proposals in the report.

Health and wellbeing implications

- 4.34. Continuing to provide a DPSS will enable the Council to promote independence, choice and control for adults and children who live in the community and are eligible and choose to receive a direct payment. This in turn may improve the quality of service provision, leading to better outcomes for individuals. It also links and contributes to the Council's corporate priority 'Lifelong health wealth and happiness'.

Staffing implications

- 4.35. There are no direct staffing implications for the Council; however TUPE may apply between outgoing and incoming providers in the event that the tender results in a change of service provider. The Council will facilitate the transition of services to ensure continuity of care including TUPE information which has been received from the existing provider as part of the procurement process to enable bidders to consider and respond accordingly.

Reducing Inequalities

- 4.36. An equality impact assessment has been undertaken and is attached as **Appendix A** to this report; this will be reviewed throughout the re-tender process.

Consultation

- 4.37. Existing providers were advised in October 2020 that the service would be going out to tender during 2021 to replace the existing framework which is due to end on 5 October 2021. Consultation commences in April with existing service users/carers, Personal Assistants and Care Agencies, Social Care staff and existing DPSS providers to provide feedback on the existing service and to identify areas for improvement.
- 4.38. Information gathered will be used to review and enhance the service specification. In particular consideration will be given to the overall pricing structure and affordability of providers to work within the anticipated financial envelope.
- 4.39. A communication plan has been developed to ensure clear and consistent messages are delivered to service users, carers, providers and staff as required during the re-procurement exercise.

5. Decide

Cabinet is requested to consider the content of this report and to approve the recommendations outlined in section 3.

6. Respond

Subject to Cabinet approval of the recommendations, Adults Social Care will work with corporate colleagues to:

- (a) to agree a contract modification with existing providers for a period of up to 12 months to allow for the retender of this service and a transitional period of up to 90 days between new and outgoing providers; should this be necessary;
- (b) Complete the retender of the service during the contract extension period.

7. Review

Once commissioned and awarded, the DPSS contracts will be reviewed in line with our contract management and individual support plan review processes.

Author

Tracy Simcox

Group Manager, Commissioning

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Kerrie Allward

Executive Director

12 April 2021



Councillor Rose Martin

Portfolio holder

12 April 2021

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Direct Payment Support Service (DPSS) Provider Tender 2021		
Directorate	Adult Social Care		
Service	Adult Social Care Commissioning – Direct Payments		
Responsible Officer	Tracy Simcox		
Proposal planning start	01/10/2020	Proposal start date (due)	06/10/2021

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy	No	
	Procedure	No	
	Guidance	No	
	Is this a service to customers/staff/public?	Yes	Revision
	If yes, is it contracted or commissioned?	Yes	Revision
	Other - give details		
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change? <p>What is the business case for this proposal? The business requirements for this case is the continued provision of a Direct Payment Support Service (DPSS) to enable provision of Personal Budgets to service users eligible to manage their care procurement and financial management through a Direct Payment.</p> <p>What is the intended outcome? The purpose of this proposal it to award a new framework for the provision of DPSS services, for a period of three years, with the option to extend on an annual basis for a further period of up to two years, which will replace the existing framework which ends on 5 October 2021.</p> <p>Reasons for change? The existing framework ends on 5 October 2021, but a 6 month extension is being requested. Furthermore as the current combined value of this exiting framework is in the region of £330,000 per annum for Adult Social Care and Children's Services, EU Procurement Regulations and the Council's current Contract Rules would require this service to be tendered.</p>		
3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	No	

	Specific group/s	Yes	ASC & Children's
	Council employees	No	
	Other (identify)	Yes	Existing and future direct payment recipients and existing DPSS provider staff
4	Please provide service data relating to this proposal on your customer's protected characteristics.		
	<p>Current services provide number of service users split into the following protected characteristics:</p> <ul style="list-style-type: none"> • Ethnicity • Age • Religion • Gender • Disability <p>This data will be collected as part of the questionnaire that is being distributed to all Direct Payment recipients and will be collated, analysed and used to inform any issues. The information should inform us of how well needs have been met, the level of satisfaction with services and ideas for future provision.</p>		
5	Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).		

	<p>A full engagement exercise has commenced as part of the re-procurement exercise to inform revision to the current specification for Direct Payment Support Service providers.</p> <p>Hard copies of a questionnaire are being issued to all Direct Payment recipients and their Personal Assistants (approx. 1000 people in all). In addition, care agencies and council staff including social workers and business support functions will be invited to access the same web based questionnaire.</p> <p>A facilitated workshop is being organised with the existing DPSS providers also, to obtain additional operational and system feedback.</p> <p>Consultation Activity</p> <table><tr><td>Type of engagement/consultation</td><td>Questionnaire</td><td>Date</td><td>March-April 2021</td></tr><tr><td>Who attended/participated?</td><td colspan="3">DP recipients, Personal Assistants, care agencies, social care and children’s service practitioners, business support, finance and other administrative in the council</td></tr><tr><td>Protected characteristics of participants</td><td colspan="3">TBC</td></tr><tr><td colspan="4">Feedback<ul style="list-style-type: none">TBC</td></tr></table> <table><tr><td>Type of engagement/consultation</td><td>Facilitated provider workshop</td><td>Date</td><td>April 2021</td></tr><tr><td>Who attended/participated?</td><td colspan="3">Existing DPSS provider staff</td></tr><tr><td>Protected characteristics of participants</td><td colspan="3">TBC</td></tr><tr><td colspan="4">Feedback<ul style="list-style-type: none">TBC</td></tr></table>				Type of engagement/consultation	Questionnaire	Date	March-April 2021	Who attended/participated?	DP recipients, Personal Assistants, care agencies, social care and children’s service practitioners, business support, finance and other administrative in the council			Protected characteristics of participants	TBC			Feedback <ul style="list-style-type: none">TBC				Type of engagement/consultation	Facilitated provider workshop	Date	April 2021	Who attended/participated?	Existing DPSS provider staff			Protected characteristics of participants	TBC			Feedback <ul style="list-style-type: none">TBC			
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6	Concise overview of all evidence, engagement and consultation																																			
	Please see attached Communications Plan																																			
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons																																			

and if action is needed.				
Characteristic		Affect	Reason	Action needed Yes / No
Age		At this stage of the process, it is not envisaged that there would be any significant impacts, positive or adverse envisaged through any proposed amendments to the service specification and re-procurement of the service. However, the EqIA will be continually reviewed to address any issues identified		
Disability				
Gender reassignment				
Marriage and civil partnership				
Pregnancy and maternity				
Race				
Religion or belief				
Sex				
Sexual orientation				
Other (give detail)				
Further information				
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.			
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?			
A	No major change required TBC			
B	Adjustments needed to remove barriers or to better promote equality TBC			
C	Continue despite possible adverse impact TBC			
D	Stop and rethink your proposal TBC			

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome

TBC				

Update to EqIA	
Date	Detail

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Cabinet – 21 April 2021

Variation of Housing 21's Project Agreement – Approval of proposed 4th Deed of variation

Portfolio: Councillor Rose Martin, Adult Social Care

Related portfolios:

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

The aim is to seek approval for the Council to enter in to the 4th Deed of Variation with Housing 21.

2. Summary

This report seeks approval for the Council to enter into the 4th Deed of Variation with Housing 21. This is because the cumulative saving to the Council of entering into the proposed Deed over the remaining life of the Project Agreement is in excess of £250,000 and therefore this ranks as a key decision.

3. Recommendations

Note: Following consideration of the confidential information in the private session of the agenda, the Cabinet will be recommended to authorise the Council to enter into the 4th Deed of Variation with Housing 21.

4. Report detail - know

Context

- 4.1. The Housing 21 (H21) contract is a 30 year contract which commenced on 1 April 2008 with an annual value of £7.6m. Since 2008 significant contract negotiations have taken place to maximise efficiencies/value for money and release savings:

- October 2012 – Rushall Mews intermediate care services moved to Hollybank House as part of the in house provision releasing £1m savings per annum.
- March 2014 – Day care provision across the 5 extra care courts ceased and respite units were reduced from 2 to 1 releasing savings of £495k per annum.
- April 2017 – the remaining 5 respite units were decommissioned, underutilised care hours were removed at Alrewych Court (reducing the block to 360 hours) and property related day overheads were reduced releasing a saving of £137k per annum.

- 4.2. Housing 21's annual contract value is now £6.1m, funding Watermill Residential EMI 36 permanent placements, 1 emergency bed and 3 planned replacement care beds, Watermill dementia day care (20 places x 7 days a week) and 5 extra care courts as set out in table 1.

Table 1 – Extra Care Courts

Site Location	Social Rented Flats	Shared Ownership Flats
Alrewych Court	40	13
Deighton Court	40	13
Knives Court	45	15
Mattersley Court	45	14
Winehala Court	45	15
Totals	215	70

- 4.3. In 2019 it became apparent that there were underutilised block hours at the extra care courts and Sunday day care provision at Watermill was significantly underutilised. As a block Contract, the Council is liable for payment irrespective of utilisation and therefore this does not represent a good use of public resources. To reduce waste the following changes are proposed with effect from 1 April 2020:

- Block hours at Knives Court and Alrewych Courts to be reduced by 35 hours per week; removing 70 underutilised hours per week across these 2 courts.
- Sunday day care provision to be ceased following a period of consultation, as in March 2020 only 5 people attended on a Sunday, leaving 15 places available. Such low attendance did not provide the level stimulation and interaction that the Council and Housing 21 would wish to offer through this service, furthermore it was not financially sustainable.

Council Corporate Plan priorities

- 4.4. People have increased independence, improved health and can positively contribute to their communities
- P1 - Enhancing the quality of life for people with care and support needs and those with long-term conditions.

- P2 - Delaying and reducing the need the need for care and support
- P-3 - People recover from episodes of health or injury
- P-4 - The most vulnerable are protected from avoidable harm, including treating and caring for people in a safe environment.

4.5. All of the above corporate priorities are supported by this approach.

Risk management

- 4.6. Approving this deed of variation will formally vary the contract to reflect current delivery and allow the Council to remove waste and use public resources more effectively.

Financial implications

- 4.7. See Private Session Report

Legal implications

- 4.8. The proposed changes to the Project Agreement with Housing 21 are relatively minor in general terms and will reduce the annual cost of the current services which housing 21 provide for the Council, by about 1%. In view of this, the changes are considered to be well within the range and type of contract modifications which are permitted by regulation 72 of the Public Contracts Regulations 2015 in so far as these apply.
- 4.9. Housing 21 have agreed and implemented the changes with effect from 1 from April 2020. The drafting of the proposed Deed of Variation has also been agreed between the respective legal representatives for the Council and Housing 21. However because the cumulative saving to the Council of entering into the proposed Deed of Variation over the remaining life of the Project Agreement is in excess of £250,000, Cabinet approval is required to authorise the completion of the Deed of Variation.

Procurement Implications/Social Value

- 4.10. Adult Social Care will engage with procurement colleagues to ensure any changes are contractually and legally compliant.

Property implications

- 4.11. No Council property assets are implicated by the proposals in the report.

Health and wellbeing implications

- 4.12. Continuing to provide extra care and dementia day care will enable the Council to promote independence, choice and control for adults who live in the community. This in turn may improve the quality of service provision, leading to better outcomes for individuals. It also links and contributes to the Council's corporate priority 'Lifelong health wealth and happiness',

Staffing Implications

- 4.13. There are no direct staffing implications for the Council, however the Council is contractually liable for Housing 21's redundancy costs as outlined in paragraph 4.7 above.

Reducing Inequalities

- 4.14. The implications for reducing inequalities have been taken into account and assessed as set in the equality impact assessment and is attached as **Appendix A**.

Consultation

- 4.15. All service users (72) and their next of kin (72) were written to on 21 February 2020. They were asked to complete a short questionnaire to capture their views and return in a pre-paid envelope by 25 March 2020 and in addition 3 public consultation sessions were held at Watermill on different days/times of the week. All correspondence also detailed contact names and details for next of kin to discuss any issues with the Council or a Housing 21 representative if required.
- 4.16. 31 questionnaires were returned from residents/next of kin which represented a 46% response rate. This included 3 from residents that attended on a Sunday. Only 2 family members attended a consultation session with regards to their relative that attended on a Sunday. All 5 Sunday day care users and their next of kin/family were contacted by social care practitioners and all were found alternative day care.
- 4.17. Consultation revealed that the service is valued by both service users and family/carers; however, it is clear that Sundays are poorly attended because current users spend time with families/friends or attended church on Sundays or weren't assessed as requiring any additional days.
- 4.18. The main impact on ceasing Sunday day care would be reduced choice, as day care would only be available 6 days a week. However, unlike most day care provision in the borough which only provide a service Monday to Friday, Watermill will still offer Saturday placements.
- 4.19. The 5 service users who attended on a Sunday, have all been offered alternative places and work is ongoing to ensure carers support plans are reviewed.
- 4.20. As the impact of this closure is low and the service is not financially sustainable with 25% attendance (5 out of 20 places occupied) the decision was mutually agreed to cease Sunday day care with effect from week commencing 6 April 2020.

5. Decide

Cabinet is requested to consider the content of this report and the information in the private session and to approve the recommendations outlined in section 3.

6. Respond

Subject to Cabinet approval of the recommendation, Adult Social Care will work with corporate colleagues to complete this deed of variation.

7. **Review**

This contract will continue to be monitored in accordance with the requirements of the Project Agreement which requires monthly operational meetings and quarterly strategic meetings.

Background papers

None

Author

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Email: Tracy.simcox@walsall.gov.uk



Kerrie Allward
Executive Director

12 April 2021



Councillor Rose Martin
Portfolio Holder

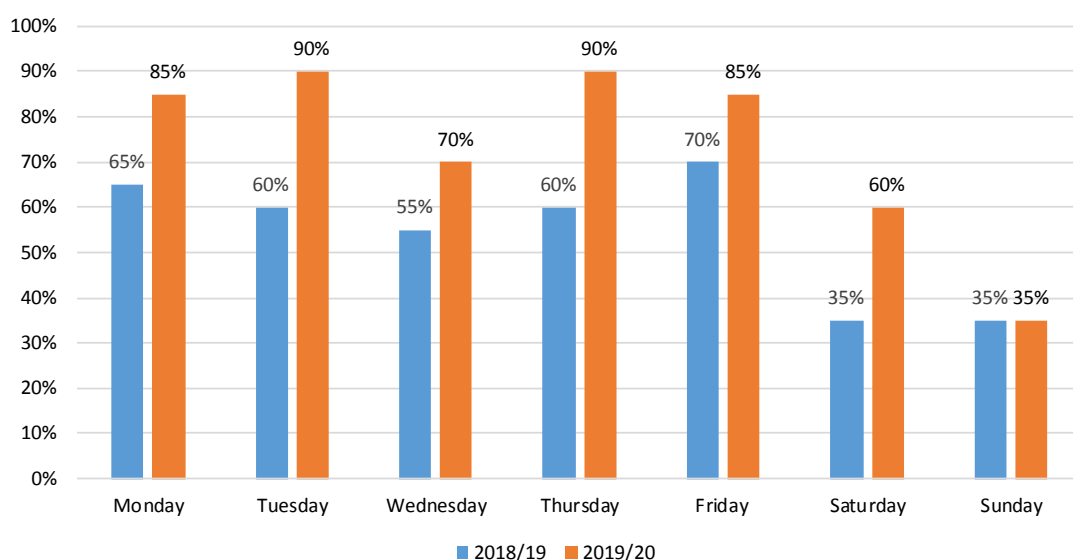
12 April 2021

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Proposed Change to Dementia Day Care at Watermill		
Directorate	Adult Social Care		
Service	Watermill Day Care Sunday Provision		
Responsible Officer	Tracy Simcox		
Proposal planning start	April 2019	Proposal start date (due or actual date)	20.11.19 21.3.20 updated 26.3.20 updated 6.4.20

1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy	No	
	Procedure	No	
	Guidance	No	
	Is this a service to customers/staff/public?	Yes	Revision
	If yes, is it contracted or commissioned?	Yes	Revision
	Other - give details		
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?		
	The Watermill dementia care centre in Walsall offers 20 day care places per day, seven days a week as part of the Housing 21 block contract.		
	Day care attendance at The Watermill has been low for some time, with week day's attendance averaging 84% and weekends just 48% in 2019/20. During 2019/20 Sunday attendance averaged just 35%.		

Percentage of places filled at The Watermill Centre -
2018/19 and 2019/20 (20 places available daily)



To improve attendance the council has worked closely with the provider, Housing 21, to promote the service, and a number of taster sessions and open days have been organised. In addition the service has been promoted widely amongst dementia support workers and health and social care practitioners who make referrals to the service.

Although attendance has improved, currently only 5 people attend on a Sunday, leaving 15 places available. Such low attendance does not provide the level stimulation and interaction that the council and Housing 21 would wish to offer through this service, furthermore it is not financially sustainable.

As a result the council is considering ceasing the provision of Sunday day care sessions at Watermill and will undertake consultation seek service users and carers/family next of kin's views on this proposal which is the first change to this day care service.

3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	N	Walsall residents with a dementia diagnosis, aged 55 and over can currently access this service. The proposal to cease Sunday day care could lead redeployment opportunities for 4 Housing 21 day care staff; it could also impact on service users that currently attend and their family/carers who may use this service as replacement care.
	Specific group/s	Y	
	Council employees	N	
	Other (identify)	Y	

4	Please provide service data relating to this proposal on your customer's protected characteristics.																																						
	Based on the 31 Questionnaires received:																																						
	The majority 27 (87%) were over the age of 71																																						
	<table><tr><th>Age</th><th>Count</th><th>Column1</th></tr><tr><td>50-60</td><td>1</td><td>3%</td></tr><tr><td>61-64</td><td>1</td><td>3%</td></tr><tr><td>65-70</td><td>2</td><td>6%</td></tr><tr><td>71-75</td><td>4</td><td>13%</td></tr><tr><td>76-80</td><td>2</td><td>6%</td></tr><tr><td>81-85</td><td>5</td><td>16%</td></tr><tr><td>86-90</td><td>5</td><td>16%</td></tr><tr><td>91-95</td><td>6</td><td>19%</td></tr><tr><td>96-100</td><td>1</td><td>3%</td></tr><tr><td>Blank</td><td>4</td><td>13%</td></tr><tr><td></td><td>31</td><td>100%</td></tr></table>			Age	Count	Column1	50-60	1	3%	61-64	1	3%	65-70	2	6%	71-75	4	13%	76-80	2	6%	81-85	5	16%	86-90	5	16%	91-95	6	19%	96-100	1	3%	Blank	4	13%		31	100%
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15 male (48%), 15 Female (48%) and 1 left blank (2%)																																							
29 (94%) white,1 (3%) preferred not to say and 1 Left blank																																							
23 (74%) Christian, 6 (19%) no religion, 1 (3%) preferred not to say and 1 Left blank (3%)																																							
Protected Characteristic based on based on the 5 Sunday attendees:																																							
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3 (60%) and 2 (40%) female.																																							
All 5 (100%) were white.																																							
3 (60%) Christian and 2(40%) preferred not to say																																							

	<p>All service users had a dementia diagnosis.</p>
5	<p>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</p> <p>All current service users (72) and their next of kin (72) were written to on 21.2.20. They were also asked to complete a short questionnaire to capture their views on the proposal by returning the completed questionnaire in a pre-paid envelop by 25 March , if they were unable to attend one of the 3 public consultation sessions listed below:</p> <ul style="list-style-type: none"> • Tuesday 10 March 2020 at 5.30 pm – 7.00 pm at Watermill Day Care • Thursday 12 March 2020 at 2.00 pm – 3.30pm at Watermill Day Care • Sunday 15 March 2020 at 2.00 pm – 3.30 pm at Watermill Day Care <p>In addition to this contact names and details were given to next of kin for them to discuss any issues with the Council or Housing 21 representative.</p> <p>31 questionnaires were received from residents/next of kin which represents a 46% response rate. This included 3 from residents that attend on a Sunday. Only two family members attended a consultation session with regards to their relative that attends on a Sunday. All five Sunday day care users and their next of kin/family were contacted by social care practitioners and all were found alternative day care dates if the day centre was to close on a Sunday.</p> <p>Summary of Questionnaire Findings</p> <p>Approximately 24 (69%) were happy with the current day care service, 11(31%) noted improvement ranging from improved car parking, better communications, longer sessions, outdoor activities and provision for the partially sighted.</p> <p>28 (76%) did not attend on Sundays because they spent time with families/friends, attended church, the day was not needed or they weren't funded for a Sunday placement.</p> <p>The impact of ceasing Sunday day care provision:</p> <ul style="list-style-type: none"> 19 (59%) had no impact 1 (3%) would need an alternative day 8 (26%) would lose choice to select Sunday in the future if needed 3 (9%) would lose interactions with others 1 (3%) would affect carer respite.

Consultation Activity	Letter to Next of Kin with Questionnaire & service user posted 21.2.20	Date	25/02/20
Type of engagement/consultation			
Who attended/participated?	72 letters including questionnaire posted 21.2.20		
Protected characteristics of participants	A total of 31 completed questionnaires received: <ul style="list-style-type: none">• 27 aged 71 year old and over• 15 male & 15 female services users with 1 left blank• 29 were white,1 preferred not to say and 1 Left blank• 23 were Christian, 6 no religion, 1 preferred not to say and 1 Left blank		
Feedback <ul style="list-style-type: none">• The majority of respondent were happy with Watermill day care service.• Service users did not attend Sunday sessions mainly because they were spending time with family/friends, attending church or it was not needed for a Sunday.• Ceasing Sunday would reduce choice for families in future and impact on carer Key Quotes: <p><i>"It's friendly, relaxed, helpful and welcoming"</i></p> <p><i>"No can't rate it enough, staff are lovely"</i></p> <p><i>"All is well provided for"</i></p> <p><i>"At times the user may feel a bit isolated as not always staff available to prompt engagement (as staff very busy) Would it be worth encouraging volunteers to spend time to engage with users as some service users prefer 1-1 engagement"</i></p> <p><i>"It's a wonderful place, I just wish I'd heard about it sooner"</i></p> <p><i>"Sunday is a family day"</i></p> <p><i>"We sometimes attend church on Sunday morning or else my daughter visits"</i></p> <p><i>"It would be sad not to have a choice of a Sunday as sometimes I cannot get my relative there on a Saturday"</i></p> <p><i>"No impact on myself. It hopefully will not stop me having extra days in future. Could weekdays get too busy?"</i></p> <p><i>"Would like to have an alternative day, preferably Wednesday if it closes on Sunday"</i></p>			

6				
	Type of engagement/consultation	Public Consultation Sessions	Date	See below
	Who attended/participated?	<ul style="list-style-type: none">• Tuesday 10 March 2020 at 5.30 pm – 7.00 pm at Watermill Day Care• Thursday 12 March 2020 at 2.00 pm – 3.30pm at Watermill Day Care• Sunday 15 March 2020 at 2.00 pm – 3.30 pm at Watermill Day Care		
	Protected characteristics of participants	Service users they are representing: <ul style="list-style-type: none">• 85 years old• Male• White• Christian		
	Feedback <ul style="list-style-type: none">• Only two family members attended a consultation session with regards to their relative that attends on a Sunday. An alternative day care placement was secured for the service user and his social worker will review carer respite to support his daughter who is a full time carer.			
All five Sunday day care users and their next of kin/family were contacted by social care practitioners and all were found alternative day care dates if the day centre was to close on a Sunday				
Concise overview of all evidence, engagement and consultation				
<p>The service is valued by both service users and family /carers. However, it is clear that Sundays are poorly attended because current users spent time with families/friend, attended church, the day was not needed or they weren't funded for a Sunday placement.</p> <p>The main impact on ceasing Sunday day care would be to reduce choice as day care would only be available 6 days a week. However, unlike most day care provision Watermill will still be able to offer Saturday placements.</p> <p>All 5 Sunday users have been offered alternative places and work is ongoing with one client to review his carers support plan as they need 1 Sunday a month cover to allow the carer to work that day.</p> <p>Housing 21 have completed staff consultation and have been able to prevent any redundancies by: relocating 1 member of staff to a full time care position at Watermill residential unit; agreeing a job share request for 2 members of staff in their current roles as day care supervisors and approved an ill health retirement for 1 person affected. None of these staff will lose contracted hours as those that have been</p>				

	<p>offers a job share opportunity can also be offer additional hours at the Watermill residential unit.</p> <p>As the impact of this closure is minimal and the service is not financially viable with 25% attendance (5 out of 20 places occupied) the recommendation will be to cease Sunday day care</p>			
7	<p>How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.</p>			
	Characteristic	Affect	Reason	Action needed Yes / No
	Age	Negative –all users over the age 55 – Action needed Yes		
	Disability	Negative –all users have dementia – Action needed Yes		
	Gender reassignment	No known – Action needed No		
	Marriage and civil partnership	No known – Action needed No		
	Pregnancy and maternity	Neutral the majority of service users are over the age of 71 – no action needed		
	Race	Negative – the majority of service users are White British. Action needed Yes		
	Religion or belief	Negative – the majority of service users are Christian. Action needed Yes		
	Sex	Neutral there is an even split of users by gender – Action needed No		
	Sexual orientation	No known – Action needed No		
	Other (give detail)	Day care offers replacement care for carer this proposal will have a negative impact on carers – Action needed Yes		
	Carers			
	Further information			
8	Does your proposal link with other proposals to have a			(Delete one)

	cumulative effect on particular equality groups? If yes, give details.	No
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?	
	A	No major change required
	B	Adjustments needed to remove barriers or to better promote equality?
	C	Continue despite possible adverse impact
	D	Stop and rethink your proposal

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
April 2020	Brief Social care Practitioners on the outcome of consultation	ASC Commissioning	31.03.20	Workforce aware of change and can access alternative support when completing assessments and reviews
Action 2020 - ongoing	Monitor the use of the service and referral feedback from provider and Locality Managers	ASC Commissioning	Ongoing	Identify and gaps in service provision and possible changes required.

Update to EqIA	
Date	Detail
Use this section for updates following the commencement of your proposal.	

Contact us

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Resources and Transformation

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Cabinet – 21 April 2021

Walsall Youth Justice Annual Strategic Plan.

Portfolio: Councillor T. Wilson, Children's

Related portfolios: Councillor G. Perry, Deputy Leader Resilient Communities,
Community Leisure and Culture

Councillor C. Towe, Education and Skills

Service: Walsall Youth Justice Service – Children's Services

Wards: All

Key decision: No

Forward plan: Yes

1. Aim

1.1 Youth Justice partnerships have a statutory duty to produce an annual youth justice plan for submission to the Youth Justice Board for England and Wales showing how youth justice services will be provided and funded.

2. Summary

2.1 The Youth Justice Plan is prepared on an annual basis in accordance with the guidance "Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships" and specific conditions as set within the Youth Justice Board Effective Practice Grant. The youth justice plan sets out key achievements over the past 12 months, how Walsall Youth Justice Service is structured and funded and also identifies risks to service delivery and improvement.

2.2 The plan outlines the partnerships priorities for 2021/22 and provides commentary on the three national performance indicators for youth offending services;

- Rate of first time entrants to the youth justice system
- The number and rate of custodial sentences
- The proportion of young people re-offending

3. Recommendations

3.1 To recommend to Council:

1. That Walsall's Youth Justice Annual Strategic plan be approved.

2. That the Executive Director Children's Services, in consultation with the portfolio holder be authorised to make any future minor amendments to the plan if and when required.

4. Report detail - know

Context

4.1 Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided, funded and composed. The plan is submitted to the Youth Justice Board for England and Wales.

4.2 The plan identifies 5 main priorities as stated below:

- Reducing exploitation and youth violence.
- Ensuring that education, training and employment outcomes improve for 16+ young people in the Youth Justice System.
- Reducing disproportionality in the youth justice system.
- Effective COVID-19 recovery.
- Improving quality of practice and demonstrating outcomes.

Council Corporate Plan priorities

4.3 Reducing the number of young people entering the youth justice system is a corporate measure and a key performance indicator for the Youth Justice Board.

4.4 The YJS plan will contribute to the Council's priorities as follows:

- People- the YJS Plan supports our families to integrate and make a positive contribution to their community whilst improving health and wellbeing
- Children- improving outcomes for the children in the justice system is at the heart of the work undertaken by the Youth Justice Service and intrinsic to each of the priorities within the plan.
- Communities- working closely with the Safer Walsall Partnership, the YJS shares a priority to manage and reduce violence and to make our communities safer.

The strategic plan focusses on how partners in Walsall will ensure that Youth Justice Services are effectively delivered to reduce youth crime and re-offending, protect the public from harm and promote safeguarding.

Risk management

4.4 The strategic plan recognises a number of risk to future delivery, including the impact of COVID-19, the increase in first time entrants and reduction in funding streams. The Youth Justice Performance and Partnership Board maintains oversight of risks to delivery and mitigating action on a quarterly basis through detailed performance and quality assurance reports. Partners, including West Midlands Police, National Probation Service, Community Safety, Public Health, Child and Adolescent Mental Health (CAMHS), Education, Employment and Skills, are required

at each quarterly board meeting to confirm their resource allocation and are held accountable for the performance of their own organisation.

Financial implications

4.5 The strategic plan outlines the resource and funding arrangements for YJS including those from statutory partners, the Youth Justice Board for England and Wales, and the Office of the Police and Crime Commissioner.

4.6 Adopting the strategy is not expected to incur any additional costs over and above the above budgeted costs detailed within the plan.

Legal implications

4.7 Under Section 40 of the Crime and Disorder Act 1998 it is the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement a youth justice plan for each year setting out how youth justice services are to be provided and funded in their area; and how the youth offending team (Youth Justice Service) established by them are to be composed and funded, how they are to operate, and what functions they are to carry out. The youth justice plan is required to be submitted to the Youth Justice Board and be published in such manner and by such date as the Secretary of State may direct.

Procurement Implications/Social Value

4.8 None

Property implications

4.9 None

Health and wellbeing implications

4.10 The health and wellbeing of Walsall young people is a key within the content of the strategic plan. Improving outcomes for young people in the justice system increases the health and wellbeing of those who commit offences and associated victims. The plan details the YJS' response to the COVID-19 pandemic and identifies our recovery from the pandemic as a priority for 2021-22.

Staffing implications

4.11 There are no staffing implications in the creation of the Strategic Plan 2021-22. The current establishment is fully funded and financial contributions have been confirmed.

Reducing Inequalities

4.12 Inequality is inherent within the Criminal Justice System. The plan does not represent an adverse impact to young people at risk of offending and re-offending. Indeed, it identifies that addressing disproportionality (the overrepresentation of young people from black, Asian and minority ethnic groups) is a priority leading into 2021-22. Significant work has been undertaken during 2020-21 and the youth justice partnership is in a stronger place to better understand this inequality through data and consultation with families and partners.

Consultation

4.13 Consultation has been carried out with young people involved in the criminal justice system and with Youth Justice Service Performance and Partnership Board members have been consulted.

5. Decide

5.1 A 'do nothing' option is not seen as viable as it is a statutory requirement for the council to have a Youth Justice Plan

5.2 To recommend to Council:

3. That Walsall's Youth Justice Annual Strategic plan be approved.
4. That the Executive Director Children's Services, in consultation with the portfolio holder be authorised to make any future minor amendments to the plan if and when required.

6. Respond

6.1 The Youth Justice Service will continue to fulfil its statutory functions and deliver services to young people in Walsall to work towards those key performance indicators. The plan details some of the actions that the YJS will take to reduce offending behaviour, manage risk of harm to the public and safeguard. The strategic plan set the vision and strategic direction of the service over the coming 12 months.

7. Review

7.1 There is an annual requirement to complete a YJS Strategic Plan and as such progress against priorities and a review of achievements will be completed in the planning schedule for 2022-23.

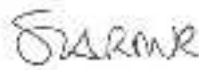
7.2 The YJS Performance and Partnership Board meets on a quarterly basis and will monitor and review progress made against the priorities and the delivery plan.

Background papers

None

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Sally Rowe
Executive Director
April 2021



Councillor Wilson
Portfolio holder
April 2021

Walsall Youth Justice Service Strategic Plan 2021-2022



PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

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1. Foreword by Chair of Walsall Youth Justice Service Performance and Partnership Board

As Chair of the Walsall Youth Justice Service Performance and Partnership Board, I am pleased to share the Walsall Youth Justice Service Strategic Annual Plan for 2021-22 looking back on the partnership's achievements and setting out the commitment to reducing youth crime, safeguarding children and young people at risk of, or involved in offending, and protecting the public from harm.

The partnership priorities are consistent with the Youth Justice Board's 'Child First' principle and will contribute to the delivery of our Walsall Right 4 Children vision, aimed at ensuring the right children are in the right place with the right support for as long as it is needed so they are safe from harm, happy and learning well. Reducing the number of young people entering the Youth Justice System remains a key Council objective and a key youth justice performance measure.

The last 12 months have been unprecedented in the face of a national pandemic. I have been truly impressed by the response of staff across the partnership who adapted quickly to the crisis, responded effectively to the challenges of keeping vulnerable children safe and continued to progress critical aspects of business improvement, most notably the establishment of the out of court disposal model and the training of our workforce in restorative practice and motivational training. As we know, children today face many challenges – including poverty, childhood trauma and special educational needs. Covid-19 has undoubtedly amplified these challenges for many, the extent of which will become clearer as restrictions ease and the impact and legacy of Covid is better understood.

This next year provides the partnership with an opportunity to use our collective learning from Covid to 'build back better' youth justice services, shaped by the voices of our children and young people and to secure greater levels of intra / inter agency co-operation and collaboration towards the identification and protection of vulnerable young people so we can together protect them from harm, meet their complex range of needs and improve outcomes and in doing so create safe communities.

This next year also provides an opportunity to further strengthen the delivery of seamless services for young people involved in youth crime, as the YJ service becomes more closely aligned to locality working arrangements, affording greater cross-system connection of the workforce- social workers, early help workers, education workers, youth justice workers, and of course the broader partnership workforce, coming together for the benefit of our children, young people, families and communities. I look forward to working with children, young people and their families, partners and communities to reduce youth crime, safeguard children and young people at risk and improve outcomes for children

2. Introduction.

On behalf of the Youth Justice Service Performance and Partnership Board we are proud to introduce Walsall Youth Justice Service's (YJS) Strategic Plan for 2021/22. This plan has been approved by the YJS Performance and Partnership Board and by Walsall Council Cabinet and Full Council Meeting.

Walsall Youth Justice Service (YJS) remains a statutory multi-agency service under Section 37 of the 1998 Crime and Disorder Act in partnership with the Local Authority, Walsall Children's Services, West Midlands Police, National Probation Service and Health. The YJS is also supported by numerous other partners who contribute to the YJS' agenda. The principle aim of the YJS partnership is to prevent and reduce offending and re-offending behaviour in children and young people and we have three national key performance indicators:

- a) Reducing the number of young people entering the criminal justice system for the first time
- b) Reducing re-offending
- c) Reducing the use of custodial disposals.

Despite the challenges of the past 12 months, we have achieved positive outcomes for the young people we are working with. In summary, when compared to the measured previous 12 months, the current published data demonstrates a binary rate of re-offending of 31.8% when compared to 32.2% from the previous 12 month period. The use of custodial sentences has remained low although due to increasing seriousness and complexity, the number has increased from 5 to 10 for the latest reporting period 2019/20. Our local performance tracking tells us that we are moving in a positive trajectory and this number has reduced to 8 over the most recent 12 month period. When reviewing the published data, the number of young people entering the youth justice system for the first time also increased from 67 to 81 over a 12 month period. Local analysis identified a spike in offence seriousness at the end of the summer in 2019 led to more young people entering the formal youth justice system rather than via a community resolution or diversion intervention. Positively, at the time of writing this plan our first time entrant rate had dropped significantly to 52, a 35% reduction.

Although the numbers of young people entering the system and also ultimately receiving a custodial sentence have increased, the practitioners within the YJS continue to undertake excellent work with young people to help them avoid re-offending. On a daily basis YJS practitioners are working with young people with increasing risks and a multitude of complex needs including the possession of weapons, criminal exploitation and county lines, mental ill-health, significant gaps in education and special educational needs. We need to recognise the growing and concerning issue of serious youth violence within this

and as such the Youth Justice Service will be a key player in the Safer Walsall Partnership's review and implementation of a serious youth violence strategy in 2021.

Listening to our young people and their parents is at the core of the delivery of the YJS. We believe that the answers to the offending problem can be found from within the young people themselves. As such the YJS staff are trained in restorative practice and focus upon doing 'with' and not 'to'. This plan is based upon the views of our young people and our plan for delivery in 2021/22 has been shaped by consultation with them.

The partnership continues to progress following the HMIP inspection of youth offending in April 2019 and the 'requires improvement to be good' rating. We have worked with the national Youth Justice Board to transition from 'improvement plan activity' to continue on our journey towards offering the best possible services for young people in 2021/22. Our previous priorities were based upon HMIP inspection recommendations and this plan recognises the progress the partnership has made against these recommendations.

The YJS has made significant progress against our previous priorities (* denotes a link to an HMIP recommendation).

1. Improving the governance and performance reporting arrangements for the youth justice partnership

The Youth Justice Partnership has reviewed and improved its governance arrangements following the HMIP inspection in April 2019, strengthened its membership and has secured analyst support from Walsall Children's Services performance team. The partnership now have greater oversight of delivery models and are able to understand the impact of practice on Walsall children. Additionally, strategic leaders from across the partnership now own their performance contributions for young people within the justice system and are committed to making a positive difference for these children.

*2. Ensuring the partnership resources and budget allocation to ensure the YJS is able to undertake its key function well**

The partnership has reviewed its current resources and financial contributions and have worked hard to develop new partnerships and pathways to bring in additional resources to support the team and improve outcomes for young people. A good example is the new pathway the partnership has in place with Victim Support, improving services for victims and increasing the capacity of Youth Justice Officers.

*3. Reducing youth violence and managing risk of harm to victims**

There are fewer recorded offences committed by Walsall young people and therefore less victims. Violent offences remain the most prominent type of offending in Walsall and the possession and use of weapons remains a priority for the partnership. The service has completed risk of harm assessment training and the new partnership with Victim Support has brought greater focus on the identification and support of potential victims and risk. The YJS offers

bespoke packages of intervention for violence and knife crime to mirror the varying reasons behind this type of offending. Successes have been evident in the delivery of the Street Doctors programme and our partnership with the West Midlands Violence Reduction Unit.

4. Preventing young people committing crime.

The YJS partnership has reviewed its out of court disposal model and crime prevention offer to ensure greater focus on assessment and joint decision making, however the commitment to providing tailored responses to young people on the edge of the formal justice system has remained resolute. Walsall YJS has dedicated crime prevention workers working with young people subject to a range of police disposals, delivering diversion interventions for those families where partners have identified increased risk of offending.

5. Ensuring that young people in the youth justice system receive the correct education entitlement.*

The Director for Access and Achievement (education) is now a YJS performance and partnership board member and has committed resources to the partnership through the virtual school for vulnerable children. The support available for school age children is complimented with a 16+ partnership advisor from Black Country Impact, which in turn, is enhanced by a new relationship with Walsall Works, an initiative that supports local people to find employment. A member group of Children's Services Oversight and Scrutiny committee was established to examine the issues raised by HMIP and recommendations were made. Improving outcomes for Walsall young people after they have left school remains a challenge and although we can demonstrate positive outcomes for some young people, improving the education needs for our 16+ young people remains a key priority for 2021/22.

6. Addressing disproportionality within the youth justice system.*

Disproportionality within the youth justice system is a national and local issue. We have developed our ability to monitor and analyse the ethnicity of young people subject to disposals and we can see that, when compared to local demographics, young people from black and ethnic minority backgrounds are overrepresented. Through funding from the office of the Police and Crime Commissioner, the partnership has worked with an organisation to consult with our families, staff and partners. The YJS completed training as a team and is developing systems and processes to enable the monitoring and checking of disproportionality in work with our young people. Work has commenced with Walsall's cohesion team 'Walsall for All' to engage with local communities to better understand local issues and also with West Midlands Police to consider how to ensure young people from black, Asian and minority ethnic (BAME) backgrounds have the same opportunities to receive out of court disposals as other young people. Continuing to develop understanding and address disproportionality is a priority for the YJS in 2021/22.

3. The impact of COVID-19

COVID-19 lockdown restrictions imposed by the Government on March 23rd 2020, significantly impacted the ability of the service to see young people and to undertake assessments and interventions in person in a safe way.

The YJS partnership produced a COVID recovery plan based upon statutory National Standards for Youth Justice, aligned to our Business Continuity Plan. The plan detailed, within a rapidly changing context, the actions needed to ensure the YJS remained compliant with Standards whilst modifying changes to the ways of working and practice to keep our young people and staff safe.

As our delivery for young people is intrinsically linked with our partners in the Criminal Justice System, the YJS has worked closely with the Police, the Courts and the secure custodial estate to ensure an effective whole system response to COVID. The YJS actively sought to contribute to risk assessments to ensure the safety of young people and staff within Court and the Police custody block.

The closure of the Courts in early 2020 quickly led to a backlog of young people that were pending Court appearances, which in turn reduced the total number of young people supervised by the YJS. Court backlogs have held up justice within the adult Criminal Justice System, and have severely affected outcomes for both victim and offenders of youth crime across the country. Walsall YJS worked closely with the Black Country Youth Court to ensure that hearings were prioritised due to risk and the backlog was worked through as quickly as possible.

Delivery of youth justice services within the community were quickly risk assessed and risk management and safeguarding of young people was prioritised. Face to face contact with young people has reduced during the lockdown. Prior to restrictions being imposed, the YJS management undertook a risk assessment exercise to clearly highlight our risky young people, and those young people in crisis, who would benefit from face to face contact. To keep people safe, COVID-19 risk assessments are completed on all young people and regularly reviewed as per identified need.

To improve contact with young people, all YJS practitioners have smart phones and tablets to use video calling. Practitioners have had to find creative ways to undertake interventions using the technology at their disposal. Some have created intervention packs, delivered them to their young people and then completed offence-focussed work via video calls. Although face to face contact has reduced during lockdown, overall contact has increased and there has been a shift in accessibility between families and their Youth Justice Officer.

COVID-19- Moving Forward

The YJS Performance and Partnership Board has maintained oversight of delivery during COVID-19 and approved the recovery plan submitted to the YJB in 2020. The YJS Board has also reviewed the HMIP report 'A Thematic Review of the work of youth offending services during the COVID-19 pandemic' which was published in November 2020. The recommendations and learning points from the thematic inspection were considered by the Board and assurances were given regarding the progress that had been made and changes to practice that had been established as a result, such as focus on assessing the technological capabilities of our young people and the levels of accessibility via IT and remote communication methods.

2019-20 has been very much focussed on responding to the immediate crisis and putting arrangements in place to ensure business continuity and the safety of our staff and young people. The focus and a key priority for 2021-22 will be the recovery and resetting of youth justice services as restrictions are lifted. Setting the future direction of travel for YJS will be informed by our learning from the past year about what's worked, our Walsall Right 4 Children vision and strategic plan and the YJS alignment to locality working

4. Summary of achievements including progress against key performance indicators

Crime prevention offer and out of court disposal panel.

Walsall YJS has a dedicated crime prevention service for young people who are at risk of entering into the youth justice system or who have received a police disposal. We have crime prevention workers, part funded by the Office of the Police and Crime Commissioner, through the Safer Walsall Partnership, who undertake excellent work with young people to help them avoid getting into trouble. Since HMIP's inspection in 2019, we have reviewed our model in partnership with Walsall Police to ensure that our joint decision making process around the suitability of disposals is informed by an approved assessment. The YJS Performance and Partnership Board has regularly reviewed the model and received completed audits to demonstrate outcomes for young people. Our measured first time entrant (FTE) rate remains low with only 81 young people entering the system over a 12 month period. This is an increase when compared to the same period the year before and can be attributed to an increase in the seriousness of offence type and a spike following the summer in 2019. We also saw a higher rate of young people enter the system for the first time who received a custodial sentence without any previous YJS involvement. At the time of writing this plan, our local monitoring indicates FTE rates had improved significantly with only 52 young people entering the system.

Re-offending (KPI).

Our re-offending performance is excellent when compared to the regional, national and statistical averages. This means that fewer Walsall young people are re-offending and committing fewer offences per person. The current aggregated Youth Justice Board measured binary rate for Walsall YJS is 31.8% ; the binary rate for England is 38.4% and our statistical family is 32.4%. Walsall young people are, on average, committing 2.76 offences per young person, compared to the England average of 3.93 and the West Midlands average of 3.84.

Education.

At the time of writing this plan, none of the young people supervised by the YJS were classified as a Child Missing Education (CME). This demonstrates a significant improvement for our school age young people. Our partnership with the Virtual School has achieved positive outcomes for our young people through additional oversight of this cohort and the introduction of a YJS Vulnerable Personal Education Plan to focus support where needed and ensure a multi-agency approach. Improving outcomes for those of post school age is an identified priority for 2021-22.

Exploitation and Knife crime:

Young people are telling us that carrying a knife is becoming more commonplace. The reasons behind this are varied, include feeling unsafe, and as such our response to knife crime and exploitation has needed to be bespoke to each young person. Carrying a knife is associated with criminal exploitation and those within the youth justice system are more likely to be involved in county lines where vulnerable children and adults transport illegal drugs to another area. In Walsall, the YJS is central to the partnership's developing Exploitation Hub and the Exploitation Panel where victims, perpetrators and locations of criminal exploitation are discussed and multi-agency plans established.

Until COVID-19 restrictions came into place, we had continued our partnership with the Street Doctors charity to teach young people basic first aid to help save the lives of their friends if they are the victim of violence. This is a powerful intervention which challenges the young person's perception of stabbing and being stabbed, whilst teaching them a potentially lifesaving skill. Plans are underway to re-instate the programme when COVID restrictions are lifted.

The YJS has also formed partnerships with the James Brindley Foundation, St-Giles Trust and Catch-22 to add different dimensions to our work to address knife crime. James Brindley was tragically murdered in Walsall in 2017 and his family have established the foundation in his name to help make a difference to avoid future tragedies from taking place. The YJS are working with the foundation to utilise the Full Circle Knife Crime Programme with young people on the periphery of the youth justice system and James' father has supported the YJS by speaking to our young people about the terrible consequences of carrying a knife. This intervention is both moving and inspirational. St. Giles Trust have supported the YJS with our knife crime workshops to provide 'lived experience' mentoring, to help young people understand the personal consequences for carrying a knife and engaging in violent crime. The YJS has managed to secure additional funding from the PCC to develop our work with mentors in 2021/22. Lived experienced mentors and their unique ability to engage with our young people has been an important piece of the jigsaw in helping to solve the issue of carrying a knife.

Sport and the Inspire Group:

Sport continues to be central to our work with young people. We have continued our partnership with the Inspire Group to provide multi-sports diversion activities across Walsall. The Inspire Group coaches also provide mentoring for our young people, support them to achieve sport coaching qualifications and link young people into community sport clubs. The Inspire Group also support our knife crime workshops providing activities and diversion opportunities. The YJS has previously secured Early Intervention Youth Funding to work with Walsall Wood Amateur Boxing Club. Our young people tell us that boxing is a sport that they would be interested in trying. We have formed a partnership with coaches to provide sessions for our young people during the week to help divert them from offending behaviour. Walsall Wood ABC have also supported us with our knife crime workshops. COVID-19 has created significant barriers preventing us from fully using this provision, but as the country moves out of restrictions this opportunity should be available for our young people.

Restorative Practice

The PCC has provided additional funding in 2020 to support the YJS team, and our partners in Victim Support, to receive further training in restorative practice. We have implemented restorative 'MyPlan' meetings at the start of interventions to ensure that the young person leads on making positive changes and they collaborate with important people in their lives, to achieve goals. The emphasis is on doing 'with' and not being done 'to'. New MyPlans have been developed to make our intervention plans more child-friendly and focussed on strengths. Within our daily practice, we have adopted a 'connection before content' approach to working together as a team and facilitate restorative solution circles to approach problems.

To improve our services for victims we have started a new partnership with Victim Support who will contact those affected by youth crime to provide services and support where needed and to explore suitability to deliver restorative justice interventions.

Violence Reduction Unit (VRU) and Walsall College

At the start of 2020 Walsall YJS worked closely with WM Police and the VRU to implement a 'place based' pilot to reduce violence. The chosen 'anchor institution' was Walsall College due to proximity to Walsall town centre, recent violent incidents in or around a new fast food restaurant and the flow of students into the town centre on a daily basis. The project embedded a health approach to reducing violence throughout the college, modelling best practice. College staff and students were provided with trauma training and Mentoring in Violence Prevention (MVP) train the trainer programmes. These individuals went on to form training groups within the college to cascade learning to the rest of the college population. VRU support, using this model, has now cascaded in schools in the Borough and Head Teachers have access to support and interventions for their pupils and families.

Kitchen Table Talks (KTT)

Walsall YJS originally received Early Intervention Youth Funding for an organisation called First Class Legacy to deliver a forum to engage a group of parents of young people involved within the Youth Justice System. This was an informal meeting facilitated by First Class Legacy staff supported by YJS staff. We wanted to encourage parents to engage in discussions aimed at supporting them with their children and some of the more difficult and challenging elements of their behaviour. Due to the success of the programme, Walsall YJS promoted the use of Kitchen Table Talks as a regional pathfinder in partnership with the VRU and the YJB across the West Midlands.

Disproportionality

At the end of 2019 the YJS successfully applied for funding from the PCC to undertake a Disproportionality Project. In March 2020 the murder of George Floyd in the USA brought into greater focus the overrepresentation of young people from black, Asian and minority ethnic groups in the Youth Justice System here in the UK. The YJS undertook a 2 year data analysis of disproportionality trends to help us fully understand the local issue here in Walsall and used this information to work with an organisation called First Class Legacy to consult with our young people, partners and strategic leaders. We have worked with First Class Legacy to deliver training to the staff better understand unconscious bias and have difficult conversations about race and ethnicity. Although good progress has been made during 2020, further work is planned to develop our infrastructure to ensure monitoring and oversight processes are established and we can start to see positive outcomes and a reduction in the overrepresentation of BAME young people in the justice system.

5. The views of our young people

Walsall YJS continue to believe that if young people are involved in decisions that affect their lives, they are more likely to accept and support them, even if they are hard, and will take ownership of the changes required to avoid getting into trouble and to stay safe. We think that the voice of our young people needs to be at the forefront in tackling all issues affecting or affected by offending behaviour and in particular violence and knife crime. The YJS seeks the views of our young people, and parents, in every aspect of our work to help us make decisions, focus our interventions and develop a training plan for staff.

We worked with an organisation to engage our young people to hear and debate their views on society and issues that affect them. Our young people have identified the following issues as priorities and these have been summarised below:

- *We want better quality role models & mentors. Young people identified the need for more proven mentors who have actually achieved things.*
- *We are interested in being able to access paid work earlier in their lives. Around age of 13, we think having young people earning something for simple activities like bag packing at DIY centres etc, or recycling collections.*
- *We think conversations around parenting should be considered.*
- *We identified the need for mental health support. We felt that mental health was something we saw as a problem for some young people offending.*
- *We felt that school wasn't really helping or supporting our learning to actually do more in life. We felt there needed to be a way to learn things that bring quicker opportunities for young people in poverty. The education route looks/ feels too long for them with no clarity at the end. We felt 'tapping life' looks a clearer pathway to earning money, but education should give a clearer pathway for us to earn money but doesn't.*
- *We felt police have a role as they are good at catching low level young people at the bottom of the spectrum where young people want to get into crime etc. But they aren't good with the more extreme ones.*

In 2020, our young people hosted a knife crime event at Walsall College and delivered a workshop entitled 'Walsall's Youth Voice'. In the workshop our young people led a debate around issues impacting upon and their views are collected below:

- *The lack of trust with the police and a poor relationship with communities. This was countered by those that felt the police were in a tricky position and the police do rescue a lot of people.*

- Audiences felt schools could do more with enrichment and they valued the need for more community investment in youth spaces for activities to get involved in.
- Audience members talked about the lure of money and the temptations of social media/music drawing certain young people into certain behaviours.
- 'Clout chasing' - the expression used for those trying to get a reputation through anti-social behaviours - was identified as something which fuels young people being drawn into certain behaviours.

To further support our participation, the YJS has completed the Youth Violence Commission's Safer Lives Survey each year. The YJS practitioners find it a useful intervention to start a debate with young people and the findings remain relevant to help us plan for future delivery. See appendix E.

6. Walsall YJS National Standards self- assessment of national standards.

The introduction of 'Standards for children in the youth justice system 2019' required all youth justice services to undertake a base-line self-assessment. The following is an extract from the self-assessment with an inclusion of areas for development.

Standard	Strategic Self-Assessed Results	Areas for development in 2021/22	Operational Self-Assessed Results	Areas for development in 2021/22
NS1 Out of Court Disposal	Good	Establish local partnership scrutiny group to demonstrate consistency/fairness of disposals	Good	
NS2 At Court	Good	Implement a disproportionality working group to assess unconscious bias and PSR congruence and share the results with the Court	Good	Improve consistency of recording of Court outcomes Develop literature for young people and parents explaining Court process and outcomes
NS3 in the Community (Court Orders)	Good	Develop performance framework with Children's Services to improve quality of practice	Requires Improvement	Improve the quality of assessment and planning for victim safety
NS4 In secure Settings	Requires Improvement	YJS partnership board to seek assurance from YCS that Walsall young people in	Requires Improvement	Establish custody officers as members of the YJS high risk panel.

		custody are safe		
NS5 On Transition and resettlement	Requires Improvement	Health needs analysis to identify commissioning gaps Strategic Resettlement Audit	Requires Improvement	Review of YJS closure and transmission process Implement individual resettlement plan

National Standards Self-Assessment Methodology

Walsall YJS Performance and Partnership Board made the decision to assign strategic leaders from across the partnership to provide support and have oversight of each of the standards within the self-assessment process.

National Standard	Lead Partner	Strategic Lead
1. Out of Court Disposals	West Midlands Police	Superintendent Walsall LPU
2. In Court	Black Country Magistrates	Chair of the Youth Bench
3. In the Community	Safer Walsall Partnership	Head of Community Safety
4. In Secure	Public Health	Head of Social Inclusion
5. In Transition	Access and Achievement - Children's Services	Head of the Virtual School

The self-assessment was split into two parts; an operational audit and a strategic audit of governance arrangements. The operational audits were undertaken by youth justice managers and practitioners using audit tools adapted from the suggested YJB template. The findings from the operational audits were then shared with the relevant strategic leads to start the strategic assessment process. The YJB did not prescribe a methodology, however provided suggested templates.

The decision was made to choose audit periods of Q3 and Q4 2019/20, October 1st 2019 to March 2020, to enable sufficient time to complete the analysis. For some of the National Standards it was necessary to extend the time-frame for the audit to ensure a suitable number of cases were included in the sample. For example, for the 'In Secure' Standard, due to the low number of custody case available for selection, all young people receiving a custodial sentence during the full period were included. The YJB requested a sample of 20% of relevant case or a minimum of 20 cases.

Standard 4 'In Secure' lent itself to a collaborative approach across the West Midlands as most young people from the region are sent to the same secure establishments and the Youth Custody Service oversees the commissioning and quality standards within each placement. The West Midlands Youth Justice

Services alongside representatives from Werrington YOI and Rainsbrook STC met to discuss an agreed performance framework and as such the consortium requested assurances from the Youth Custody Service on behalf of the region.

Summary:

An action plan was put in place following the self-assessment and despite the pandemic, significant progress has been made across all five national standards. The YJS partnership is focussed on improving quality of practice in 2021/22 and will take forward remaining recommendations into the Service delivery plan found in the appendix of this Strategic Plan.

7. Structure, Governance and Partnership Arrangements:

Walsall YJS sits within the Children's Services directorate and the Strategic Lead for the YJS reports into the Director for Early Help and Partnerships with close alignment to Social Care and Education. A disproportionate number of our young people are open to Social Care Services and there are clear links between young people in the youth justice system and those involved in exploitation, going missing or excluded from education. The YJS Strategic Lead is part of the senior leadership team within Children's Services.

Walsall Youth Justice Service Performance and Partnership Board meet quarterly and is chaired by the Executive Director of Children's Services. The majority of statutory partners from the Local Authority, Health, Police and National Probation Service regularly attend. Board membership can be found in Appendix D. The agenda is set by the Chair of the Performance and Partnership Board and contains set items to incorporate the above, alongside reports requested by Board members to further understanding or to address matters arising. The YJS Board members are committed to the youth justice agenda and proactively address issues affecting children and young people.

The focus of the YJS Performance and Partnership Board over the past 12 months has been to; provide oversight and monitoring of improvements against HMIP recommendations, to ensure correct and consistent representation at the Board, to improve the governance arrangements in relation to performance and model of practice. Walsall YJS has strategic links into the following bodies and wider strategic plans:

- **Walsall Safeguarding Partnership Board**

The YJS Strategic Lead sits on the WSCB and contributes to the following sub-groups:

a) Performance and Quality Assurance (PQA) subcommittee

- b) *Exploitation subcommittee*
- c) *Exploitation Steering Panel*
- d) *Serious Case Review (SCR) subcommittee*

- **Children's Services Performance Board**

The YJS Strategic Lead sits on the Children's Services Performance Board and presents YJS data against key performance indicators and locally agreed priorities- including the Social Care/YJS interface and first time entrants.

- **Safer Walsall Community Safety Partnership (SWP)**

The YJS Strategic Lead sits on the Safer Walsall Partnership Board Violence Reduction sub-group and receives funding through the SWP from the Office of the Police and Crime Commissioner for our Crime Prevention offer.

- **West Midlands Reducing Reoffending Delivery Group.**

The YJS Strategic Lead represents the Youth Offending Services in the West Midlands at the regional Reducing Reoffending Steering Group to ensure that the needs of children are represented and feature in regional strategic planning.

- **West Midlands Violence Reduction Unit.**

The YJS were a key partner in Walsall's 'place based' violence reduction pilot at Walsall College and continue to engage with the VRU on key themes of serious youth violence. The Strategic Lead also support the VRU Sports Strategic Partnership Board.

- **Contest (the UK's strategy for counter terrorism: Pursue, Prevent, Protect and Prepare)**

The Strategic Lead for Walsall YJS is the Chair of the Local Authorities Channel Panel and as such sits upon Walsall's Contest Board which is responsible for driving forward the delivery and implementation of the government's Contest Strategy.

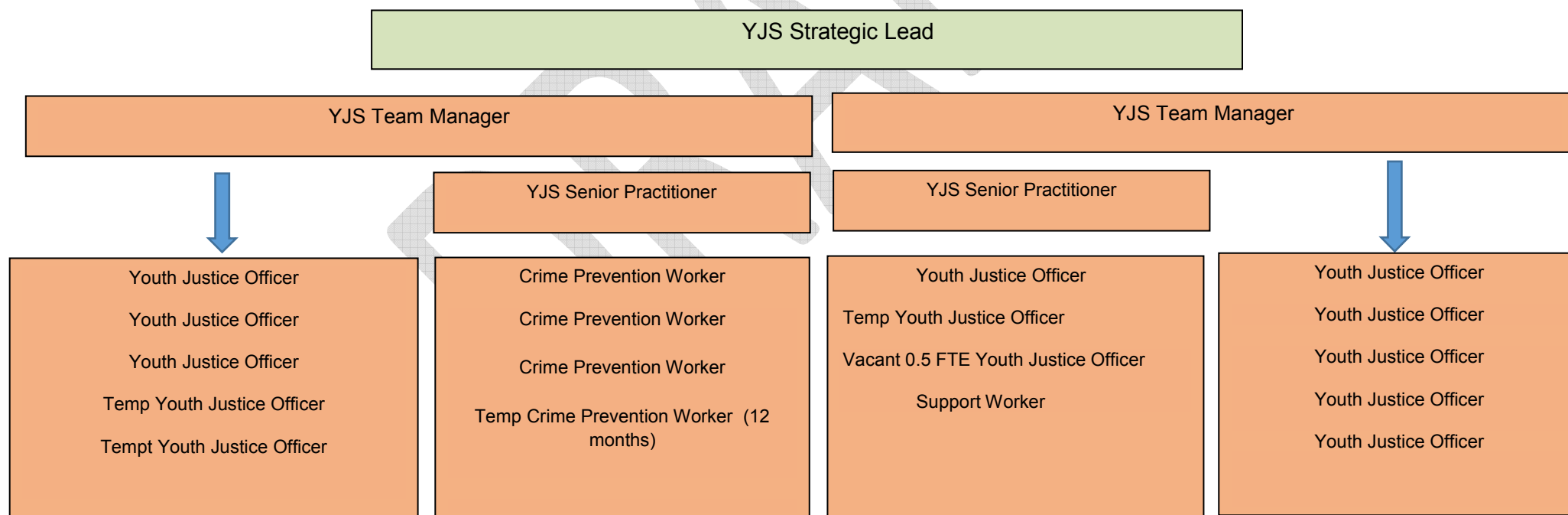
8. Service Structure.

Walsall Youth Justice Service is a partnership service constructed by both Local Authority paid staff, deployed partnership staff and named specialist staff from within other departments and agencies. The YJS is funded at the same level as the previous year and has worked hard to develop new partnerships to secure pathways and support for young people in the justice system.

Good examples of how our partnerships have developed are our links with the Virtual School for Vulnerable Children and the Educational Psychology Team and the additional support this offers our young people. Further to this we have developed a partnership with Victim Support who now undertake our victim contact and provide services to the victims of crime, freeing up capacity for Youth Justice Officers to work directly with young people. Our relationship with local sporting organisations (Walsall Wood Amateur Boxing Club and the Inspire Group) continues to grow to ensure that socially excluded young people in

the criminal justice system have access to opportunities, positive diversionary activities and 121 mentoring relationships with coaches. These partnerships have remained resolute despite of the constraints imposed by the COVID-19 pandemic.

Walsall Youth Justice Service- Structure Chart



1.5 x Named specialist Subs Worker
1 x 0.5 FTE Deployed CAMHS Tier 3

1 x Deployed Youth Crime Officer
2 x Named specialist Youth Offender Manager

1 x Deployed Impact YEI 16+ Worker
1 x Named specialist Education Worker
1 x Named specialist Ed Pysch
1x Named specialist Victim Support
1 x Named Specialist SHB Senior Practitioner

0.6 x Deployed Probation Officer
0.25 x Probation Service Officer

9. Finance and value for money

Walsall 2021/22	Staffing cost (£)	Partner contributions (£)	Other delegated funds (£)	Total (£)
Local Authority	£301,197		£181,231**	£482,428
Walsall Police		£21,888		£21,888
National Probation Service		£5,000		£5,000
Health*				
Police & Crime Commissioner		£76,885		£76,885
Youth Justice Board- Effective Practice Grant		£387,775***		£387,775
Other		*		
Total Funding	£301,197	£491,548	£181,231	£973,976

*Walsall CCG provide £15,000 directly to CAMHS for the provision of a 0.5 FTE CAMHS practitioner.

** Non-staffing budgets, including ICT, travel allowances and central support services

***Since the budget was set, confirmation has been received from the Youth Justice Board that the grant for 21/22 will increase to £421,959.

Walsall YJS confirms that it is compliant with the minimum staffing requirements as set out in the Crime and Disorder Act 1998.

Partners have confirmed that their contributions to the Service have been maintained for 2021-22 and the establishment is fully funded. Over the past 12 months, the YJS have worked with 111 young people and 131 disposal. These numbers have been significantly affected by the closure of the Courts in 2020 and changes to policing as a result of the COVID-19 pandemic.

10. Priorities for 2021/2022

Walsall Youth Justice Service will continue to address our key performance indicators as monitored by the Youth Justice Board- working with young people to reduce first time entrants into the Youth Justice System, reduce re-offending and reduce the use of custodial sentences. Practice developments and the remaining gaps identified from the National Standards Self-Assessment will be incorporated into the YJS delivery plan.

The following priorities demonstrate a motivation to align priorities with those of the partnership, with specific reference to the Safer Walsall Partnership's review of the Serious Youth Violence Strategy, Public Health's Wellbeing Strategy in response to COVID and the Safeguarding Partnerships focus on exploitation.

Our priorities for 2021/22 have been identified through consultation with the Youth Justice Service staffing group who assess and support our young people on a daily basis. We are also keenly aware that our young people should be central in improving outcomes for themselves and other young people and their views have contributed to these priorities. The Youth Justice Service also need to continue improvements in terms of risk, education and disproportionality as recommended by HMIP following their inspection in 2019.

The YJS Performance and Partnership Board have determined the following priorities to focus on:

- Reducing exploitation and youth violence.

- Ensuring that education, training and employment outcomes improve for 16+ young people in the Youth Justice System.
- Reducing disproportionality in the youth justice system.
- Effective COVID-19 recovery.
- Improving quality of practice and demonstrating outcomes.

11.Risks to future delivery

<u>Risk to future delivery</u>	<u>Action/mitigation</u>	<u>Owner</u>
1. Increase in the number of first time entrants and an increase in re-offending post COVID-19 pandemic restrictions.	<ul style="list-style-type: none"> - Board monitor FTE, offending and re-offending rates - YJS Board to evaluate current resourcing structure 	Strategic Lead for YJS
2. Partnership (inclusive of LA, PCC, YJB and partners) funding reduction- impact on staffing levels and pathways	<ul style="list-style-type: none"> - Board to monitor impact of reductions upon capacity - Board to monitor impact of reductions upon performance and agreed standards and outcomes - Review partnership resourcing 	Strategic Lead for YJS and Chair of the YJS Board
3. Increase in serious offending- including serious youth violence and knife crime	<ul style="list-style-type: none"> - Board to monitor offending rates - Developing a serious youth violence strategy through the SWP 	Strategic Lead for YJS and Chair of the YJS Board
4. Increase in disproportionality- risk of overrepresentation of BAME young people in the Youth Justice System	<ul style="list-style-type: none"> - Board to develop data analysis - Board to monitor outcomes on a quarterly basis - Developing infrastructure and processes to check and response to bias and negative outcomes. - 	Strategic Lead for YJS and Chair of the YJS Board
5. Increase in the exploitation of young people	<ul style="list-style-type: none"> - Board to monitor outcomes 	Strategic Lead for YJS and Chair

and involvement with Youth Justice System.	<ul style="list-style-type: none"> - Development of an exploitation hub. - Development of multi-agency exploitation triage. 	of the YJS Board
6. Maintaining staff and business continuity- impact upon relationships with children and outcomes	<ul style="list-style-type: none"> - Board to monitor impact upon performance outcomes - Effective recruitment - YJS to work with partners to resource - Team building, 121 supervision - Review of BCP 	Strategic Lead for YJS
7. COVID-19 or other pandemic- impact upon direct delivery, including harm and safety management.	<ul style="list-style-type: none"> - Board to monitor impact on delivery and take appropriate action. - Review of BCP - Review of YJS risk assessments and delivery models 	Strategic Lead for YJS

12.Approvals and signatures

Chair of Walsall Youth Justice Service Performance and Partnership Board

Sally Rowe- Executive Director of Children's Services Date:

Portfolio Holder

Councillor Tim Wilson

Date:

Strategic Lead for Youth Justice Services



Phil Rutherford

Date:

YJS Performance and Partnership Board Members	Date	Signature
Superintendent- Walsall Police		
Public Health- Head of Social Inclusion		
Children's Services- Director Early Help		
Senior Commissioning Manager- CCG		
CAMHS Clinical Lead		
Children's Services- Head of Performance		
Chair of the Black Country Youth Magistrates		

Education- Virtual School Lead		
Children's Services- Senior Accountant		
Children's Services –Director Access and Achievement		
Head of Black Country National Probation Service		
Head of Community Safety		

Appendix A

Youth Justice Service Delivery Plan 2021/22

National Standard 1 'Out of Court Disposals'				
Priority	KPI/National Standard	Operational Objectives	Lead	By When
Reducing Youth Violence Improving quality	Reducing First Time Entrants Re-offending	Improve the quality of risk of serious harm assessments for young people subject to a Youth Caution and Youth Conditional Caution, through audit, supervision and training.	Lead: Snr Practitioners for Crime Prevention and QA	September 2021
Reducing Youth Violence Improving quality	Re-offending	Review the QA template for initial and review assessments to ensure assessment focusses on all victims, not just the victim of the index offence, and include parents if appropriate.	Lead: Snr Practitioner for QA	April 2021
Improving quality	Re-offending	Quality assurance activity to be shared across both Senior Practitioners to ensure consistency of practice for both pre and post court.	Lead: Snr Practitioners for Crime Prevention	July 2021

			and QA	
COVID-19 recovery	Reducing First Time Entrants	Return to a face to face Joint Decision Making Panel at Bloxwich Police Station	Lead: Snr Practitioner, Supt' Walsall Police	July 2021
COVID-19 recovery	Reducing First Time Entrants	Increase in face to face contacts, including home visits, as part of the OOCd assessment process.	Lead: Snr Practitioner	July 2021
		Strategic Objectives	Lead	By When
Disproportionality	Reducing First Time Entrants	The partnership should establish quarterly local out of court disposal scrutiny panels (YJS, Police, Magistrates and EH) to demonstrate consistency and fairness of decision in line with guidance and legislation.	Leads: YJS Strategic Lead, Supt Walsall Police	October 2021
Disproportionality	Reducing First Time Entrants	To demonstrate impact and need, a comprehensive and regular performance analysis is required of; <ul style="list-style-type: none"> • First time entrants, including at which point do young people enter the system and if they had previously received intervention • Re-offending analysis of young people subject to diversion interventions and OOCds • Disproportionality and ethnic breakdown of young people subject to OOCds. 	Leads: Strategic Lead Head of Performance	July 2021 and then quarterly.
Disproportionality COVID-19 recovery	Reducing First Time Entrants	The YJS and local Police will further review and develop the Out of Court Disposal Model and wider crime prevention strategy to consider the evidence base for: <ul style="list-style-type: none"> • An arrest diversion scheme • Greater use of Outcome 22 • a pilot to change police guidance to enable young people from BAME backgrounds to receive out of court support irrespective of their plea. 	Leads: YJS Strategic Lead, Supt Walsall Police	December 2020

National Standard 2 'In Court'

Priority	KPI/National Standard	Operational Objectives	Lead	By When
Disproportionality Improving quality	Re-offending NS Self Assessment.	Walsall YJS to develop literature for young people and parents to improve their understanding of; <ul style="list-style-type: none"> - What happens in Court. - Out of court Disposals. - Court Orders. - Assisted Visits Scheme. 	Lead: Snr Practitioner <i>YP to design and Parents to be consulted. Ed Psychology to review for SEN & diversity needs.</i>	May 2021
Improving quality	Re-offending NS Self-assessment	Review of the YJS induction process to ensure it captures young person understanding of the justice system and the impact and consequences of their involvement.	Lead: YJS Team Manager	June 2021
		Strategic Objectives	Lead	By When
Improving quality	Reducing Custody	To improve the quality of reports and assessments by implementing a Court feedback process.	Lead: Snr Practitioner	July 2021
Improving quality Disproportionality	Re-offending Reducing Custody NS Self-assessment	The YJS to review its compliance and engagement policy to ensure it is National Standard compliant and considers the overrepresentation of BAME young people in the breach court.	Lead: Snr Practitioner and Chair of the Youth Bench.	October 2021
Disproportionality Improving quality	NS Self-assessment	The Children's Service quality assurance strategy and policy should be reviewed each year from a YJS perspective, to ensure it is national standard compliant and includes PSR congruence.	Lead: YJS Strategic Lead	October 2021
Disproportionality	First Time Entrants Re-offending	Provide assurance to the partnership that YP only appear in Court when an OOCd has been considered by periodically presenting the findings of regional OOCd moderation panels.	Lead: Snr Practitioner and Chair of the Youth Bench.	October 2021
Reducing youth violence	Reducing Custody	In response to the increase in custodial sentence, the YJS will implement a reducing custody action plan.	Lead: YJS Team Manager	September 2021

Disproportionality				
Disproportionality	Reducing Custody	As part of the Service's efforts to address disproportionality in the system the YJS should implement a PSR disproportionality working group to assess proposal and sentence congruence and use of unconscious bias.	Lead: Snr Practitioner and Chair of the Youth Bench.	October 2021
Improving quality				
Education	Reducing custody	To improve the youth panel's knowledge and understanding of special educational needs and diversity, Walsall YJS will provide support and training to the Youth Magistrates.	Lead: Snr Practitioner, Chair of the Youth Bench.	October 2021
Improving quality				
COVID-19 recovery	Reducing custody	Escalate to the YJS performance and partnership board any COVID-19 issues, such as future backlogs and logistical problems, where Walsall young people are being adversely.	Lead: YJS Strategic Lead	October 2021

National Standard 3 'In the Community'				
Priority	KPI/National Standard	Operational Objectives	Lead	By When
Reducing youth violence	Re-offending	The YJS needs to improve the quality of safety planning for victims in MyPlan and ASSET+ pathway and planning through QA, audit and training.	Lead: YJS Team Manager	October 2021
Improving quality				
Improving quality	Re-offending NS Self-assessment	To ensure the quality of practice and adherence to national standard for Walsall children living out of borough, the YJS should review it's 'care-taking' process and ensure consistency across the team	Lead: YJS Team Manager	September 2021
Improving quality	NS Self-assessment	To demonstrate effective information sharing with young people and parents, the YJS should develop literature to provide on a consistent basis.	Lead: Snr Practitioner	October 2021
Reducing Youth Violence	Re-offending Reducing Custody	Establish a Lived Experience Mentoring Programme to improve outcomes for those involved in exploitation, carrying a knife and violence.	Lead; YJS Team Manager	July 2021

Education	Re-offending	Ensure monitoring of attendance and exclusion of YJS cohort is robust and results in additional planning and support	Lead: Snr Practitioner/Virtual School	Review September 2021
COVID-19 recovery	Re-offending	Re-instate face to face Referral Order Panels within the new locality model and simultaneously improve the accessibility of Microsoft Teams to undertake virtual panels where appropriate	Lead: YJS Team Manager	September 2021
COVID-19 recovery	Re-offending Reducing Custody	Increase in face to face contacts, including home visits, as part of the assessment process and per locally agreed standards,	Lead: YJS Team Manager	September 2021
COVID-19 recovery	Re-offending Reducing Custody	Re-establish, in-line with health and safety risk assessments, positive activities including sport, group-work and community reparation projects	Lead: Snr Practitioner	July 2021
		Strategic Objectives	Lead	By When
Reducing youth violence Improving quality	Reducing First Time Entrants Re-offending Reducing Custody	Issues with staffing capacity and resilience should be raised and addressed through the YJS performance and partnership board and the Safer Walsall Partnership	Lead: YJS Strategic Lead	Quarterly
COVID-19 recovery	Reducing First Time Entrants Re-offending Reducing Custody	YJS performance and partnership board to monitor ongoing impact of COVID-19 on Walsall young people.	Lead: YJS Strategic Lead	Quarterly
Improving quality Disproportionality	Reducing First Time Entrants	Fully embed the YJS audit programme for 2021/22 to include; <ul style="list-style-type: none"> Victim contact and assessment of risk. 	Lead: YJS Strategic Lead and Head of Performance	July 2021

	Re-offending Reducing Custody	<ul style="list-style-type: none"> • Re-offending. • OOC model. • First time entrants. • Exploitation • Social Care interface • Disproportionality 		
Reducing youth violence Disproportionality	Reducing First Time Entrants	The YJS is committed to the development of the partnership's exploitation strategy and should commit resource to the newly forming triage and exploitation hub	Lead: YJS Strategic Lead	June 2021
Reducing youth violence	Reducing First Time Entrants Re-offending	Contribute and lead in developing and supporting the partnership's serious youth violence reduction strategy.	Lead: YJS Strategic Lead	July 2021

National Standard 4 'In Secure'				
Priority	KPI/National Standard	Operational Objectives	Lead	By When
Reducing youth violence	Re-offending Reducing Custody NS Self-assessment	To improve oversight of assessment, planning and intervention, the terms of reference for the YJS multi-agency high-risk panel should be reviewed to include custody officers in planning for resettlement and ensuring young people receive the support they need.	Lead: YJS Team Manager	June 2021
Improving quality	Reducing custody NS Self-assessment	To improve information sharing with young people and their parents, including information regarding custody and the assisted visits scheme, the YJS should develop literature to share.	Lead: Snr Practitioner	July 2021
Reducing youth violence	NS Self-assessment	To ensure better continuity for young people into and exiting the secure estate, the YJS should consider adopting a system to upload local plans and assessments (such as EHCP's, mental health or social care plans) on the YJAF.	Lead: YJS Team Manager	July 2021

COVID-19 recovery	Reducing Custody	Re-establish face to face professional visits, and support family visits, into the secure estates upon confirmation from each individual establishment.	Lead: YJS Team Manager	July 2021
		Strategic Objectives	Lead	By When
Reducing youth violence Education COVID-19 recovery	Reducing custody Re-offending	The YJS partnership should confirm specialist resources (incl. health, mental health, education and substance misuse) to effectively plan for smooth resettlement of young people into the community.	Lead: YJS Strategic Lead, Public Health and Virtual School.	October 2021
Reducing youth violence Improving quality	Reducing custody NS self-assessment	A comprehensive health needs analysis for Walsall young people in the justice system would be beneficial to understand any gaps in provision and required pathways. The health needs of young people in the secure estate should be considered within it.	Lead: YJS Strategic Lead and Head of Performance	October 2021
Improving quality	Reducing custody NS self-assessment	A strategic audit would be beneficial to understand the resettlement challenges for Walsall young people and improve partnership pathways to better support seamless transition (with particular focus on accommodation).	Lead: Public Health, Lorraine, Virtual School, Commissioning, Strategic Lead	October 2021
Improving quality	Reducing custody NS self-assessment	The YJS performance and partnership board should support the regional efforts to seek assurances from the Youth Custody Service that Walsall children are cared for appropriately.	Lead: Strategic Lead and Public Health	October 2021
COVID-19 recovery	Reducing custody	Escalation of COVID-19 issues affecting young people within the secure estate to the YJS performance and partnership board.	Lead: YJS Strategic Lead	Quarterly

Priority	KPI/National Standard	Operational Objectives	Lead	By When
Improving quality	Re-offending NS Self-	Develop literature to provide to young people and families at the end of statutory YJS intervention that details the support and services available to them outside of the justice system.	Lead: Snr Practitioner	May 2021

	assessment			
Education	Re-offending	YJS to ensure that transitions (T2A, Education, Resettlement, Accommodation) are clearly articulated and planned for in ASSET+ Pathways and Planning.	Lead: Snr Practitioner	June 2021
Reducing Youth violence	Reducing Custody			
Improving quality	NS Self-assessment			
Reducing Youth Violence	Re-offending Reducing Custody	The YJS high-risk panel to ensure oversight of a dedicated 'stand-alone' resettlement plan for all young people leaving custody.	Lead: Snr Practitioner	September 2021
Education	Re-offending	Embed the use of the YJS Vulnerability Personal Education Plan for young people who are CME or at risk of permanent exclusion	Lead: Snr Practitioner	October 2021
Education	Re-offending	Fully establish partnership with Walsall Works to improve employment opportunities for young people in the justice system.	Lead: Snr Practitioner	July 2021
Education	Re-offending	Explore apprenticeship opportunities for young people who have experienced the youth justice system.	Lead: Snr Practitioner	September 2021
Education	Re-offending	Develop a Youth Justice NEET Action Group (NAG) to monitor and drive forward outcomes for 16+ young people	Lead: Snr Practitioner, Employment and skills manager	June 2021
Improving quality	NS Self-assessment	Review the YJS case closure process to ensure consistent recording of exit strategies and smooth transition to the community.	Lead: Snr Practitioner	September 2021

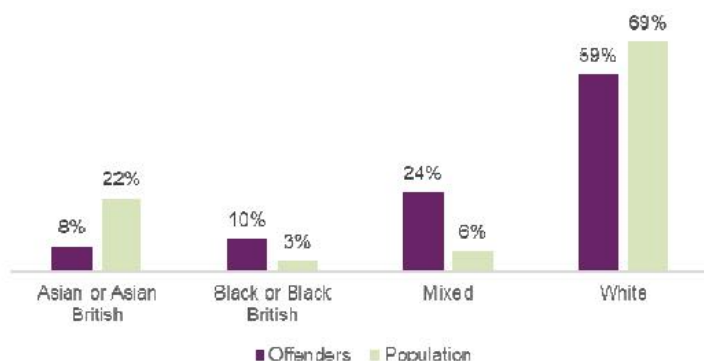
		Strategic Objectives	Lead	By When
Improving quality	Re-offending	Undertake a health needs analysis for 2020/21 for the YJS Performance and Partnership Board to identify gaps develop pathways.	Lead: YJS Strategic Lead, Virtual School, Public health.	October 2021
Reducing youth violence	NS self-assessment			
Reducing youth	Reducing Custody	Undertake a strategic audit of the resettlement issues, including	Lead: YJS Strategic	October 2021

violence Improving quality	NS self-assessment	accommodation, health and education, for young people leaving the secure estate to update the partnership of complex issues and gaps in pathways.	Lead, Virtual School, Public health.	
Education	Re-offending	Include 16+ Employment and Skills representation on the YJS Performance and Partnership Board	Lead: YJS Strategic Lead	April 2021

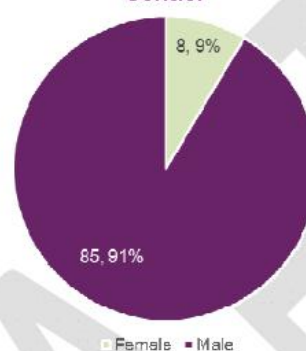
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Youth Justice Demographic Analysis 1/1/20 – 31/12/20

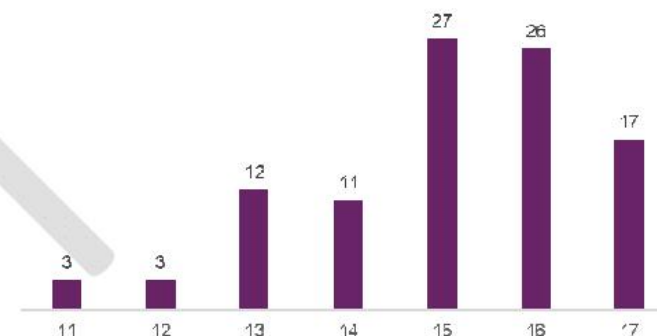
Ethnicity of Offenders Compared to Population



Gender



Age



Published YJB First Time Entrants data per 100,000 of the 10-17 population

	Oct 18- Sept 19	Jan 19 – Dec 19
Walsall	263	275
West Midlands	286	268
Family	250	228
England	216	204

Published YJB custody data- rate per 100,000 * most up to date reported figure

	June 19 – June 2020	Oct 19 – Sept 2020
Walsall	0.41	0.34
West Midlands (PCC)	0.33	0.16
Family	0.25	0.18
England	0.18	0.10

Published YJB Re-offending data *refreshed on a quarterly basis.

Binary Rate		
	Apr 17 – Mar 18	Jan 18 – Dec 18
Walsall	29.6%	31.8%
West Midlands	33.9%	34.6%
Family	34.6%	32.4%

Re-offences per re-offender		
	Apr 17 – Mar 18	Jan 18 – Dec 18
Walsall	2.66	2.76
West Midlands	3.61	3.84
Family	4.02	3.89

- In the latest published data, Walsall had a higher rate of First Time Entrants per 100,000 than the West Midlands regional and national average.
- The performance is linked to a spike after summer 2019 which is in part due to the serious nature of offending at that time.
- Local tracking of data suggests a significant improvement in performance over 2020

- Walsall had a higher rate of custody per 100,000 than national regional and statistical neighbour comparators in the latest published data.
- Between 2016 and 2019, the rate for Walsall had reduced from 0.98 to 0.24.
- Performance has improved this quarter (which follows the regional and national trend)
- The data (Oct 19 – Sept 20) refers to 10 custodial sentences.

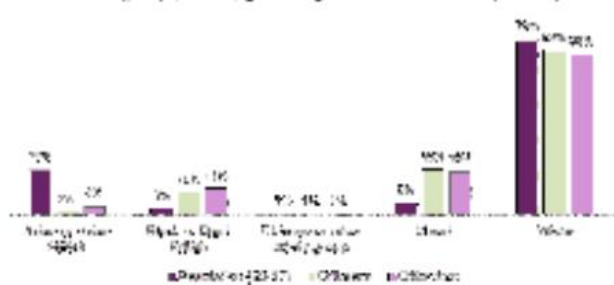
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Walsall reoffending rates were better than national, regional and statistical neighbour comparators in the latest published data.

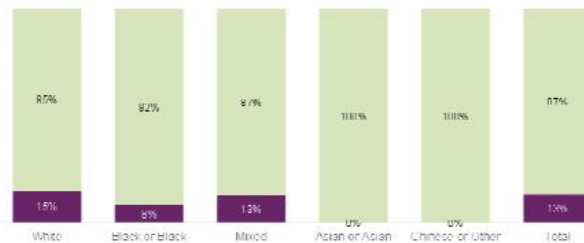
Appendix C

Ethnic Disproportionality in Youth Justice 1/4/18-31/3/20

Percentage of population aged 10-17, offenders and offenders by ethnicity



Gender by Ethnicity



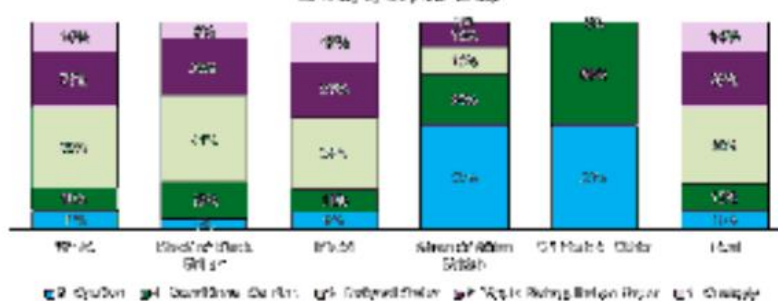
Between 1st April 2018 and 31st March 2020, there were disproportionately more young people from black or black British and mixed ethnicity groups in the young offenders' cohort, compared to the number of young people from these groups in the 10-17 population. Young offenders are more likely to be male, with few differences across ethnic groups.

Offender by Ethnicity

Ethnicity by Population and Number of Offenders				
Ethnicity	Percentage 10-17 Population	Percentage of Offenders	Difference	Number of offenders
Chinese	1.1% (20,227)	0.1% (104)	-0.1%	104
Black	1.1% (20,227)	1.1% (1,104)	0%	1,104
White	92.1% (1,742,734)	84.1% (8,410)	-8%	8,410
Mixed	3.1% (59,274)	4.1% (4,104)	1%	4,104
Other	2.6% (49,453)	1.5% (1,508)	-1.1%	1,508

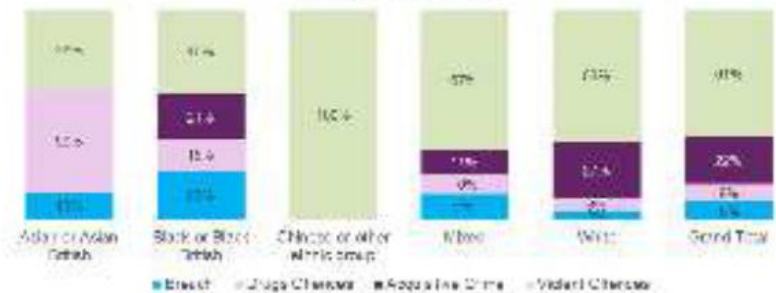
Young people with white and mixed ethnic groups committed the highest number of offences per offender.

Offence by Offender Group



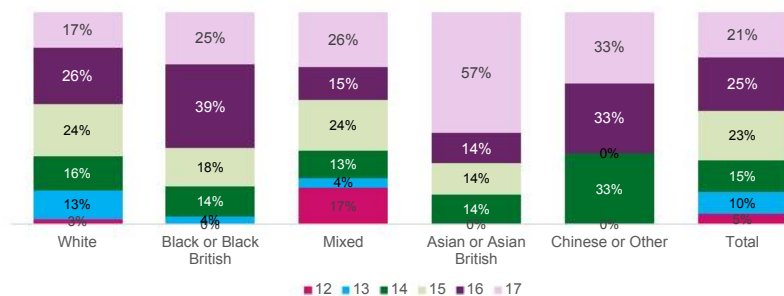
Young people with mixed ethnicity were given a disproportionately high percentage of the most severe disposals

Offence by type of crime



Young people from black or black British and mixed ethnicity groups committed a disproportionately high percentage of drugs offences, breach offences and violent crime

Age by Ethnicity



Appendix D

Current YJS Performance and Partnership Board membership:

- West Midlands Police – Superintendent
- National Probation Service – NPS lead for the Black Country
- Health (CCG) - Senior Commissioning Manager
- Child & Adolescent Mental Health Services- Clinical Lead
- Black Country Magistrates Youth Panel Chair
- Local Authority –
 - Director of Children’s Services (Chair)
 - Public Health – Head of Social Inclusion
 - Community Safety – Head of Community Safety
 - Education- Director of Access and Achievement

Supporting Officers-

- Youth Justice Service Strategic Lead, Walsall Children’s Services
- Youth Justice Board- Head of Innovation and Engagement
- Virtual School Lead
- 16+ Education- employment and skills manager
- Local Authority Accountant – finance.
- Local Authority Performance Officer
- Administrative Support, Youth Justice Service

Appendix E

Safer Lives Survey Summary:

Exposure to violent media: 40% of young people surveyed stated that they saw violent images or videos on social media on a weekly basis. Over a half watched violent TV or films that contained violence & 40% played violent computer games on a daily basis. Similarly nearly 50% of young people surveyed listened to violent lyrics each day.

Exposure to violence in daily life: 40% of the young people had seen violence within their school or college on a monthly basis, with 2 of those that were surveyed stating that this occurred each day. 40% had seen violence within the local neighbourhood during the past year but no one admitted that violence was commonplace.

How safe do our young people feel?: Conversely, the majority of young people surveyed, including those who had experienced violence at school, expressed that they felt safe within their school or college and their local neighbourhood. When asked about how safe the young person felt within their own home, when compared to being in school or out in the neighbourhood, 53% of young people claimed they felt least safe when at home. This is in stark contrast to previous findings from the survey which highlighted that young people felt most safe in other neighbourhood.

The people they know: 53% knew someone who had previously been the victim of serious violence with 47% knowing someone who needed hospital treatment. A small number of young people stated that they know 10 or more young people who had been the victim of violence. 27% of the young people knew at least one person who carried a knife, with 33% knowing someone involved in the supply of drugs. The vast majority of young people in the survey felt they could talk to their parents if they were worried about violence and 7 of the young people felt confident in approaching the police. Young people were generally able to identify individuals who could help them. Only 1 of the young people sadly felt they had no-one they could turn to.

What is important to our young people: Only 3 young people thought that having expensive clothes and jewellery was important to them and only 5 believed having designer goods were important. Hugely concerning was that 60% of the young people stated that young people carry a knife to make them safer. Positively 87% of young people believed that their education and getting good grades was important.

What would they do to make things safer? 27% of the young people believed that having more things for them to do in their local community including more youth clubs would make them feel safer. 1 young person said that the Police should 'check for knives' and 'do more stop and search' and 2 other

young people thought they needed 'more police and community officers around and to be able to talk to them'. The impact of social media was also recognised by our young people with some believing that violence needed to be removed from platforms including drill videos.

Appendix F: Case Studies.

Crime Prevention- Out of Court disposal Model

The Police referred T to the YJS to see if he was suitable for and out of court disposal for a possession of a weapon offence. Following checks from our Youth Crime Police Officer, he was allocated a crime prevention officer to complete a full ASSET+ assessment. Both the young person and parents engaged in the assessment and it was agreed at the Multi-Agency Decision Making Panel that the matter could be kept out of court via a Youth Conditional Caution.

T was permanently excluded from his school due to the offence and parents requested support with seeking another education provision. The crime prevention worker put a plan of support/intervention in place alongside T and his parents, which included weapons awareness work, the law and ladder of offending, keeping safe work and working with the Local Education Authority about T's education options.

T has engaged with his crime prevention officer on a weekly basis and completed restorative reparation work by designing a leaflet for young people, about the implications of carrying a knife. The YJS crime prevention worker advocated for T, was able to positively report that his engagement, understanding and remorse around his behaviour was good. During T's interview with the school he was able to reflect on his offending behaviour and inform the School panel what he had learnt during his work with the YJS. T has started at his new school and fully complied with the conditions of his caution. There have been no further reports or concerns regarding offending.

Criminal Exploitation and Resettlement

M was sentenced to an 18 month custodial sentence for multiple offences including robbery, possession of an offensive weapon and possession of class A drugs. He was a first time entrant and had not previously been known to the YJS. A Youth Justice Officer worked closely with M to complete a full assessment and to plan for his eventual resettlement back into the community. As part of this process an exploitation screening was completed which led to a referral to the National Crime Agency for National Referral Mechanism (NRM) status, which identified M as being the victim of human trafficking.

Resettlement release planning focussed on ensuring that M had access to suitable accommodation in a new area to distance him from perpetrators of criminal exploitation and a suitable education placement that offered vocational mechanic courses. M's Youth Justice Officer maintained case responsibility but worked closely with the Youth Offending Service in the new area to ensure that he complied with his stringent licence conditions and had access to

offending behaviour programmes and positive activities, including access to a local football team. M engaged with all aspects of his licence up to this point with no new information from the police to suggest and increase in risk of re-offending.

DRAFT

Equality Impact Assessment (EqIA) for Policies, Procedures and Services

Proposal name	Youth Justice Service Strategic Plan 2021-22		
Directorate	Children's Services		
Service	Youth Justice Service		
Responsible Officer	Phil Rutherford		
Proposal planning start	03/02/2021	Proposal start date (due or actual date)	01/04/2021

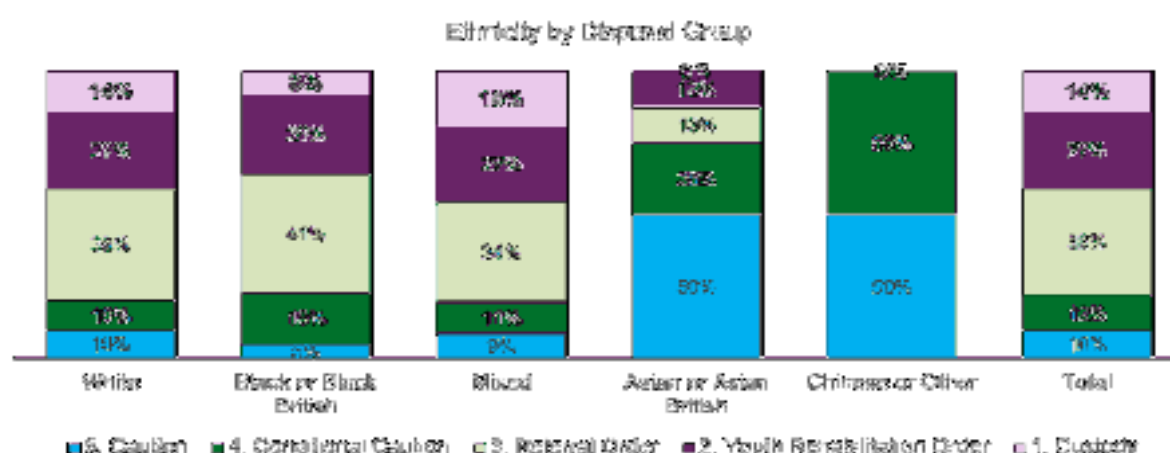
1	What is the purpose of the proposal?	Yes / No	New / revision
	Policy		
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?		
	If yes, is it contracted or commissioned?		
	Other - give details	Yes	
	The YJS has a statutory duty to complete an Strategic Plan on an annual basis. It is within the Council's constitution to seek Council's approval.		
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?		
	<p>Walsall Youth Justice Service (YJS) remains a statutory multi-agency service under Section 37 of the 1998 Crime and Disorder Act in partnership with the Local Authority, Walsall Children's Services, West Midlands Police, National Probation Service and Health. The YJS is also supported by numerous other partners who contribute to the YJS' agenda. The principle aim of the YJS partnership is to prevent and reduce offending and re-offending behaviour in children and young people.</p> <p>Youth Justice partnerships have a statutory duty to produce an annual youth justice plan for submission to the Youth Justice Board for England and Wales showing how youth justice services will be provided and funded. The plan is prepared on an annual basis in accordance with the guidance and specific conditions as set within the Youth Justice Board Effective Practice Grant. The youth justice plan sets out key achievements over the past 12 months, how Walsall Youth Justice Service is structured and funded and</p>		



	<p>also identifies risks to service delivery and improvement.</p> <p>The plan outlines the partnerships priorities for 2021/22 and provides commentary on the three national performance indicators for youth offending services;</p> <ul style="list-style-type: none">• Rate of first time entrants to the youth justice system• The number and rate of custodial sentences• The proportion of young people re-offending <p>The plan identifies 5 main priorities as stated below:</p> <ul style="list-style-type: none">• Reducing exploitation and youth violence.• Ensuring that education, training and employment outcomes improve for 16+ young people in the Youth Justice System.• Disproportionality in the youth justice system.• COVID-19 recovery.• Improving quality of practice and demonstrating outcomes.		
3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All		The Youth Justice Service work with young people aged between 10 and 17 who enter the Youth Justice System either via a Police disposal, such as a Youth Caution, or via conviction in the criminal courts.
	Specific group/s	Y	
	Council employees		
	Other (identify)		
4	Please provide service data relating to this proposal on your customer's protected characteristics.		
	<p>Continuing to develop understanding and address disproportionality is a priority for the YJS in 2021/22.</p> <p>Disproportionality (overrepresentation) within the youth justice system is a national and local issue. We have developed our ability to monitor and analyse the ethnicity of young people subject to disposals and we can see that, when compared to local demographics, young people from black and ethnic minority backgrounds are overrepresented.</p> <p>Through funding from the office of the Police and Crime Commissioner, the partnership has worked with an organisation to consult with our families, staff and partners. The YJS has completed training as a team and is developing systems and processes to enable the monitoring and checking of disproportionality in work with our young people.</p> <p>Work has also commenced with West Midlands Police to consider how to ensure young people from black, Asian and minority ethnic (BAME) backgrounds have the same opportunities to receive out of court disposals as other young people.</p>		

Ethnicity by Population and Number of Offenders				
Ethnicity	Percentage 10-17 Population	Percentage of Offenders	Difference	Number of offences / offender
White	72% (20,253)	66% (216)	-6%	3.20
Mixed	5% (1,388)	18% (39)	13%	3.32
Black or Black British	3% (723)	11% (24)	8%	2.63
Asian or Asian British	19% (5,473)	4% (8)	-15%	1.50
Chinese or Other	1% (423)	1% (3)	0%	1.33

The Youth Justice Service has an analysis of the ethnic disproportionality of young



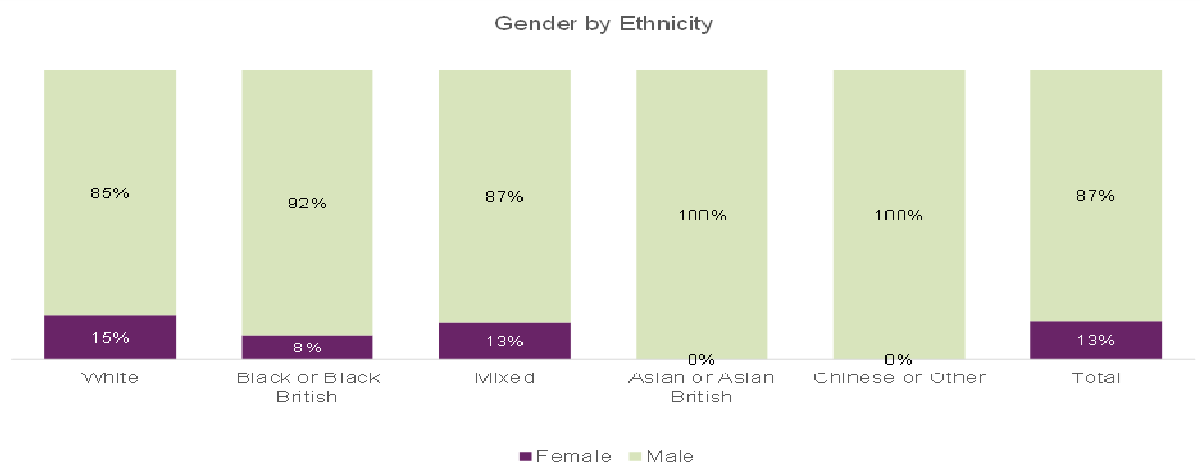
people in the youth justice system between 1/4/2018 and 31/3/2020.

*Only 2 young people within the 2 year period had a recorded ethnicity of 'Chinese or other'

There is disproportionality in the disposals received by young people with mixed ethnicity with 46% of offenders in this ethnic group receiving one of the two most severe disposals compared with 41% of white offenders and 36% of black or black British offenders.

The disproportionality is high when compared with the fact that young people with mixed

ethnicity are only slightly more likely to be convicted of violent crime (67% compared with 63% for white young people) and that the offences committed by white youths are more likely to be in a higher category of severity. Overwhelmingly, disproportionality is affecting boys.



5	<p>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</p>
	<p>Walsall YJS continue to believe that if young people are involved in decisions that affect their lives, they are more likely to accept and support them, even if they are hard, and will take ownership of the changes required to avoid getting into trouble and to stay safe. We think that the voice of our young people needs to be at the forefront in tackling all issues affecting or affected by offending behaviour and in particular violence and knife crime. The YJS seeks the views of our young people, and parents, in every aspect of our work to help us make decisions, focus our interventions and develop a training plan for staff.</p> <p>To inform the Strategic Plan, consultation has occurred with young people in the justice system, parents, with the YJS practitioners and also with the YJS Performance and Partnership Board members.</p>

Consultation Activity			
Type of engagement/consultation	Consultation with YJS Performance and Partnership Board members	Date	March 2021
Who attended/participated?	Strategic Leaders from across the partnership including National Probation Service, West Midlands Police, Public Health, Community Safety, Children's Services.		
Protected characteristics of participants	-		
Feedback YJS Board members have been consulted in preparation for submission of the strategic plan to the national Youth Justice Board as per the conditions of the effective practice grant. The priorities within the Strategic Plan align with the partnerships', including reducing youth violence (Safer Walsall Partnership and WMP) and reducing disproportionality (National Probation Service).			

Type of engagement/consultation	Consultation with YJS staff group	Date	March 2021
Who attended/participated?	YJS practitioners and specialists		
Protected characteristics of participants	Current YJS establishment: 4 x Male 15 x Female 11 x white 3 x Asian 4 x black 1 x dual heritage		
Feedback YJS practitioners were consulted on the Services strategic priorities for 2021-22 through a full Service meeting. The priorities identified within the Strategic Plan have been informed by the consultation.			

Type of engagement/consultation	Young people safer lives surveys	Date	February 2021
Who attended/participated?	Young people open to the Youth Justice Service on either a Police Disposal or Court Order		
Protected characteristics of participants	White (English) x 8 Asian (Pakistani) x 3 Black (Caribbean) x 3 Dual Heritage x 1 Male x 13 Female x 2		
Feedback 40% of the young people had seen violence within their school or college on a			

<p>monthly basis, with 2 of those that were surveyed stating that this occurred each day. 40% had seen violence within the local neighbourhood during the past year.</p> <p>53% knew someone who had previously been the victim of serious violence with 47% knowing someone who needed hospital treatment. A small number of young people stated that they know 10 of more young people who had been the victim of violence. 27% of the young people knew at least one person who carried a knife.</p>			
Type of engagement/consultation	Walsall's Youth Voice-workshop	Date	February 2020
Who attended/participated?	Young people open to the Youth Justice Service on either a Police Disposal or Court Order		
Protected characteristics of participants	24 young people attended the event. 16 young people from BAME background.		
<p>Feedback</p> <p>In half term, our young people, as part of our wider partnership knife crime workshop, hosted and led on a recorded debate. The following is their summary of points:</p> <ul style="list-style-type: none"> <i>The lack of trust with the police and a poor relationship with communities. This was countered by those that felt the police were in a tricky position and the police do rescue a lot of people.</i> <i>Audiences felt schools could do more with enrichment and they valued the need for more community investment in youth spaces for activities to get involved in.</i> <i>Audience members talked about the lure of money and the temptations of social media/music drawing certain young people into certain behaviours.</i> <i>'Clout chasing' - the expression used for those trying to get a reputation through anti-social behaviours - was identified as something which fuels young people being drawn into certain behaviours</i> <i>We want better quality role models & mentors. Young people identified the need for more proven mentors who have actually achieved things.</i> 			

6 Concise overview of all evidence, engagement and consultation

Her Majesties Inspectorate of Probation (HMIP) undertook an inspection of youth offending in Walsall in 2019 and made the recommendation that the Youth Justice partnership needs to do more to understand the issue and improve outcomes for young people from BAME backgrounds.

A significant amount of activity has occurred over the past 12 months to improve the YJS' understanding of the issue locally, completing an extensive needs analysis and also working closely with an organisation to facilitate consultation and to train the staff in engaging with BAME young people and unconscious bias.

Evidence from our disproportionality analysis tells us that between 1st April 2018 and 31st March 2020, there were disproportionately more young people from black or black British and mixed ethnicity groups in the young offenders' cohort, compared to the number of young people from these groups in the 10-17 population.

	<p>Young people from black or black British and mixed ethnicity groups committed a disproportionately high percentage of drugs offences, breach offences and violent crime and young people with a mixed ethnicity background are more likely to be criminalised at a younger age.</p> <p>Young people with mixed ethnicity were given a disproportionately high percentage of the most severe disposals and the amount of severe disposals do not appear to correspond with a higher number of severe offences committed by these young people. The severity of these types of offence does account for the severity of the disposals in each case. In fact, young people with a mixed ethnicity background are disproportionately more likely to receive custody disposals for less severe violent crimes.</p> <p>The priorities within the strategic plan do not adversely impact certain groups and conversely aim to improve outcomes for young people from black, Asian and minority ethnic groups within or on the periphery of the criminal justice system. Work will continue into 2021-22 to improve the Service's data monitoring, to train staff in better engagement of different communities and unconscious bias and to improve policies to check and monitor issues of discrimination.</p>			
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.			
	Characteristic	Affect	Reason	Action needed Yes / No
	Age	Positive	The strategic plan aims to improve outcomes for young people aged 10-17, and recognises the majority of young people from BAME backgrounds enter the system at ages 15-17.	No
	Disability	Neutral	No foreseen impact	No
	Gender reassignment	Neutral	No foreseen impact	No
	Marriage and civil partnership	Neutral	No foreseen impact	No
	Pregnancy and maternity	Neutral	No foreseen impact	No
	Race	Positive	The Strategic Plan is setting a priority to reduce the overrepresentation of BAME young people in the youth justice system	No
	Religion or belief	Neutral	No foreseen impact	No
	Sex	Positive	The strategic plan recognises that the majority of young people in the youth justice	No

			system are male and therefore the partnership's priorities aim to improve outcomes for this group.	
	Sexual orientation	Neutral	No foreseen impact	No
	Other (give detail)	-		
	Further information			
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.			(Delete one) No
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?			
	A	No major change required		
	B	<u>Adjustments needed to remove barriers or to better promote equality</u>		
	C	Continue despite possible adverse impact		
	D	Stop and rethink your proposal		

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
October 2021 (Date TBC)	Establish Out of Court Disposal oversight and scrutiny groups with partners.	Phil Rutherford		Proposed outcomes- Ensuring fairness of criminal justice disposal decision making and impact on BAME monitored & responded to.
October 2021	Establish a Pre-Sentence Report disproportionality working group	Phil Rutherford		Ensuring fairness of decision making, use of unconscious bias and sentencing congruence for BAME young people
October	Review of the Compliance and Engagement policy	Phil Rutherford		Ensuring that enforcement of non-compliance is fair and issues of disproportionality are taken into consideration

May 2021	Develop literature for young people and parents regarding criminal justice processes	Phil Rutherford		Ensure messages are clear and young people fully understand the impact of criminal justice processes.
April 2022 (Date TBC)	Progress against the actions above.	Phil Rutherford		
The Youth Justice Service Performance and Partnership Board will monitor progress against the priorities within the Strategic Plan. The Board meets on a quarterly basis, will receive performance reports, including audit findings and data analysis, and will review updates for the plan. Outcomes from this Strategic Plan will inform our priorities going in 2022 and onwards.				

Update to EqIA	
Date	Detail

Contact us

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Inside Walsall: [http://int.walsall.gov.uk/Service information/Equality and diversity](http://int.walsall.gov.uk/Service_information/Equality_and_diversity)

Cabinet – 21 April 2021

School Improvement and Moderation Service

Portfolio: Councillor Towe, Education and Skills

Related portfolios: Councillor Wilson, Children's Social Care

Service: Children's Services

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 To ensure all children and young people achieve their potential by providing a School Improvement and Moderation Service that responds to the challenges of supporting schools to perform in their most effective capacity. This will ensure schools are compliant and fit for children to have access to high quality education provision.
- 1.2 This report informs Cabinet of the arrangements for securing a single contracted provider to commence September 2021, following the expiry of the existing contract which ends on 31 July 2021.

2. Summary

- 2.1 The Council previously provided an internal School Improvement Team. However, by March 2019, all staff members had moved on from the Council's employ. To ensure service continuity, the Executive Director agreed an urgent waiver and the Directorate spot purchased from a consultancy provider (Challenging Education) for School Improvement. A contract was arranged with Ryders Hayes Teaching School to deliver end of Key Stage moderation.
- 2.2 In order to develop into a permanent service offer and maintain continuous improvement and moderation oversight for Walsall pupils, officers propose new contracting arrangements be in place from 01 September 2021. The School Improvement and Moderation contracts are being consolidated with a single provider to deliver best value for the Council. The tender is a transparent approach to identify the most suitable provider to work direct with schools. They will report to the Head of Inclusion, to build on school performance and to set schools on a robust improvement journey. The annual budget for School Improvement and Moderation is £150,000 per annum.

- 2.3 This contract will consist of two elements: School Improvement and Moderation. School Improvement could be through individual support to schools and settings, the delivery of relevant training and action planning to ensure school professionals are able to meet the needs and demands of their pupils. Moderation is support for schools to ensure consistency and rigor of teacher assessments.

3. Recommendations

- 3.1 Following the completion of a tendering exercise in accordance with the requirements of the Public Contracts Regulations 2015 (as amended) approve the award of a contract to the successful tenderer for the provision of School Improvement and Moderation from 01 September 2021 to 31 August 2023, together with an option for the Council to extend any part up to 3 years to 31 August 2026 and to subsequently authorise the sealing of deeds and/or signing of contracts and any other related documents for the provision of such services, as appropriate Cabinet delegates authority to the Portfolio Holder for Education and Skills.
- 3.2 That Cabinet delegate authority to the Executive Director for Children's Services, in consultation with the Portfolio Holder for Education and Skills, to authorise any variations to the contractual arrangements or other related documents for such services should this be required throughout the duration of the term of any contracts and provided they are in line with the Council's Contract Rules and any relevant legislation, including Public Contracts Regulations 2015.

4. Report Detail - Know

- 4.1 The Council collects data on all local schools, including attendance and attainment figures, to identify where some schools may be weak in certain areas. The School Improvement part of the contract will deliver various activities, under the direction of the Head of Inclusion, to support school development. Where significant issues are identified, the Local Authority may issue a 'Notice of Concern'. In cases where serious concerns are raised, significant intervention by the School Improvement Service may be required.
- 4.2 As defined by the National Curriculum Assessment and Reporting Arrangements (ARA), our statutory responsibility for moderation means that the Council will scrutinise end of Key Stage 1 & 2 teacher assessments.
- 4.3 Moderation ensures there is a consistency and accuracy of teaching assessments and with a comparison against the national averages. The Moderation activity carried out is currently delivered to Key Stage 1 & 2 as per the National Curriculum Assessment and Reporting Arrangements (ARA). Moderation activity may be instructed by the Council where the Standards and Testing Authority (STA) have identified or received concerns. This contract will

enable flexibility so the provider will be expected to deliver our statutory requirements if they change in the future.

- 4.4 In order to maintain effective School Improvement and Moderation delivery, a range of quality outcomes and key performance indicators will be required for the contracted provider to evidence and report on. Quarterly monitoring meetings with the Head of Inclusion will oversee this progress and will challenge if indicators are not showing the expected outcomes.
- 4.5 The provision of a School Improvement and Moderation Service can support local businesses and the local economy, as outlined in the Corporate Plan 2018-2021. It will help prepare learners to excel in school and contribute to their future skills and vocation. Children's Services Walsall Right 4 Children programme (WR4C) sets the strategic transformation journey for Walsall with one of the key priorities around reducing exclusions; to ensure that children and young people feel supported to engage with education and professionals and families find it easier to access the right support to ensure children remain in education.
- 4.6 The service focuses on raising school and professional teacher standards and improve outcomes for children and young people's learning experiences. In delivering continuous school improvement and the pupil experience, it is likely to encourage pupil interest in learning and contribute to reducing the risk of young people not continuing to engage post 16, in Education, Employment or Training (and becoming Not in Education, Employment or Training (NEET)).

5. Tender Process

- 5.1 The service specification and tender documents have been developed in partnership with Children's Commissioning, Inclusion officers, Procurement and other stakeholders. Prior to tendering, consultation with the market was carried out to understand what interest and diversity was available. This early market intelligence also helped to inform and influence the service and tender documents. The tender will be published in April 2021 with a deadline for submissions in May 2021.
- 5.2 A Procurement Plan is in place and senior managers within the Access and Inclusion Service will evaluate tenders received to identify the most economically advantageous tender. Tenders will be evaluated on their pricing submissions alongside a number of service delivery criteria, which will include social value considerations. Following a comprehensive evaluation exercise and any required due diligence being carried out, a contract for the provision of School Improvement and Moderation will be recommended for award in June 2021. This will allow for a mobilisation period where Officers and provider will meet prior to the start of the 2021 / 2022 school year.
- 5.3 In order to secure a quality provision for Walsall learners which helps to raise their levels of engagement and aspiration, the evaluation will be undertaken with 80% focus on service delivery and 20% focus on cost. Applicants will be ranked according to their scoring in the evaluation of quality and the prices

that they tender. These scores will be combined to achieve a final score. The Council will proceed to award the contract to the provider who has achieved the highest overall score, whilst also meeting any minimum standards and selection criteria. The weightings of all of the elements of the evaluation have been developed to ensure that the Council meets its duty of achieving Best Value.

6. Council Corporate Plan Priorities

- 6.1 The provision of School Improvement and Moderation provision supports achievement of the Corporate Plan 2018-2021 priority that 'Children have the best possible start and are safe from harm, happy, healthy and learning well'.

7. Risk Management

- 7.1 In providing this service, the local authority must ensure that it fulfils its statutory obligation to provide suitable education to children of statutory school age and provides support and challenge to schools in line with the Department for Education (DfE) guidance for Schools Causing Concern. This service also fulfils the statutory duty in regards to moderation. The local authority works to ensure it mitigates the risk of children not having the best education experience that can be provided. All School Improvement staff will be subject to safeguarding and DBS requirements and only have direct contact with professional staff and not students. The new provider will ensure their intervention with school sites and staff is safe and of a good quality, adhering to all the relevant Health and Safety legislation.

8. Financial implications

- 8.1 Funding for School Improvement and Moderation is a combined annual budget of up to £150,000pa. The 2021 / 2023 contract cost will be up to £300,000. The option to extend up to a further 3 years to 2026 will cost up to £450,000 giving a 5 year total cost of up to £750,000.

9. Legal implications

- 9.1 The proposed tendering exercise will be carried out in accordance with the Council's Contract Rules and the applicable requirements of the Public Contracts Regulations 2015 (as amended). This is a statutory service required to be delivered by the Local Authority. The proposed contract for the provision of the service has been drafted by Legal Services who have been an active partner of the project team for this commission.

10. Procurement Implications / Social Value

- 10.1 Following instruction from the Head of Inclusion to consider what contractual opportunities exist in the market for this type of service, a market engagement exercise was undertaken on 15 May 2020. This allowed the Council to gauge

interest and shape the model and process used to procure this service. Six responses were received that indicated a good level of interest and the market was generally supportive of our approach. It also enabled prospective bidders to provide some feedback which commissioners were able to take into account in their designing of the new delivery model.

10.2 The tender preparation has continued within the planned timescale. All partners have contributed fully. The competitive tendering exercise was published on the Council's e-tendering system and on government Contracts Finder portal in line with Public Contract Regulations 2015.

10.3 This procurement is being evaluated to find the 'most economically advantageous tender' to deliver this service and the evaluation will consider both price and non-price (evidence of quality and service specific requirements) criteria. A breakdown of the evaluation criteria and the related scoring percentages is set out in the following table:

Criteria	Percentage
Price	20%
Quality	80%
<ul style="list-style-type: none"> • Inclusion • School Support and Partnership • Staffing • Disadvantaged Young People • Positive Outcomes • Moderation • Social Value 	10% 10% 10% 17.5% 17.5% 10% 5%

10.4 The evaluation panel will consist of senior officers from the Access and Inclusion Service in the Children's Directorate and 3x local head teachers to ensure good stakeholder partnership.

10.5 Delegated authority is sought from Cabinet to enable the Executive Director of Children's Services to award to the successful bidder and maximise the mobilisation period leading up to the service commencing in September 2021.

10.6 Specific social value benefits that are realised through this procurement will be reported through the recommendation to award report to the Executive Director of Children's Services.

11. Property implications

11.1 There are no property implications. The provider will access school sites by invitation and diary opportunities and have use of Council building meeting rooms through facility booking procedures. There are no implications on any

property in terms of security, use of other Council assets, or out-of-hours access.

12. Health and Wellbeing implications

- 12.1 Ensuring access to a suitable School Improvement and Moderation Service will provide all children with a professionally managed school setting that will enhance their progress, aspiration and attainment. This service will contribute towards every child having the best start in life where they can maximise their capabilities with competent teaching.

13. Staffing implications

- 13.1 There are no staffing or wider Human Resources implications. TUPE is not relevant in this matter as there are no Council staff undertaking the activity being contracted outside the Council.

14. Reducing Inequalities

- 14.1 The outcomes of this service will contribute to reducing further impact of inequality where children and young people may be affected or limited in the future as a result of ineffective education settings.

15. Consultation

- 15.1 Consultation was undertaken with Procurement, Property Services, Public Health, Human Resources, Communications Team, Finance, Legal Services, Inclusion, Adult Services, Children's Services Director of Social Work, Director of Commissioning and Early Help and Cabinet Members Councillor Towe and Councillor Wilson. Any comments received have been embedded in this report.

16. Decide

- 16.1 The advantage of awarding this contract will ensure statutory compliance and demonstrates that the Council is putting sufficient resources towards the best method of meeting the needs of our pupil population in Walsall.

17. Respond

- 17.1 Subject to Cabinet approval, a contract should be awarded to that provider who meets all criteria within the tender and attains the highest tender score. All future delivery will be subject to quality monitoring by Children's Commissioner/Head of Inclusion, feedback from school professionals using the service and regular analysis of school performance data.

17.2 Cabinet approval will ensure that the Council can deliver a statutory service that directly increases the learning experiences of all Walsall pupils.

18. Review

18.1 The monitoring review schedule will include senior manager challenging the contractor output on a quarterly basis. Significant issues / concerns identified will be responded to with urgency to maintain a consistent and safe delivery of this service. Annual feedback from school heads and Head Teacher Forum will contribute to the analysis of contractor effectiveness.

18.2 The Director of Access and Inclusion and Director of Commissioning and Early Help will be advised should any significant issues be identified throughout the contract term that cannot be addressed through the monitoring process. Key Performance Indicators (KPIs) within the contracted agreement will measure what impact the School Improvement and Moderation Service has on the overall engagement and attainment of individual learners.

Author

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Executive Director, Children's Services
21 April 2021

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Councillor Towe
Portfolio holder, Education and Skills
21 April 2021

Cabinet – 21 April 2021

Alternative Education Framework Contract

Portfolio: Councillor Towe, Education and Skills

Related portfolios: Councillor Wilson, Children's Social Care

Service: Children's Services

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 To ensure all children and young people achieve their potential, maximising opportunities through providing access to education for young people who are excluded or at risk of exclusion, at risk of disengaging from mainstream school provision or otherwise require alternative education provision to meet their educational entitlement. The service aims to deliver aspirational alternative education environments where learners can achieve.
- 1.2 The report informs Cabinet of the arrangements for securing a new Alternative Education Framework to be in place when the existing contracts end on 31 July 2021.

2. Summary

- 2.1 The Council's Alternative Education Provision is delivered by: (i) New Leaf Inclusion Centre (the Council's managed Pupil Referral Unit offering alternative education); and (ii) a range of Alternative Education providers who have been awarded places on a framework agreement with the Council. These framework agreements are due to expire on 31 July 2021.
- 2.2 In order to develop a renewed service offer and ensure the provision of quality alternative education provision for Walsall pupils, officers propose to tender for new arrangements to be in place from 1 August 2021.
- 2.3 The tender focuses on broadening the service offer by increasing the range of providers able to meet the diverse needs of learners requiring alternative education provision. The new Framework Arrangements will be flexible and re-open at certain points throughout the contract term to invite new providers

onto the framework. This will enable the Council to increase opportunities for learners by responding to changes in the market and increasing the number of providers on the framework. This will also enable the Council to enter into longer term contracts, with the proposed term of 4 years plus up to a further 4 years.

- 2.4 In order to maintain the quality of Alternative Education Provision the existing comprehensive quality assurance process will continue within the new Framework Arrangements. Each service provider will be subject to a schedule of regular monitoring checks which focus on safeguarding, quality assurance and health and safety.
- 2.5 It is proposed to publish the tender in April 2021 which will enable the due diligence, quality evaluation and quality assurance checks to be undertaken in time for the start of the 2021/22 academic year.
- 2.6 This is a key decision because the value of the contracts exceed the threshold for “significant” expenditure/savings of £250,000, and requires Cabinet approval to award a ‘strategic contract’ in line with the Council’s Contract Rules.

3. Recommendations

- 3.1 That Cabinet delegate authority to the Executive Director for Children’s Services, in consultation with the Portfolio Holder for Education and Skills to approve the award of contracts for the provision of Alternative Education from 1 August 2021 to 31 July 2025 with option to extend any part up to 4 years to 31 July 2029 and to subsequently authorise the sealing of deeds and/or signing of contracts and any other related documents for the provision of such services, as appropriate.
- 3.2 That Cabinet delegate authority to the Executive Director for Children’s Services, in consultation with the Portfolio Holder for Education and Skills, to authorise all subsequent call offs from the new framework agreements in accordance with the processes for doing so and terms and conditions of any such call offs that are set out in the Alternative Education Framework agreement.
- 3.3 That Cabinet delegate authority to the Executive Director for Children’s Services, in consultation with the Portfolio Holder for Education and Skills, to authorise any variations to the contractual arrangements or other related documents for such services should this be required throughout the duration of the term of any contracts and provided they are in line with the Council’s Contract Rules and any relevant legislation, including Public Contract Regulations 2015 (the Regulations).

4. Report detail - know

4.1 Context

- 4.1.1 Although the vast majority of children and young people attend mainstream schools and academies to receive their education, some children and young people benefit from receiving some, or all, of their education and support in 'offsite' settings that are delivered away from their school. This may be on a short or longer term basis.
- 4.1.2 Local authorities are responsible for arranging suitable education for permanently excluded children and for other children who, because of illness or other reasons, would not receive suitable education, without such arrangements being made.
- 4.1.3 Funding for Alternative Education Provision comes from the Dedicated Schools Grant (DSG) to local authorities. The high needs funding allocation within the DSG is used to fund Alternative Provision placements for pupils with Special Educational Need and Disabilities (SEND).
- 4.1.4 The provision of a quality vocational Alternative Education Provision offer, working with local businesses and the local economy, outlined in the Corporate Plan 2018-2021, provides learners with valuable vocational training opportunities and experience. Children's Services Walsall Right 4 Children programme (WR4C) sets the strategic transformation journey for Walsall with one of the key priorities around reducing exclusions; to ensure that children and young people feel supported to engage with education, and professionals and families find it easier to access the right support to ensure children remain in education.
- 4.1.5 The service focuses on raising standards and improving outcomes for children and young people's learning in Alternative Education Provision. Ensuring that this includes a range of provision to meet individual needs, including quality vocational and GCSE courses. In delivering Alternative Education Provision, it is essential to look at how these services can reduce the risk of young people not continuing to engage post 16, in Education, Employment or Training. This will be through the development of meaningful pathways and Alternative Education Provision, which engages young people effectively in a range of opportunities and learning.
- 4.1.6 In seeking to raise aspirations and improve life chances for all young people, the Framework will include a range of Alternative Education providers to support young people at risk of offending or known to Youth Justice Services by providing them with an alternative pathway, and opportunity to engage with an Alternative Education Provision that meets their needs.

4.2 Tender Process

- 4.2.1 The service specification and tender documents have been developed in partnership with other stakeholders, including those who deliver the quality assurance function. Consultation with the market on current arrangements

and future developments also helped to inform and influence these documents. The tender will be published in April 2021. Following a comprehensive evaluation exercise, the aim is to award contracts for the provision of Alternative Education in July 2021 with call-offs with any provider being possible from 1 August 2021. This will allow sufficient time for quality assurance of providers, ensuring providers are in place for learners at the start of the new academic year.

- 4.2.2 In order to secure quality provision for Walsall learners which helps to raise their levels of engagement and aspiration, the evaluation will be undertaken with a 60% focus on service delivery and 40% focus on price.
- 4.2.3 Providers are required to tender prices for each core course category they can deliver. These core categories consist of: academic, hair and beauty, sport, catering, construction, retail, animal care, health and social care and media. These prices will be inclusive of all components required to deliver the course, whether this is face to face or virtually. Each core category will be ranked according to their scoring in the evaluation of quality and the prices that they tender. The providers with the highest rankings will be those that have been evaluated as offering the highest combined score on the service delivery and price evaluation. When placements are made under this framework, providers who can meet learners' individual needs will be considered in their ranked order.
- 4.2.4 The core categories will capture the majority of courses, however the framework agreement will also capture a variety of different courses that fall outside of the core categories listed. Providers can advise us of those courses and as a result the Council do not miss out on any course opportunities. Although these will not be ranked, all submissions will be required to meet minimum quality standards.
- 4.2.5 This information received in the tender submissions will form a directory which can be used to identify the most appropriate provision for individual learners.
- 4.2.6 The Council has a duty to ensure value for money and these arrangements will ensure set prices with providers, inclusive of all teaching and learning and resources. The re-opening of the framework will also offer providers the opportunity to reduce prices which helps to maintain the focus on delivering best value.
- 4.2.7 The call-off process, or the way in which provision will be identified for individual learners, is outlined clearly for providers and will be based on the quality and price of the provision in relation to meeting learners individual needs. Children and young people accessing learning with Alternative Education providers have a range of diverse needs which cannot be met by all providers therefore individual need is a primary focus in identifying the provision.

- 4.2.8 Each Alternative Education Provider on the framework will be subject to a comprehensive quality assurance process before they are used for the first time. This will evaluate the quality of their safeguarding and health and safety processes as well as the teaching and learning. Sufficient time has been built into the contract mobilisation period to ensure that this will be done before the summer holidays in time for providers to be in place for the new academic year.

5. *Council Corporate Plan priorities*

- 5.1 The provision of Alternative Education Provision supports achievement of the Corporate Plan 2018-2021 priority that 'Children have the best possible start and are safe from harm, happy, healthy and learning well.' In addition the Council aims to achieve the following outcomes; 'Education, training and skills enable people to fulfil their personal development,' and 'Children thrive emotionally, physically, mentally and feel they are achieving their potential.' The Council works with a range of providers including local business, which offer vocational courses and opportunities.

6. *Risk management*

- 6.1 In developing the Alternative Education Provision offer, the Council ensures that it fulfils its statutory obligation to provide suitable education to children of statutory school age. The Council will work to ensure that it mitigates the risk of children missing their education entitlement and undertakes regular checks of providers to ensure the education provision is safe and of a good quality, adhering to all the relevant Health and Safety legislation.
- 6.2 Procurement risks including legal challenges have been actively managed and mitigated through a compliant, open and transparent process.

7. *Financial implications*

- 7.1 The proposed contract value for 4 years is £6.380m, however as these are call off contracts actual spend against the contract will be based on demand for places during the contract period.
- 7.2 Spend against the contract is funded in full through the High Needs block of the Dedicated Schools Grant (DSG) that the authority receives. Alternative Education Provision for KS4 pupils is funded in full from a centrally held High Needs budget managed by the LA, where the budget for 2020/21 financial year is £1.595m. Alternative Education Provision for KS2 and KS3 pupils is funded in full from the delegated budget for New Leaf Inclusion Centre, with the delegated High Needs funding to New Leaf for the 2020/21 financial year being £0.650m in place funding and £0.262m in top up funding.

8. *Legal implications*

- 8.1 The Council will set up and operate the framework for Walsall pupils, including those on roll at New Leaf, young people with Special Educational Needs or disabilities (SEND) and children and young people who are looked after. This will be for the use of New Leaf and other settings in Walsall where young people need to access Alternative Education provision. Access to the framework will be for settings in Walsall only, which, while restricting the possibility to raise income from opening it for use by other local authorities, will minimise administration of the framework.
- 8.2 Procurement have assisted with publishing the framework to ensure compliance with the Public Contract Regulations 2015 (the 'Regulations') and Legal Services have prepared the over-arching Framework Agreement and call-off requirements, both of which are in a form approved by the Head of Governance.
- 8.3 Each call off will be subject to confirmation of a minimum set of requirements including, for example, services to be provided, cost and timescale. The new Framework Agreement, as drafted, will have a clearer, more transparent process, as each call off is made in accordance with the processes set out in it.
- 8.4 The new framework will allow other providers to join at a later date to ensure it reflects the needs of learners and enables contracts to be put in place with any new providers. Any modifications to the framework will be made as and when necessary with advice from Procurement and Legal Services where appropriate.
- 8.5 The Council has a statutory duty to arrange suitable education for permanently excluded pupils and this framework enables the Council to fulfil this duty.

9. *Procurement Implications/Social Value*

- 9.1 The procurement process being used is an open tender process under the Light Touch Regime, pursuant to Regs. 74-77 of the Regulations. The procurement exercise is being undertaken in line with the Regulations, the Council's Contract Rules and Social Value Policy
- 9.2 A contract notice was issued via the Find A Tender Service and further posted to the Council's E-Tendering Portal, to alert the market to the tender, in accordance with the requirements of the Public Contract Regulations and Council's Contract Rules. Procurement will ensure that all subsequent notices that are required in relation to this framework are published in accordance with the Regulations. Tenders will be opened in line with Walsall Councils Contract Rules using a formal opening ceremony on the Council's e-Tender Portal.

- 9.3 The framework agreement will run for a period of 4 years from 1 August 2021 with the possibility to extend for a period of up to 4 further years to 31 July 2029. This provides security in the Council's supply chain through entering into contracts for a longer term whilst also providing flexibility to enable the Council to work with new entrants in the market and take advantage of any innovation or new ways of working.
- 9.4 This procurement is being evaluated to find the 'most economically advantageous tender' to deliver this service and the evaluation will consider both price and non-price (evidence of quality and service specific requirements) criteria. A breakdown of the evaluation criteria are as follows:

Criteria	Percentage
Price	40%
Quality	60%
<ul style="list-style-type: none"> • Quality • Methodology and Outcomes • Challenging Behaviour • Social Value 	20% 20% 15% 5%

- 9.5 The evaluation panel will consist of officers from the Access and Inclusion Service in the Children's Directorate and New Leaf Inclusion Centre.
- 9.6 Delegated authority is sought from Cabinet to enable the Executive Director of Children's Services to award to the successful bidder and maximise the mobilisation period leading up to the service commencing in September 2021.
- 9.7 Specific social value benefits that are realised through this procurement will be reported through the recommendation to award report to the Executive Director of Children's Services.

10. *Property implications*

- 10.1 There are no property implications arising out of this report.

11. *Health and wellbeing implications*

- 11.1 Ensuring access to appropriate educational provision provides every child with the best start in life and enables all children, young people and adults to maximise their capabilities and have control over their lives. Access to a flexible offer which can adapt as the young person's requirements and circumstances change is beneficial.
- 11.2 By increasing access to appropriate education the life chances of a young person are enhanced and support the priority in The Walsall Plan; Our Health

and Well-being Strategy 2019-2021 to 'Enable all children and young people to maximise their capabilities: transition to adulthood.' The proposals are tested against the Marmot Objectives from a health and wellbeing perspective.

12. *Staffing implications*

- 12.1 There are no staffing or wider Human Resources implications arising out of this report.

13. *Reducing Inequalities*

- 13.1 This activity specifically aims to reduce further impact of inequality produced by children and young people missing education entitlement through exclusion.
- 13.2 An Equality Impact Assessment was undertaken as part of the tender which concludes no major change was required. The provision of Alternative Education adheres to the statutory guidance which requires compliance around timescales for securing quality alternative education for individual learners. Schools are legally required to maintain information on their students and characteristics and to pass between providers in accordance with their legal duties.

14. *Consultation*

- 14.1 The existing service specification was developed in consultation with the Alternative Provision Service, including New Leaf. Engagement and dialogue with the Alternative Education providers takes place regularly to ensure provision is relevant to the needs of children and young people.
- 14.2 A Market engagement exercise was undertaken with providers prior to the development of the Service Specification to identify any issues or needs which need to be included within the new Framework Arrangements. Feedback included the need to identify potential demand and the value of the arrangements as well as the need to ensure better transition between KS 4 and post 16 learning.

15. *Decide*

- 15.1 The development of the Alternative Education Framework Contracts have proved beneficial in delivering a range of quality educational and vocational opportunities for children and young people. All providers will be subject to quality, health and safety and safeguarding checks. Information on courses will be collated in a central resource; ensuring appropriate provision can be easily identified to meet individual need.

- 15.2 The new Framework arrangement makes provision to allow new providers onto the Framework during the contract term, broadening the scope and ability of the Council to secure the right provision for all learners. This model of flexible Framework arrangement for Alternative Education Provision has been used in other contracts let by the Council and will enhance the offer as well as providing an opportunity for providers to review pricing and submit more competitive prices.

16. Respond

- 16.1 Subject to approval, the Council will invite a range of Alternative Education providers offering vocational and academic opportunities to join the Alternative Education Provision Framework Agreement. All delivery will continue to be subject to quality assurance, of teaching and learning; safeguarding; and health and safety procedures. The process for ensuring any new providers will have had their safeguarding, teaching and learning and health and safety checks has been embedded within this process.
- 16.2 Approval will ensure that the Council can deliver a range of learning, collating information centrally on the range of qualifications and vocational opportunities offered by providers. The new Framework will also be able to respond to any new provision becoming available after the initial award which will increase further the range of provision.

17. Review

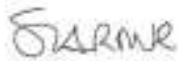
- 17.1 The monitoring schedule includes a range of methods of monitoring provision, including visits, activity monitoring and meetings with providers to ensure quality and safe provision. These will look at how providers are operating at an organisational level. Quality and safeguarding issues are also monitored at an individual level through young people's key workers and the New Leaf Inclusion Centre Designated Safeguarding Lead (DSL). Any significant issues that are identified are addressed directly with providers as part of the contract management process.
- 17.2 The Framework Agreement contains a range of Key Performance Indicators (KPIs) which will be used to measure the impact of the Alternative Education provision on the engagement and attainment of individual learners.

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Sally Rowe
Executive Director, Children's Services
April 2021



Councillor Towe
Portfolio holder, Education and Skills
April 2021

Cabinet – 21 April 2021

Walsall Council Repair and Maintenance Contracts

Portfolio: Councillor Chattha

Related portfolios: All

Service: Corporate Landlord

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 To seek Cabinet approval to award contracts for (i) General Building Maintenance and (ii) Fire and Access Repair and Maintenance (the 'Service and Maintenance Contracts') prior to completion of the procurement evaluations, in order to ensure continued statutory compliance and that essential building repairs works are undertaken on Council owned and occupied buildings upon the current contracts expiring on 31 May this year.
- 1.2 The new contracts will commence on 1 June 2021 and last for a period of 3 years with the option of extending for a further period of 2 years.

2. Summary

- 2.1 The Council has 20 repair and maintenance contracts, all of which are due to expire between 31 March and 31 August this year.
- 2.2 The Corporate Landlord plan rationalised the number of contracts that it maintains in order to improve efficiency and contract management. In conjunction with Procurement a sourcing strategy was developed that rationalised the existing contracts into 7 new services that brought together similar categories of work and would allow local suppliers to bid. Two of these services are managed by the Service and Maintenance Contracts.
- 2.3 These new contracts must commence on 1 June 2021 to ensure that all buildings remain compliant with statutory requirements and remain in a good and safe condition for staff and the general public, so there is limited time between commencing the tender process and the contract start date, which

will not be adequate to submit a Cabinet report for Cabinet to approve awards to named successful bidders.

- 2.4 This is a key decision because the value of each of the contracts covered in this report are expected to exceed £250,000.

3. Recommendations

- 3.1 That Cabinet delegate authority to the Executive Director for Resources and Transformation to award the contracts for (i) General Building Maintenance and Fire and (ii) Access Repair and Maintenance in consultation with the Portfolio Holder, with start dates for both contracts of 1 June 2021.
- 3.2 That Cabinet delegate authority to the Executive Director for Resources and Transformation to subsequently sign or seal the above contracts.
- 3.3 That Cabinet delegate authority to the Executive Director for Resources and Transformation in consultation with the Portfolio Holder to subsequently sign or seal any other related documents for the provision of such services as well as any extension and variation of the contractual arrangements or other related documents should this be required throughout the duration of the contracts.

4. Report detail - know

Context

- 4.1 The current statutory compliance and maintenance contracts, the General Building Maintenance commenced in June 2018, had an initial term of 2 years plus a 1 year optional extension, which was exercised; they are therefore due to expire on 31 May 2021. Access Repair and Maintenance contract is currently being procured through an agreed waiver contract with the current supplier.
- 4.2 With the implementation of Corporate Landlord, PwC and Walsall Proud Programme recommended a service review, a review on the service delivery and service providers was undertaken by the Interim Corporate Landlord and Walsall Proud team. It was concluded that the contracts should be rationalised to streamline the procurement process and reduce the number of suppliers serving the maintenance contracts.
- 4.3 The tender process for the Service and Maintenance Contracts is an Open Tender Process; this will enable local small and medium companies based within Walsall and neighbouring areas to tender for the works.
- 4.4 The procurement process has been undertaken with a collaboration of officers from Procurement and Corporate Landlord.

- 4.5 The timeline for the tender process does not give adequate time from the receipt of tenders for a report to be presented at Cabinet for approval of the contracts due to commence on 1 June 2021. This would leave the Council potentially exposed through lack of contractor support for repairs and compliance works, unless the Procurement Regulations allowed a short-term extension of existing contracts and the current providers agreed to such a contract modification.
- 4.6 The request for delegated authority for the Executive Director for Resources and Transformation to appoint the successful tenderers would ensure that Council building users have a safe workplace, and that all properties are statutory compliant with all current British Standards.

Council Corporate Plan priorities

- 4.7 The two new Service and Maintenance Contracts link with the Corporate Priority Plan 2018-2021, the section Economic Growth section by “creating an environment where business invests and everyone who wants a job can access one”. This achieved by allowing local Small Medium Companies to tender for the contracts, this would enable Walsall pounds to be kept within the local economy.
- 4.8 The internal focus – “internal services deliver quality and adapt to meet the needs of customer facing services”, the combining of the contracts will lead to a more efficient service delivery, and one of the Walsall Proud goal for the service area will be achieved.

Risk management

- 4.9 The risks in awarding these contracts are low, given that they will have been procured in accordance the Council’s financial and Contract rules. There is a reasonable expectation that the tender exercise will enable the Council to enter into contracts for delivery of the two service providers.

Financial implications

- 4.10 All statutory repairs and maintenance works will be funded from existing revenue budgets and approved capital schemes.

Legal implications

- 4.11 The Service and Maintenance Contracts will be in a form approved by Legal Services on behalf of the Director of Governance.
- 4.12 The report author and supporting Procurement officers will ensure that Legal Services are involved with any amendments to the proposed contracts arising out of any clarifications raised in the procurement process and Legal Services will review the final forms of contracts at contract award stage.

Procurement Implications/Social Value

- 4.13 The contracts have been tendered in compliance with the Council's Contract Rules and the Public Contracts Regulations 2015 using an open tender process which will enable local contractors to bid for the contracts.
- 4.14 Within the tender packages there is a Social Value question as part of the quality questions, this has a larger percentage of the scores of 10%. This element of tender evaluation will focus on the services that the contractors can support in the local economy, environments improvements and community pay back.

Property implications

- 4.15 The Service and Maintenance Contracts are an essential element of the compliance checking of Council owned and occupied buildings. Delaying the approval of the new contracts would leave the Council non-compliant with statutory and health and safety checks.

Health and wellbeing implications

- 4.16 The Service and Maintenance Contracts are essential to ensure the Council owned or occupied buildings remain safe for both visitors and staff. There is a statutory requirement to undertake compliance checks to ensure that the Council provide work places that are safe and in good order for both staff and other users of the properties.
- 4.17 In line with the Marmot report the new contracts will offer additional employment opportunities within the Walsall population, leading to an improvement in the local economy and the linked benefits.

Staffing implications

- 4.18 There are no HR implications arising from this report.

Reducing Inequalities

- 4.19 The new contracts will not create any inequalities to Council staff or visitors. An Equalities Impact Assessment has not been undertaken as the service provision provided will not be altered other than the identity of the suppliers undertaking the works.

Consultation

- 4.20 No public or service area consultation was deemed required as the services provided by this will remain unaltered other than the works being undertaken by new suppliers. There will be no reduction in the services or protection currently afforded by the incumbent suppliers.

5. Decide

The advantage to delegate authority to award the Service and Maintenance Contracts before the procurement process is complete will ensure the Council's continued compliance with all relevant Health and Safety and other statutory compliance requirements after the current contracts expire on 31 May this year.

6. Respond

The new suppliers will be confirmed as the procurement process for each tender comes to a close. All Service and Maintenance Contracts will be subject to monitoring through a range of key performance indicators.

7. Review

There will be quarterly contract review meetings for each contract by the Facilities officer managing the contract. Quality and cost shall be reviewed and any shortfalls shall be highlighted and remedied.

Background papers

None

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Deborah Hindson
Executive Director

21 April 2021



Councillor B Chattha
Portfolio holder

21 April 2021