



Walsall Council

# Scrutiny Overview Committee (revised)

Meeting to be held on: **7 February 2023 at 6.00 P.M.**

Meeting to be held via: **Council House and Microsoft Teams**

Public access to meeting via: [www.WalsallCouncilWebcasts.com](http://www.WalsallCouncilWebcasts.com)

**MEMBERSHIP:**

Chair: Councillor Murray  
Vice Chair: Councillor Nawaz

Councillor Bains  
Councillor P. Bott  
Councillor Cooper  
Councillor Ditta  
Councillor Follows  
Councillor Hicken  
Councillor K. Hussain  
Councillor Samra  
Councillor Singh-Sohal

**LEADER OF THE COUNCIL:**

Councillor Bird

**PORTFOLIO HOLDERS:**

All

## ITEMS FOR BUSINESS

1.	<p><b>Apologies</b> To receive apologies for absence from Members of the Committee.</p>	
2.	<p><b>Substitutions</b> To receive notice of any substitutions for a Member of the Committee for the duration of the meeting.</p>	
3.	<p><b>Declarations of interest and party whip</b> To receive declarations of interest or the party whip from Members in respect of items on the agenda.</p>	
4.	<p><b>Local Government (Access to Information) Act 1985 (as amended)</b> To agree that the public be excluded from the private session during consideration of the agenda items indicated for the reasons shown on the agenda (if applicable).</p>	
5.	<p><b>Minutes</b> To approve and sign the minutes of the meeting held on 12 December 2022.</p>	<u>Enclosed</u>
6.	<p><b>Corporate Financial Performance 2022/23 – 7 month position ended 31 October 2022</b> To inform the Committee of the updated forecast financial position for 2022/23 based on the position to October 2022.</p>	<u>Enclosed</u>
7.	<p><b>Draft revenue budget and capital programme budget 2023/24 to 2026/27</b> a. Draft revenue budget proposals within the remit of this committee b. Draft revenue budget and capital programme (Council wide services) as presented to Cabinet on 14 December 2022.</p>	<u>Enclosed</u>  <u>Enclosed</u>
8.	<p><b>Community Protection Enforcement</b> To provide an overview of community protection enforcement.</p>	<u>Enclosed</u>
9.	<p><b>Feedback from Overview &amp; Scrutiny Committees</b> To receive any feedback from meetings of Overview &amp; Scrutiny Committees since the last meeting.</p>	<u>Enclosed</u>
10.	<p><b>Recommendation Tracker</b> To consider progress on recommendations from the previous meeting.</p>	<u>Enclosed</u>
11.	<p><b>Areas of Focus 2022-23</b> To review the Committee's Work Programme and the Forward Plans for Walsall Council and the Black Country Executive Committee.</p>	<u>Enclosed</u>
12.	<p><b>Date of next meeting</b> To note that the date of the next meeting will be 16 March 2023.</p>	

## 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 an Overview and Scrutiny Committee 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.

## **SCRUTINY OVERVIEW COMMITTEE**

**MONDAY 12 DECEMBER 2022, 6:00pm**

**In Conference Room 2 at the Council House, Walsall**

### **Committee Members present:**

Councillor J. Murray (Chair)  
Councillor Nawaz (Vice Chair)  
Councillor B. Bains  
Councillor Follows  
Councillor Hicken  
Councillor Jukes  
Councillor Samra  
Councillor Singh-Sohal  
Councillor Worrall

### **Portfolio Holders present:**

Councillor Bird  
Councillor Andrew  
Councillor Ali  
Councillor Ferguson

### **Officers present:**

Simon Neilson	Executive Director, Economy & Environment and Communities
Deborah Hindson	Interim Executive Director, Resources & Transformation
Sally Rowe	Executive Director - Children's Services
Marcus Hobbs	Programme Director for CAM
Elise Hopkins	Director - Customer Engagement
Alison Ives	Head of Planning and Building Control
Craig Goodall	Principal Democratic Services Officer
Edward Cook	Assistant Democratic Services Officer

### **Others in attendance:**

Mr Kul Bains            Chief Executive, WATMOS Community Homes

### **433/22            Apologies**

Apologies were received for Councillors P. Bott, Ditta and K. Hussain.

### **434/22            Substitutions**

Councillor Worrall substituted for Councillor K. Hussain and Councillor Jukes substituted for Councillor Ditta.

435/22      **Declarations of interest and party whip**

Councillor Worrall declared an other disclosable interest in the item 6, WATMOS Community Homes Constitutional Changes, under his capacity as a Board member at Watmos.

436/22      **Local Government (Access to Information) Act 1985 (as amended)**

There were no agenda items requiring the exclusion of the public.

437/22      **Minutes**

A copy of the Minutes of the meeting held on 10 November 2022 was submitted.

[Annexed]

**Resolved:**

**That the Minutes of the meeting held on 10 November 2022, as amended, a copy having previously been circulated, be approved and signed by the Chair as a true and accurate record.**

438/22      **WATMOS Community Homes Constitutional Changes**

*For this item Councillor Worrall had declared an 'other disclosable interest' as he held a position of management or control at an external organisation. For the duration of the discussion of this item Councillor Worrall made use of the provision in the Code of Conduct allowing him to remain in the room to speak as a witness and answer questions from the Committee. Due to his interest in the item he was not allowed to make any recommendations or vote.*

The Committee received a report which provided an overview of proposed changes to the constitution of Watmos Community Homes ('Watmos').

(Annexed)

The Chief Executive (Watmos) informed the Committee that under the Deed of Covenant entered into by Watmos at the point of stock transfer from the Council in 2003, Watmos required the consent of the Council in order to change its rules. Members were informed that the proposed changes were required to improve governance and return Watmos to having a G1 governance rating. Watmos' current G2 'compliant' rating could be downgraded in future if changes were not made. Nine out of ten tenant management organisations (TMOs) attended the Special General meeting where the proposed changes were agreed and all TMOs approved them.

Responding to questions, the Chief Executive explained that the Watmos' governance rating being downgraded to G3 would have serious consequences including losing control of the Board and their property portfolio. Changes had been made to board appointments and external advice had been received, with the Board confident that progress was being made under present plans. These would bring a different skill mix to the Board, to help address requirements such as meeting net-zero targets; building and fire safety; and data and cyber security. A skills matrix for future board members had been implemented but 'lived experience' and a tenancy-led board remained important. Only two of the recommendations from the most recent governance report were still outstanding and it was hoped, with the proposed changes, to be able to be re-rated as G1 by June 2023.

Members sought clarity as to whether tenants would retain their majority for voting matters on the Board. It was also questioned whether tenants would be guaranteed a majority for voting when not all Board members were present, with the Board quorum being four.

**Resolved:**

- 1. That the proposed changes to the constitution of Watmos Community Homes be recommended to Council for approval;**
- 2. That the report, when sent to Council, be amended to clarify whether tenant board members will always have a majority on voting matters;**
- 3. That information regarding the particular skills matrices identified as required for future Board appointments and the Watmos succession plan, be provided to Members.**

439/22      **Customer Engagement**

The Committee received a presentation by the Director - Customer Engagement providing an update on customer engagement, Walsall Connected and Member enquiries.

(Annexed)

The Director informed the Committee that since July 2022 over two thousand people had been helped through the Walsall Connected project and the growth rate was increasing. Twenty-five hubs were operational and over one hundred staff had been upskilled to deliver the services. Most enquiries were online, but data suggested 26% of residents had no access to digital services and 19% had limited access, emphasising the importance of the scheme. Gaps in achieving the Customer Strategy remained, including consistency in online forms and developing customer satisfaction measures across all customer touchpoints. Other challenges included

transparency and performance of non-telephone contacts and establishing a 'single-view of debt' across Council services. A new 'chatbot' function was under development and would encourage greater participation amongst younger residents.

Regarding Member enquiries, the Programme Director for CAM explained that a Members Portal was under development which would consolidate services for members in one place from 2024. Working groups with officers and selected Members had helped identify key 'pain points' with work underway to address these.

Responding to questions, officers explained that there were multiple reasons residents contacted Council teams, with many queries relating to benefits, cost of living, Council tax and other transactional issues. The time taken to answer calls varied between services, with those to Building Control taking less than 50 seconds to answer but Council tax calls taking 3 minutes (on the day of the meeting). Challenges with the webchat function included getting language tone appropriate and all information inputted, but it was expected the function would be implemented within two months.

Regarding member enquiries, dedicated email channels for member queries received approximately five hundred emails per year, indicating that many queries went directly to officers and could not be tracked. It was intended to create an app which would contain contact information, allowing Members to contact the correct person in a recorded manner. Members were concerned that the proposed Members portal and app would replace emails completely. The Programme Director for CAM explained that there would be reasonable adjustments on this for Members, but that this would help reduce costs whilst maintaining expertise and improving accountability.

**Resolved:**

- 1. That the report be noted;**
- 2. That an update on Member enquiries be provided at the meeting of the Committee on 7 February 2023, subject to the Member-Officer working group having met prior to that date;**
- 3. That data regarding the demographics of users and issues raised at Walsall Connected, be shared with Members;**
- 4. That a detailed breakdown on the time it takes calls to be answered across the Council be provided to members.**



The Committee received a report which responded to the requests made by Scrutiny Overview Committee on 4 October 2022 and provided an update on developments within the planning service area to improve performance.

(Annexed)

The Head of Planning and Building Control introduced the report and highlighted that the service was generally performing above national performance standards except with regards to 'minor' developments. This was due to high case-loads for senior officers and delays resulting from the Cannock Chase Special Area of Conservation (SAC). Over nine hundred approvals had been made since January 2022 and a Principal Planning Officer and three Senior Planning Officers had been taken on to ease case-loads. A dedicated lead was being sought for the Walsall Local Plan. Section 106 guidance had been issued to increase transparency for all and had received positive feedback from the Developers Forum.

Regarding ensuring land was used for housing developments, the Head of Planning and Building Control added that specific focus had been given to the Walsall to Wolverhampton Corridor and Town Centre areas, with master plans and delivery frameworks being established to deliver new homes. Partnership working with the WMCA, Homes England and registered providers of housing supported this. The Housing Delivery Test Action Plan was published in 2021 with a range of measures to bring forward housing sites, but the application of housing target rules was set to change through national legislation. Regarding the social housing market in Walsall, bi-monthly meetings were held with WHG to assist in planning-related matters and partnership working with registered housing providers were supported to investigate potential new developments. Registered Providers were invited to attend the Developers Forum which helped shape service delivery.

Responding to questions, the Head of Planning and Building Control identified a competitive market as the key challenge for recruitment and retention. Regarding the Walsall Local Plan, it was explained that the new Plan would provide an opportunity to review all sites and assess them based on Walsall's own needs and thus presented an ideal opportunity to ensure suitable land was used. In the interim, the existing local development plan were still functioning. The effect of the Cannock Chase SAC had likely had fewer negative effects on development than some predicted. A dip in new applications was primarily due to the wider economic climate rather than the SAC.

Responding to questions about Section 106 agreements, the Head of Planning and Building Control explained that a specific process was followed, through which Officers consulted with ward Councillors once an agreement was made, as to how the money would be allocated. Members and Officers expressed a desire to improve this coordination, but it was explained that Section 106 payments could only be used for open spaces under current policies. Proportionally, very little Section 106-derived funding was repaid.

**Resolved:**

- 1. That a breakdown of housing by type, as set out in paragraph 3.3, be provided to Members;**
- 2. That the additional resources made available within planning services to support further staff recruitment providing more resilience in the teams to speed up the planning application process and delivery of the Walsall Local Plan be noted;**
- 3. That the progress made in improving performance in the planning service be noted;**
- 4. That the Committee support delivery of the local development plan and other regeneration proposals to ensure land is made available for housing development to meet future needs.**

**441/22      Feedback from Overview & Scrutiny Committees**

The Committee received feedback from the Chairs of the Overview & Scrutiny Committees on meetings of their committees since 10 November 2022.

**Resolved:**

**That the feedback from Overview and Scrutiny Committees be noted.**

**442/22      Recommendation Tracker**

The Committee received the tracker of recommendations from previous meetings, including progress made and outstanding items.

**Resolved:**

**That the recommendation tracker be noted.**

**443/22      Areas of Focus 2022-23**

Members received the Committee's Work Programme and considered the Forward Plans of the Council and the Black Country Executive Joint Committee [Annexed].

**Resolved:**

- 1. That the following items be considered at the meeting of 7 February 2023:**
  - a. Draft Revenue & Capital Budget 2023/24;**



Scrutiny Overview Committee

7 FEBRUARY 2023

**Corporate Financial Performance 2022/23 – 7 month position ended 31 October 2022**

**Ward(s)** All

**Portfolios:** All - specifically in relation to services within the remit of this Committee -  
Cllr M Bird – Leader of the Council  
Cllr G Perry – Deputy Leader and Resilient Communities  
Cllr G Ali – Customer  
Cllr K Ferguson – Internal Services

**1. Aim**

1.1 To inform the Committee of the updated forecast financial position for 2022/23 based on the position to October 2022, as reported to Cabinet on 14 December 2022, to allow the scrutiny of the financial performance of the council, and specifically for the services within the committee's remit.

**2. Recommendations:**

The Committee are requested to:

2.1 Note and comment on the forecast 2022/23 year-end financial position for the council as a whole – a predicted net revenue overspend of £11.33m (an increase of £5.21m since last reported to Cabinet in October 2022), and capital break even position after re-phasing of £92.64m into 2023/24. The section 151 Officer requested that all budgets be reviewed and that services identify mitigating actions to address the revenue position. Following this review, £11.28m of mitigating actions have been identified to address this, resulting in a marginal revenue forecast overspend of £0.05m. Any on-going pressures or undelivered savings not addressed in year will need to be considered as part of the 2023/24 budget process, putting pressure on that process. Officers are confident at this stage, based on known assumptions, that actions being taken will address this and outturn on budget.

2.2 Note and comment on the forecast 2022/23 year-end financial position for services within the remit of this committee – a predicted net revenue underspend of £1.27m and net capital break even position after re-phasing of £19.33m into 2023/24, subject to ongoing review.

**3. Report detail - Know**

3.1 This report summarises the forecast revenue and capital financial position for 2022/23, based on the position to October 2022, for the council as a whole, and for services within the remit of the Scrutiny Overview Committee, as reported to Cabinet on 14 December 2022. The full Cabinet report can be accessed by the following link:

## Corporate Financial Performance 2022/23 - Cabinet 14 December 2022

3.2 The Quarter 2 financial position was last reported to this Committee on 10 November 2022, with the next Quarter 3 position planned to be circulated to scrutiny members following the report to Cabinet in February 2023. Given the worsening financial position reported to Cabinet on 14 December 2022 based on the October forecast (an increase of £5.21m since last reported to Cabinet in October 2022) and the mitigation to ensure we can outturn within budget by the year end, then it was felt appropriate for each scrutiny to receive this update, along with the impact on services within the remit of their committees.

3.3 The forecast revenue outturn for 2022/23 for services within the remit of this committee as at the end of October 2022, is a net underspend of £1.27m against budget, net of the use of earmarked reserves. This represents an increased underspend of £0.47m since the position reported to this Committee on 10 November 2022. Further details are shown in **Appendix 1**.

3.4 The forecast capital outturn for 2022/23 for services within the remit of this committee as at the end of October 2022, is expected to be break even after rephasing of £19.33m into 2023/24. Further details of schemes are shown in **Appendix 2**.

### **Resource and legal considerations:**

3.5 This report represents the forecast revenue and capital outturn for 2022/23 as reported to Cabinet on 14 December 2022.

### **Reducing inequalities:**

3.6 Services consider equality issues in setting budgets and delivering services. Irrespective of budgetary pressures the council must fulfil its equal opportunities obligations.

## **4. Decide**

4.1 This Committee is asked to note and comment on the forecast revenue and capital forecast for 2022/23 and consider the recommendations as set out.

## **5. Respond**

5.1 This report is for noting and comment by the Committee as above.

## **6. Review**

6.1 This report is for noting and comment by the Committee as above.

### **Background papers:**

- Various financial working papers.
- Corporate Financial Performance 2022/23, as reported to Cabinet on 14 December 2022.

**Contact Officers:**

Deborah Hindson - Executive Director, Resources and Transformation,

☎ 01922 653801, ✉ [deborah.hindson@walsall.gov.uk](mailto:deborah.hindson@walsall.gov.uk)

Vicky Buckley, Head of Finance and Assurance, ☎ 01922 652326 / 07983 604698, ✉

[Vicky.Buckley@walsall.gov.uk](mailto:Vicky.Buckley@walsall.gov.uk)

Ross Hutchinson – Head of Finance – Finance Business Partnering & ESS Projects, ✉

[Ross.Hutchinson@walsall.gov.uk](mailto:Ross.Hutchinson@walsall.gov.uk)

**Forecast Revenue position 2022/23**  
**Services within the remit of the Scrutiny Overview Committee**

**Revenue Forecast**

The forecast revenue outturn for 2022/23 for the services under the remit of the Scrutiny Overview Committee is an underspend of £1.27m, net of the use of earmarked reserves and identified action plans of £9.15m, as shown in **Table 1**. The forecast revenue outturn shown is based on actual information from the financial system as at the end of October 2022, and discussions with managers regarding year end forecast and achievement of approved savings.

The August forecast position reported to this Committee on 10 November 2022 was an underspend of (£0.80m), net of the use of reserves, therefore an increased underspend of £0.47m over the 2 months.

**Table 1: Forecast revenue analysis 2022/23 by Service**

Service	Annual Budget	Year End Forecast	Net Use of Reserves	Action Plan	Draft Outturn after use of and transfer to Earmarked Reserves	Variance to Budget
	£m	£m	£m	£m	£m	£m
<b>Economy, Environment &amp; Communities</b>						
Communities and Partnerships	2.02	2.84	(1.04)	0.00	1.80	(0.22)
<b>Children Services</b>						
Money Home Job / Housing Standards	3.44	4.76	(1.83)	(0.40)	2.52	(0.92)
<b>Adult Social Care</b>						
Communication, Marketing and Brand	0.87	0.86	0.00	0.00	0.86	(0.01)
Procurement	0.77	0.96	0.00	0.00	0.96	0.19
<b>Resources and Transformation</b>						
Democratic Services	1.55	1.60	0.00		1.60	0.05
Legal	1.95	2.07	0.00	0.00	2.07	0.12
Electoral Services	0.53	0.53	0.00	0.00	0.53	0.00
Finance	4.40	4.48	(0.06)	0.00	4.41	0.01
Corporate Assurance	0.52	0.53	0.00	0.00	0.53	0.01
Human Resources	5.90	6.41	(0.40)	0.00	6.01	0.10
Corporate Landlord	8.29	11.43	(3.44)	(0.25)	7.31	(0.54)
Payroll & Pensions	0.16	0.24	(0.06)	0.00	0.17	0.01
Transformation & Digital	9.01	10.59	(1.66)	0.00	8.93	(0.08)
<b>Total Services within remit of Committee</b>	<b>39.43</b>	<b>47.31</b>	<b>(8.50)</b>	<b>(0.65)</b>	<b>38.16</b>	<b>(1.27)</b>

Total earmarked reserves of £14.63m are available for use in 2022/23 (where approval has been given by Cabinet for additional funds for specific services). Within the reported outturn position a total of £9.15m of earmarked reserves are forecast to be used.

The main variances are summarised in **Table 2** below.

<b>Table 2 – Reasons for revenue outturn variance</b>		
<b>Service</b>	<b>Variance £m</b>	<b>Explanation of Year End Outturn</b>
Communities & Partnership	(0.22)	Underspend due to delay in RC restructure
Money Home Job / Housing Standards	(0.92)	Mainly due to salary underspend due to grant funding and (£0.40m) reserves mitigation
Communication, Marketing and Brand	(0.01)	Underspend on printing materials
Procurement	0.19	Additional cost of interim management and agency staff
Democratic Services	0.05	Leasing hire of equipment
Legal	0.12	Due to locum costs
Electoral Services	0.00	
Finance	0.01	Additional income offset by supplies and services
Corporate Assurance	0.01	Fees and licenses
Human Resources	0.10	Salary, agency and recruitment overspend offset by additional income
Corporate Landlord	(0.54)	Overspend on Box Office, Caretaking, Corporate Management offset by underspend on Cleaning, Catering, Asset Management, Building Services, Crossings and Post Room
Payroll & Pensions	0.01	Salary overspend
Transformation & Digital	(0.08)	Underspend of salaries and additional income
<b>Total Services within remit of this Committee</b>	<b>(1.27)</b>	

### ***Action Plan***

Where overspends are predicted within the Directorate, managers are required to identify remedial action that can be made within the service, and to report this as part of an action plan. Work to identify mitigating actions is in progress. It is expected that the majority of the forecast overspends within services will be mitigated in year through efficiencies in the directorate as a whole.

In view of the current overall corporate position, the section 151 Officer requested that all budgets be reviewed and that services identify mitigating actions to address the revenue position.

The resulting action plan for services within the remit of this Committee includes the following to assist in reducing the in-year pressures and to help with the overall financial position of the council:

- £0.40m – Customer Engagement reserves
- £0.25m – Facilities Management reserves

Any risks identified in year will need to be considered and managed from existing resources to ensure they do not adversely affect the councils forecast outturn position.



## Service Transformation Plan Benefits

Included within the budget for 2022/23 for services within the remit of this Committee are £2.63m of approved savings. **Table 3** gives an update on progress towards implementing these benefits:

<b>Table 3: Delivery of 2022/23 approved savings – services within the remit of this Committee</b>					
<b>Saving</b>	<b>Total savings £m</b>	<b>Delivered (Blue) £m</b>	<b>To be delivered by 31/03/23 (Green) £m</b>	<b>Not fully guaranteed (Amber) £m</b>	<b>At High risk of non delivery (Red) £m</b>
<b>Economy, Environment and Communities</b>					
OP103/104 – reduction in operational costs within resilient communities	(0.02)		(0.02)		
OP113 – efficiencies relating to Customer Access Mgt - Resilient Communities	(0.08)		(0.08)		
New – redundant positions – Resilient Communities	(0.06)		(0.01)		(0.05)
<b>Children’s Services</b>					
OP98 – Restructure within Money Home Job	(0.17)	(0.17)			
OP100 - MHJ Housing Services staff capitalisation	(0.02)		(0.02)		
OP109/113 – MHJ Review of use of Homelessness grant funding	(0.43)	(0.43)			
<b>Adult Social Care</b>					
OP32 – Printing – paperless council meetings	(0.01)		(0.01)		
New – Printing - increase income from external bodies	(0.03)			(0.03)	
<b>Resources and Transformation</b>					
OP34 – Electoral Services – modernisation of canvassing system	(0.01)			(0.01)	
OP35 – Legal efficiencies	(0.03)			(0.03)	
OP38 – Legal – efficiencies from law books	(0.01)			(0.01)	
OP39 - Restructure of Finance Function to strengthen strategic financial planning	(0.02)	(0.02)			
OP41 - Accounts Payable - Use of automated invoice validation process	(0.05)	(0.05)			
OP42 – Finance – impact of connected working on financial transactions	(0.02)		(0.02)		
OP44 - Finance - review and reduction in transactional activity	(0.12)	(0.12)			
OP45 - Finance - Schools Traded Service team cost recovery	(0.02)		(0.02)		
OP46 - Finance - Implementation of Walsall Supplier Early Payment Scheme	(0.09)		(0.09)		
OP49 – DaTS – Centralise all IT costs across the council	(0.27)		(0.18)	(0.09)	
OP50 – DaTS – sell IT services to other councils	(0.02)		(0.01)	(0.01)	
OP52 - Facilities Management - school catering and caretaking traded services review	(0.02)			(0.02)	

Saving	Total savings £m	Delivered (Blue) £m	To be delivered by 31/03/23 (Green) £m	Not fully guaranteed (Amber) £m	At High risk of non delivery (Red) £m
OP53 – Facilities Management – review of process and service standards	(0.06)			(0.06)	
OP54 – Facilities Management – review of ways of working – post room/postage	(0.01)		(0.01)		
OP57 – CPM – review structure	(0.03)	(0.03)			
OP59 – HR restructure	(0.05)		(0.05)		
OP60 – HR ceasing of physio contract	(0.01)	(0.01)			
OP108 – DaTS review of mobile phone contracts	(0.03)		(0.03)		
OP109/113 – Review of Enabling & Support Services	(0.78)	(0.17)	(0.28)	(0.33)	
New – Facilities Management – solar panels on buildings	(0.03)		(0.01)	(0.02)	
P2 – Finance – introduce charge for appointeeship management support	(0.07)		(0.07)		
P3 – Finance – introduce charge for administration of deaths for appointees	(0.01)		(0.01)		
P4 – Facilities Management – organisational redesign – client model	(0.04)	(0.04)			
P5 – HR Occupational Health contract	(0.01)		(0.01)		
<b>Total approved savings for services within remit of Committee</b>	<b>(2.63)</b>	<b>(1.04)</b>	<b>(0.93)</b>	<b>(0.61)</b>	<b>(0.05)</b>

Each benefit is “BRAG” categorised as follows:

- Blue (delivered);
- Green (on track to be delivered with no issues at year end of 2021/22);
- Amber (not guaranteed at this stage but no major issues expected, some management action needed to ensure delivery) or,
- Red - (at high risk of not being achieved either in part or in full and therefore either alternative actions are required or a plan to ensure delivery is put back on track);

A Walsall proud resource plan has been agreed to provide additional support towards delivery.

**Forecast Capital position 2022/23**  
**Services within the remit of the Scrutiny Overview Committee**

***Capital Forecast***

The capital programme for the services under the remit of the Scrutiny Overview Committee, as at the end of October 2022, is £56.48m. It is currently expected to break even after rephasing of £19.33m into 2023/24. A list of schemes within the remit of this committee is shown in **Table 4**.

<b>Table 4 – Capital Outturn 2022/23 – Services within the remit of this Committee</b>						
<b>Scheme</b>	<b>Approved Budget £m</b>	<b>Actual year to date £m</b>	<b>Forecast Outturn £m</b>	<b>Year End Variance £m</b>	<b>Proposed Carry Forward to 2023/24 £m</b>	<b>Variance Over / (Under) £m</b>
<b>Council Funded schemes</b>						
Rolling programme – health and safety schemes (£1.00m below)	0.39	0.00	0.00	(0.39)	0.39	0.00
Flexible use of Capital Receipts - transformation	4.00	0.00	0.00	(4.00)	4.00	0.00
Central contingency	0.08	0.00	0.00	(0.80)	0.80	0.00
Aids and adaptations (statutory element)	0.80	0.12	0.80	0.00	0.00	0.00
Asbestos Removal	0.03	0.00	0.03	0.00	0.00	0.00
Challenge Block	0.03	0.00	0.03	0.00	0.00	0.00
Civic Centre heating	1.15	0.00	0.05	(1.10)	1.10	0.00
Civic Centre plumbing	0.07	0.00	0.07	0.00	0.00	0.00
Computer aided facilities management system	0.35	0.00	0.35	0.00	0.00	0.00
Council Chamber Refurbishment	0.21	0.00	0.21	0.00	0.00	0.00
Council House General Heating	2.17	0.00	0.05	(2.12)	2.12	0.00
Council House internal decoration	0.03	0.00	0.03	0.00	0.00	0.00
Council House rewiring	0.00	0.00	0.00	0.00	0.00	0.00
Council House roof repairs	1.50	0.00	0.80	(0.70)	0.70	0.00
Council House – secure reception	0.03	0.00	0.03	0.00	0.00	0.00
Council House Smoke & Heat Detection Fire Alarm	0.33	0.00	0.00	(0.33)	0.33	0.00
Council House windows	1.31	0.02	1.00	(0.31)	0.31	0.00
Enabling Technology	8.38	2.09	3.73	(4.65)	4.65	0.00
Essential microsoft upgrades & foundation for Office 365	0.04	0.00	0.03	(0.01)	0.01	0.00
Fire Risk Assessment	0.20	0.13	0.20	0.00	0.00	0.00
Health through warmth and related Retro Fit schemes	0.15	0.00	0.15	0.00	0.00	0.00
ICT-Safe and Secure Environment	4.63	0.55	2.10	(2.53)	2.53	0.00
Maintaining a Safe and Secure Environment	0.22	0.00	0.10	(0.12)	0.12	0.00

Scheme	Approved Budget £m	Actual year to date £m	Forecast Outturn £m	Year End Variance £m	Proposed Carry Forward to 2023/24 £m	Variance Over / (Under) £m
MYCMIS	0.02	0.00	0.00	(0.01)	0.01	0.00
Operation repair and maintenance of Council buildings	0.31	0.00	0.16	(0.15)	0.15	0.00
Oracle EBS Archive	0.14	0.10	0.14	0.00	0.00	0.00
Planned property maintenance	0.40	0.03	0.40	0.00	0.00	0.00
Procurement system for (HRMS) and Oracle EBS financials	0.22	0.12	0.22	0.00	0.00	0.00
Proud - ICT	0.10	0.00	0.05	(0.05)	0.05	0.00
Proud card payments digital website	0.74	0.33	0.74	0.00	0.00	0.00
Resource & consultancy to upgrade Win2008 server	0.00	0.00	0.00	0.00	0.00	0.00
Rushall Olympic Football Club	0.01	0.00	0.01	0.00	0.00	0.00
Safe water supplies	0.15	0.04	0.15	0.00	0.00	0.00
Schools Project	0.04	0.02	0.04	0.00	0.00	0.00
Security arrangements for corporate buildings	0.12	0.06	0.12	0.00	0.00	0.00
Smart Phones	0.32	0.00	0.05	(0.27)	0.27	0.00
Statutory testing	0.23	0.09	0.23	0.00	0.00	0.00
Telephone Cloud based system	0.34	0.01	0.06	(0.28)	0.28	0.00
Town Centre Strategic Acquisition for third sector hub & opera	0.08	0.06	0.08	0.00	0.00	0.00
Webcasting and hybrid council meetings	0.02	0.00	0.02	0.00	0.00	0.00
Willenhall Lane Travellers Site Pumping Stations	0.02	0.00	0.02	(0.01)	0.01	0.00
Saddlers Shopping Centre	0.39	0.00	0.39	0.00	0.00	0.00
<b>Total Council Funded Schemes</b>	<b>29.72</b>	<b>4.07</b>	<b>17.08</b>	<b>(17.11)</b>	<b>17.11</b>	<b>0.00</b>
<b>Externally Funded schemes</b>						
Disabled facilities grant	3.31	1.75	3.31	0.00	0.00	0.00
Off Gas Scheme	0.13	0.00	0.06	(0.07)	0.07	0.00
Warm Homes Fund Gas Scheme	0.47	0.19	0.47	0.00	0.00	0.00
BEIS LADS Round 1B	2.06	0.00	2.06	0.00	0.00	0.00
BEIS LADS 2/3	6.45	0.04	6.45	0.00	0.00	0.00
Midland Energy Hub – LADS/HUGs	3.98	0.18	3.98	0.00	0.00	0.00
Social Housing Decarbonisation	8.81	2.58	7.92	(0.89)	0.89	0.00
MHJ Compulsory Purchase Order	1.54	0.15	0.28	(1.26)	1.26	0.00
<b>Total External Funded Schemes</b>	<b>26.76</b>	<b>4.88</b>	<b>24.53</b>	<b>(2.22)</b>	<b>2.22</b>	<b>0.00</b>
<b>Total Capital – Services within the remit of this Committee</b>	<b>56.48</b>	<b>8.66</b>	<b>37.15</b>	<b>(19.33)</b>	<b>19.33</b>	<b>0.00</b>

**Scrutiny Overview Committee**

**7 February 2023**

**Draft Revenue Budget and Draft Capital Programme 2023/24 – 2026/27**

**Ward(s)** All

**Portfolios:** Cllr M Bird – Leader of the Council  
Cllr G Perry – Deputy Leader and Resilient Communities  
Cllr G Ali – Customer  
Cllr K Ferguson – Internal Services

**Executive Summary:**

The draft budget, as reported to Cabinet on 14 December 2022, includes the latest medium term financial outlook (MTFO) for the four year period from 2023/24 to 2026/27. It also outlines the draft revenue budget for 2023/24 to 2026/27 (including savings proposals for consultation), the draft capital programme for 2023/24 to 2026/27, and sets out the process and timescale for setting a legally balanced budget for 2023/24.

Our MTFO has been updated for all known pressures, including best professional assumptions on the impact of increasing demand and the cost of living on service delivery and finances. The Council is legally obliged to set a one-year balanced budget (2023/24), however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability. This report presents a balanced budget for 2023/24, subject to changes following review of the provisional settlement received on 19 December 2022. A number of savings proposals are also included for 2024/25 to 2026/27, with further options being identified to allow for a balanced budget over the period 2024/25 to 2026/27 aligned to the Council Plan and Proud activity.

The Autumn Statement was announced on 17 November 2022 and the provisional settlement on 19 December 2022. Whilst they have provided some further detail for 2023/24, the impact on our financial forecasts remains uncertain until we formally receive further policy documents, as referred to in the Statement, and which will be included in the final budget report to Cabinet and Council in February 2023.

The 2023/24 draft budget assumes a 2.99% general council tax increase. This is in line with Government referendum limits announced in the provisional settlement on 19 December 2022, with the option to increase by a further 2% for the Adult Social Care Precept, which Cabinet are currently not minded to do, but are consulting on.

The total draft capital programme for 2023/24 is £110.09m. It sets out new capital investment funded from the council's own resources of £66.86m (funded by capital receipts and borrowing) and externally funded schemes of £43.23m (funded by capital grants) and represents a balanced programme for 2023/24. In addition, the report sets out a further three years of indicative proposals to 2026/27. Despite reductions in capital funding in recent years and going forward, the draft capital programme contains significant investment into highways, education,

and housing to support vulnerable households through Health through Warmth and provision of aids and adaptations.

This report provides the link to the full draft budget report presented to Cabinet on 14 December 2022, and an extract of the Proud draft revenue savings proposals and investments / cost pressures for 2023/24 – 2026/27 by Proud Outcomes which fall within the remit of the Scrutiny Overview Committee for consideration. It also provides a summary of the draft capital programme for schemes within the remit of this Committee.

Feedback from the Committee on the draft revenue and capital proposals will be reported back to Cabinet on 8 February 2023, to inform the final draft budget to be recommended to Council on 23 February 2023. Any changes to draft revenue and capital budget proposals as a result of equality impact assessments and consultation will also be fed into the final budget report.

**Reason for scrutiny:**

To enable consultation of the overall draft revenue and capital budget proposals for the council as a whole, and for services within the remit of this Committee.

**Recommendations:**

**That:**

1. The Committee are recommended to consider the draft revenue budget proposals attached that relate to the remit of this committee as shown in **Appendices 1 and 2**, and that feedback will be presented to Cabinet on 8 February 2023.
2. The Committee are recommended to consider the draft capital schemes included in the draft capital programme attached that relate to the remit of this committee as shown in **Appendices 3 and 4**, and that feedback will be presented to Cabinet on 8 February 2023.
3. The Committee are recommended to consider the draft revenue budget and capital programme as presented to Cabinet on 14 December 2022 (attached at item 6b), and that feedback will be presented to Cabinet on 8 February 2023.

**Background papers:**

Various financial working papers.

**Resource and legal considerations:**

Cabinet on 14 December 2022 were presented with a list of draft Proud revenue savings proposals for consultation and a list of investment/cost pressures by Proud outcome, along with a draft capital programme over the period 2023/24 to 2026/27.

This report is attached at item 6b.

## Maximising Outcomes through Budgeting 2023/24 onwards

Our approach to budget setting was established for 2022/23 with overall financial savings expected to be delivered via Proud activity. For 2023/24 Proud work streams will continue to provide the 'enablers' to allow Directorates to deliver through Service Transformation Plans (STP's).

Directors and their Heads of Service were tasked with completion of new STP's linking their current and future service delivery with Council priority outcomes as per the Council Plan. This will allow for identification of potential transformation activity and associated savings for future financial years. Those identified to date are outlined within this report, with the need for further review to close the financial gap from 2024/25 onwards.

The Council Plan direction of travel approach will set out how the budget will be aligned to deliver the desired outcome i.e., through different amounts of delivery, coordination, influencing, signposting or regulating. A review of the current delivery model will be undertaken alongside the direction of travel and re-prioritised where appropriate to maximise value for money and overall delivery of outcomes and ensuring the 2023/24 onwards budget is built and developed on this moving forward.

### Investment / cost pressures

Further to the changes in assumptions, the draft budget 2023/24 – 2026/27 includes provision for growth and investment of c.£111m (£50.52m of this is in 2023/24). Those investments relating to the remit of this Committee are shown at **Appendix 1** and total £66.12m over 4 years.

### Savings proposals

The Proud service transformation plans have identified £9.02m of financial benefit for 2023/24, in addition to the £7.28m identified in the budget report to Council in February 2022. There is also £1.95m identified for 2024/25 (in addition to £1.15m already identified), £854k for 2025/26 and £844k for 2026/27. Benefits / savings are classified into two categories:

1. Policy Proposals - which require an Executive decision to proceed, and which will be referred for public consultation and equality impact assessment. These total £1.16m in 2023/24.
2. Operational Proposals – savings which officers have delegations to implement; examples include restructures, back-office savings, operational efficiencies. These total £15.14m in 2023/24 (£19.94m over the four years).

Some proposals require investment to support delivery which will only be allocated if the relevant saving proposal is included within Cabinet's final budget report in February, once consultation and equality impact assessment has concluded.

Savings proposals outlined in the report to Cabinet on 14 December 2022 will ensure a balanced budget for 2023/24. Directors continue to work on identifying additional options for Members consideration through the STP process, and a further report will be presented to Cabinet outlining further options to balance the budget for 2024/25 onwards. A work stream review of the STP's is taking place to ensure that they maximise opportunities from the Proud

ways of working and capabilities, and therefore capture the full benefits; to ensure they capture innovative thinking; and to challenge any opportunities to accelerate identified savings.

Those savings proposals relating to the remit of this Committee are shown at **Appendix 2** and total £8.62m over 4 years.

### Net investment / savings

The following summarises the net investment (investment less savings) by Directorate for 2023/24.

<b>Net Investment/savings by Directorate 2023/24</b>	<b>Investment £m</b>	<b>Savings £m</b>	<b>Net £m</b>
Adult Social Care, Public Health and Hub	8.00	(2.25)	5.75
Children's Services	13.41	(2.68)	10.73
Children's - Customer Engagement	0.45	(0.88)	(0.44)
Economy, Environment and Communities	1.53	(3.43)	(1.90)
Resources and Transformation	2.21	(1.68)	0.53
Central / Capital Financing*	24.92	(5.37)	19.56
<b>Total Net Investments by Directorate</b>	<b>50.52</b>	<b>(16.30)</b>	<b>34.23</b>

\*Central investment includes £12.5m of pay and pension costs which will be allocated to services following a detailed review of salary budget requirements, and £6.92m Social Care Grant which will be allocated to support both Adults and Children's Social Care when the allocations are confirmed. Central savings include £4.47m for Customer Access Management which will be allocated to services once plan finalised.

Therefore, when central investments are taken into account, most Directorates will see a net increase in budgets.

### Draft Capital Programme

The draft capital programme for 2023/24 is balanced and totals £110.09m. It sets out new capital investment funded from the council's own resources of £66.86m (funded by capital receipts and borrowing) and externally funded schemes of £43.23m (funded by capital grants). In addition, the report sets out a further three years of indicative proposals to 2026/27.

Those council funded schemes relating to the remit of this Committee are shown at **Appendix 3** totalling £69.39m over 4 years, and external funded schemes of £16.81m at **Appendix 4**.

### **Contact Officers:**

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## APPENDIX 1

### Summary of New Growth and Investment 2023/24 to 2026/27 aligned to Proud Outcomes relating to the remit of this Committee

Directorate	Ref No	Details of Growth by outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's Services, Education & Customer Engagement	7	Crisis support - to support Walsall residents in crisis	0	500,000	0	0
	8	Walsall Connect Programme - to support the voluntary and community sectors to deliver services in the local communities	375,000	0	0	0
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>375,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
<b>We get things right, first time and make all services accessible and easy to use</b>						
Children's Services, Education & Customer Engagement	17	Reduction in housing benefit admin grant	48,677	46,148	43,840	40,000
	18	Reduction in council tax support grant	23,895	22,701	21,566	20,000
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>72,572</b>	<b>68,849</b>	<b>65,406</b>	<b>60,000</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
Economy, Environment & Communities	20	Additional capacity to deliver equalities training	15,000	0	0	0
Resources & Transformation	21	Cloud / Microsoft licences and infrastructure costs	874,000	55,000	750,400	31,520
	22	Review of and redesign of legal services	423,000	0	0	0
	23	Additional capacity for Finance strategic partnering ( <a href="#">linked to saving OP29</a> )	0	276,039	0	0
	24	Develop in house capacity within the Applications and Digital Team in order to meet increasing demands on the service and deliver digital opportunities	333,382	308,762	0	0
	25	Growth and pro-active use of Organisational Development function including Human Resources Business Partners	248,699	0	0	0
	26	Additional business support capacity to support the Children's Family Safeguarding Model	168,842	0	0	0
	27	Elections restructure and additional capacity to meet the requirements of the new Elections Act 2022	89,739	0	0	0
	28	Investment in strategic / higher level Financial Transactions management capacity	75,000	0	0	0
Central / Capital Financing	29	Capital financing / Minimum Revenue Provision review	2,502,870	1,202,650	(133,042)	600,000
	30	Revenue implications of capital programme	0	250,000	250,000	250,000
	31	Energy	1,000,000	(600,000)	0	0
	32	Connected working - Proud work stream activity to drive change within the organisation	246,000	0	0	0
	33	Pay / pension provision *	12,453,515	8,490,162	8,602,419	7,473,914

	<b>34</b>	Combined Authority contribution for Metro	228,237	232,802	705,458	242,207
	<b>35</b>	Cost of living / demand provision	1,487,370	1,500,000	1,500,000	1,500,000
	<b>36</b>	External audit fee increase	90,000	0	0	0
Directorate	<b>Ref</b>	<b>Details of Growth by outcome</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
Central / Capital Financing	<b>37</b>	Social Care grant funding expenditure - held centrally to be used for Adults & Children's pressures whilst allocations and conditions are awaited. Fully offset by grant. *	6,916,047	3,966,000	0	0
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>27,151,701</b>	<b>15,681,415</b>	<b>11,675,235</b>	<b>10,097,641</b>
<b>Our communities will be more resilient and supportive of each other</b>						
Economy, Environment & Communities	<b>48</b>	Interpretation, Translation and Transcription - communication in alternative formats to ensure improved accessibility for customers	25,000	0	0	0
	<b>49</b>	Community Cohesion communication and partnership - to manage demand for social cohesion and integration	150,000	0	0	0
	<b>50</b>	Additional capacity to cover growing demand to build capacity in Community Association's network to implement the CXS (Walsall Connected)	40,000	0	0	0
	<b>51</b>	Capacity within Making Connections Walsall to ensure residents have access to local support to reduce their loneliness and isolation	155,000	0	0	0
<b>Total Our communities will be more resilient and supportive of each other</b>			<b>370,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Growth and investment relating to the remit of this Committee</b>			<b>27,969,273</b>	<b>16,250,264</b>	<b>11,740,641</b>	<b>10,157,641</b>

\*Central investment includes £12.5m pay/pension cost which will be allocated to services following the detailed review of requirements, and £6.92m Social Care Grant which will be allocated to support both Adults and Children's Social Care when the allocations are confirmed.

## APPENDIX 2

### Benefits Realisation (Savings) for Proud activity by Outcome 2023/24 to 2026/27 relating to the remit of this Committee

#### A: Summary of Policy Proposals by Outcome 2023/24 – 2026/27

Directorate	Ref No	Detail of Policy Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's Education & Customer Engagement	P2	Expiry of Sandwell & Walsall Citizen Advice (CAB) grant funding agreement	(240,000)	0	0	0	(240,000)
<b>Total People can access support in their community to keep safe and well &amp; remain independent at home</b>			<b>(240,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(240,000)</b>
<b>Total Policy Proposals relating to the remit of this Committee</b>			<b>(240,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(240,000)</b>

#### B: Summary of Operational Proposals by Outcome 2023/24 – 2026/27

Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's Education & Customer Engagement	OP6	Temporary Accommodation Rent Levels & Service Charges	(60,000)	0	0	0	(60,000)
	OP7	Increased external contributions for key initiatives in Money Home Job	(50,000)	0	0	0	(50,000)
	OP8	Housing benefits realignment of income	(200,000)	0	0	0	(200,000)
	OP9	Income generation review of grants - Afghan Citizens and Household Support grants	(332,587)	0	0	0	(332,587)
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>(642,587)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(642,587)</b>
<b>We get things right, first time and make all services accessible and easy to use</b>							
Economy, Environment & Communities	OP25	Further efficiencies relating to Customer Access Management	(96,038)	0	0	0	(96,038)
Central / Capital Financing	OP26	Council wide efficiencies relating to Customer Access Management*	(4,470,000)	0	0	0	(4,470,000)
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>(4,566,038)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,566,038)</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Resources & Transformation	OP27	Reduce IT Service Desk availability to 9-5	0	(25,000)	0	0	(25,000)
	OP28	Investment in strategic / higher level Financial Transactions management capacity - To be funded through increased recharges to external income	(75,000)	0	0	0	(75,000)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Resources & Transformation	OP29	Reduction in Finance Business Partner capacity	0	(276,039)	0	0	(276,039)
	OP30	Rationalise corporate estate to generate capital receipts and reduce maintenance and utility bills on our under-utilised assets to create opportunities for redevelopment of sites or repurposing of assets to support frontline delivery	(500,000)	0	0	0	(500,000)
	OP31	Increase traded services within Cleaning, Caretaking and Catering	(100,000)	0	0	0	(100,000)
	OP32	Renting out Civic Centre floor space to partners	(100,000)	0	0	0	(100,000)
	OP33	Rephrasing of required growth to creating a permanent team for continuity of external funding support	0	(293,000)	0	0	(293,000)
	OP34	Platinum Secure Storage	(13,000)	0	0	0	(13,000)
	OP35	Restore Offsite Storage (hard copy documents)	(1,100)	0	0	0	(1,100)
	OP36	Promotion of One Source system to Schools for sickness absence data entry	(30,000)	0	0	0	(30,000)
	OP37	Facilities Management staffing	(200,000)	0	0	0	(200,000)
	OP38	Rental income review of assets	(172,000)	0	0	0	(172,000)
	OP39	School crossing patrols - review of provision	(100,000)	0	0	0	(100,000)
	OP40	Redundant buildings provision	(250,000)	0	0	0	(250,000)
	OP41	Challenge buildings costs	(143,000)	0	0	0	(143,000)
Central / Capital Financing	OP42	Borrowing rescheduling	(897,500)	0	0	0	(897,500)
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>(2,581,600)</b>	<b>(594,039)</b>	<b>0</b>	<b>0</b>	<b>(3,175,639)</b>
<b>Total Operational Proposals relating to the remit of this Committee</b>			<b>(7,790,225)</b>	<b>(594,039)</b>	<b>0</b>	<b>0</b>	<b>(8,384,264)</b>

\*Centrally Held includes £4.47m for Customer Access Management savings which will be allocated to services once plan finalised

Total Savings Proposals	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
A - Policy Proposals	(240,000)	0	0	0	(240,000)
B - Operational Proposals	(7,790,225)	(594,039)	0	0	(8,384,264)
<b>Total Savings Proposals relating to the remit of this Committee</b>	<b>(8,030,225)</b>	<b>(594,039)</b>	<b>0</b>	<b>0</b>	<b>(8,624,264)</b>

## Draft Capital Programme 2023/24 to 2026/27 – Council Funded Schemes relating to the remit of this Committee

## Rolling Programme Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's, Education & Customer Engagement	Aids and Adaptations / Preventative Adaptations/ Supporting Independence	This project directly supports the council's: 1. Statutory requirement to provide Disabled Facility Grants (DFGs) this includes enabling the council to provide a continuous service rather than as some councils do in terms of stock-piling enquiries till new grant allocations are made to them. 2. Provision of maintenance of lifts and hoists. 3. Minor adaptation works. 4. Domestic electrical safety.	412,000	412,000	412,000	412,000
	Health Through Warmth - Tackling Fuel Poverty	To help provide a safety net for those who cannot access other funding sources and is available as a loan charged on the individuals' property that is repaid upon sale or relevant transfer of their home. For this sum per year, it could offer 28 new boiler systems and 25 boiler repairs. Also helps secure continued investment from external agencies in tackling fuel poverty and excess winter deaths in the borough.	75,000	75,000	75,000	75,000
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>						
Council Wide	Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year	1: Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2: Statutory testing of gas and electrical systems in buildings. 3: Control of Legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 4: Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 5: Demolition of redundant buildings to provide saleable assets and increase market value of sites. 6: General repair & maintenance of buildings, historic buildings, aiding relocations. 7: Self-insured property damage – insurance excess. 8: Risk Management - unforeseeable events.	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Rolling Programme Schemes</b>			<b>1,487,000</b>	<b>1,487,000</b>	<b>1,487,000</b>	<b>1,487,000</b>

## Prior Year approval schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
<b>Resources and Transformation</b>	Replacement of 'tablet' technology	A 'tablet replacement rollout' programme is required and it will be phased over 2024/25 and 2025/26. Allocation of £2.25m approved in 2022/23. Further allocation of £2.25m rephased from 2023/24 to 2024/25 & 2025/26	0	1,125,000	1,125,000	0
	Card payments, Digital Website	To ensure the council remains compliant and allows for citizens to pay for services online.	100,000	100,000	0	0
	Telephony - Cloud based system	Transfer all of our incoming phone lines to new technology, potentially replace desk phones with headsets and implement Microsoft telephony.	150,000	0	0	0
	Maintaining a safe and secure environment	Hardware & software upgrades to maintain compliance for current standards e.g. BACS software & open banking compliance.	200,000	0	0	0
<b>Total Prior Year Approval Schemes</b>			<b>450,000</b>	<b>1,225,000</b>	<b>1,125,000</b>	<b>0</b>

## Development Investment

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
<b>Council Wide</b>	Development investment	Funding for development investment opportunities. This to include additional match funding costs if required to support projects in planning / development, subject to approval of a full business case by Cabinet to access these funds. Cabinet report includes an indicative list of development schemes.	19,707,407	23,895,407	5,664,750	1,371,688
<b>Total Development Investment</b>			<b>19,707,407</b>	<b>23,895,407</b>	<b>5,664,750</b>	<b>1,371,688</b>

## New Capital Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
Resources and Transformation	Proud card payments, digital website etc) Corporate Card Payments Platform	Need additional funding: This project set out to replace the 20+ year old "middleware system (LGOL)" and to provide a corporate payments platform easily accessible to our residents and staff. There has been a reliance on 3rd party specialists throughout this implementation and this will continue until the end of the project with knowledge transfer taking place.	800,000	0	0	0
	Enabling support Services/OneSource System	Completion of Enabling Support Services Portal and integrated data source. Further investment into OneSource to maximise use of the system and integrate further with other council systems.	1,250,000	0	0	0
	Konica multi-functional device re-tender	Konica multi-functional device contract expires 23/24; options to extend the contract. Following the extension a full tender will be required during 2025/26 and devices will need to be replaced 2026/27. A resource will be required to manage the device replacement programme.	50,000	0	0	50,000
	Archiving of Systems moving to Customer Access Management being retired	Provision for archiving either systems or data within systems as and when they are retired where third party solutions are required.	100,000	100,000	100,000	100,000
	Enabling Technology	Further develop to include data changes, contract or agreements and assessment requirements.	25,000	0	0	0
	Capitalisation of Capital Finance Team	Capitalisation of the team to enhance capital monitoring, financing and strengthen programme delivery.	261,000	261,000	261,000	261,000
	Refurbishment Investment in Civic/Council House	Costs to refurbish and re-furniture the Civic/Council House site to deliver the newly agreed floor layouts and improved collaboration and training areas to meet corporate and service needs regarding hybrid working and presence with a purpose to achieve required changes across the site to meet present and future corporate and service needs.	750,000	0	0	0
	Digital and Technology Service (DaTS) Staffing Capitalisation	DaTS will grow the internal team and knowledge to deliver capital projects which will reduce external consultants moving forward.	668,875	654,854	654,854	0
	Replacement of 'tablet' technology	A 'tablet rollout' programme will be completed in 2025/26 enabling agile working and the adoption of Office 365. These will need replacement starting in 2026.	0	0	0	900,000

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Resources and Transformation	Android Replacement programme	These devices will need to be replaced every 2-3 years as the versions of android become unsupported (an android replacement carried out in 2022/23).	0	200,000	0	0
	Data Back-up/Security replacement & Cloud Data back up	The current on-premise tape back-up solution will be end of life in 2024/25 - a replacement solution will be required to ensure that data is secured in line with the council's retention policy and to also ensure that it can be recovered should there be a disaster.	0	0	450,000	0
	WiFi Access Points and Licences	WiFi access points and associated licences have a 4 year lifespan in which they are compliant with PSN standards. In order to retain the council's PSN certification the Access Points and Licences will need to be replaced on a 3-4 yearly basis.	0	0	80,000	0
	Chip & Pin Devices	Chip & Pin Devices and associated licences have a 4 year life span in which they are compliant with PCI standards. In order to retain the council's PCI Compliance, the Chip & Pin Devices and Licences will need to be replaced on a 3-4 yearly basis.	0	0	30,000	0
Central	Minor capital schemes <£100k	To fund minor capital schemes.	500,000	500,000	500,000	500,000
<b>Total New Capital Schemes</b>			<b>4,404,875</b>	<b>1,715,854</b>	<b>2,075,854</b>	<b>1,811,000</b>

<b>Total Draft Capital Programme – Council Funded Schemes within the remit of this Committee</b>	<b>26,049,282</b>	<b>28,323,261</b>	<b>10,352,604</b>	<b>4,669,688</b>
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### Development Schemes – consideration and funding subject to business case approval

- **Temporary Accommodation** - Significant Capital investment into current temporary accommodation blocks or acquisition budget to purchase relevant properties across the borough if available to support a dispersed accommodation strategy and improve outcomes.
- **Additional cameras** - Additional coverage for crime and anti-social behaviour.
- **Continuation of Enabling Technology** - established to provide a core technology platform which would support the council's transformation.
- **Transforming Social Care System** - Adults and Children's use a number of Social Care Systems which are currently hosted in the Council's on-premise data centre. Should the data centre fail, these critical systems will not be accessible.



## Draft Capital Programme 2023/24 to 2026/27 – External Funded Schemes relating to the remit of this Committee

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's, Education & Customer Engagement	Disabled Facilities Grant	This project directly supports the council's statutory requirement to provide disabled facility grants (DFGs). The project has a direct positive impact on the number and subsequent varied costs to the council from the increasing level of demand for home adaptations.	3,314,771	3,314,771	3,314,771	3,314,771
	Integrated Community Equipment Store (ICES)	Supplies equipment to people with both a social care and a health need on an assessed needs basis. This is a pooled budget between the CCG and the council, this capital funding will be used to purchase this equipment which will enable people to return home or continue to remain at home. This now forms part of the Better Care Fund (BCF) for which the council is host. (Department of Health).	888,000	888,000	888,000	888,000
<b>Total Draft Capital Programme - External Funded Schemes within the remit of this Committee</b>			<b>4,202,771</b>	<b>4,202,771</b>	<b>4,202,771</b>	<b>4,202,771</b>

## Cabinet – 14 December 2022

### Draft Revenue Budget and Draft Capital Programme 2023/24 – 2026/27 including the impact of the Autumn Statement 2022

<b>Portfolio:</b>	Councillor M Bird – Leader of the Council (Lead Portfolio)
<b>Related Portfolios:</b>	All
<b>Service:</b>	Finance – council wide
<b>Wards:</b>	All
<b>Key decision:</b>	No
<b>Forward plan:</b>	Yes

#### 1. Aim

- 1.1 To provide an updated medium term financial outlook, draft revenue budget for (including savings proposals for consultation) and draft capital programme for 2023/24 to 2026/27, and set out the process and timescale for setting a legally balanced budget for 2023/24. The impact of the Government's Autumn Statement on 17 November 2022 on our financial forecast is also included, where known.

#### 2. Summary

- 2.1 The 2022/23 budget was approved by Council on 24 February 2022, and is monitored and reported to Cabinet throughout the year to address any performance issues and manage key risks and pressures as they arise. 2022/23 has been a particularly challenging year, with the impact of the cost of living crisis and post Covid-19 reset, impacting on service delivery and finances. Emerging service pressures have required action to be taken to limit the council's financial exposure. These actions continue to ensure that the budget is balanced at year-end, with a sufficient level of reserves to manage existing liabilities and any potential new risks which may arise in 2023/24. Where pressures continue into 2023/24, they are incorporated into this report.
- 2.2 The report covers the four year period 2023/24 to 2026/27, including:
- An update on the Medium Term Financial Outlook (MTFO), based on known pressures and estimated assumptions for 2023/24 to 2026/27;
  - Proud savings proposals identified to date to deliver a balanced budget for 2023/24 and savings in relation to 2024/25 to 2026/27;
  - A draft capital programme for 2023/24 to 2026/27;
  - The timeline for the setting of the revenue budget and capital programme, including stakeholder consultation and equality impact assessments (where required).

- 2.3 The Council continues to experience the impact of Covid-19 and the ongoing challenge imposed by unprecedented cost of living increases - felt on services and the council's finances, including the impact on costs - pay, contracts, energy and fuel in particular - and income levels and some delays to delivery of approved budget savings. Any known on-going financial impact arising in 2022/23 has been addressed in year or as part of this budget cycle. Our MTFO has been updated for all known pressures, including best professional assumptions around the cost of living increase and residual impact of Covid-19.
- 2.4 The Autumn Statement was announced on 17 November 2022 and, whilst it has provided some further detail for 2023/24, the impact on our financial forecasts remain uncertain until we formally receive further policy documents, as referred to in the statement, and our provisional core grant settlement which is expected in late December 2022, and which will be included in the final budget report to Cabinet and Council in February 2023. This report includes the impact of the Autumn Statement announced on 17 November 2022, where known.
- 2.5 The Council is legally obliged to set a one year balanced budget (2023/24), however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability. This report presents a balanced budget for 2023/24, subject to changes arising from the settlement yet to be received. A number of savings proposals are also included for 2024/25 to 2026/27, with further options being identified to allow for a balanced budget over the period 2024/25 to 2026/27 aligned to the Council Plan and Proud activity.
- 2.6 The 2023/24 draft budget assumes a 2.99% general council tax increase. This is in line with Government referendum limits announced in the Autumn Statement on 17 November 2022, with the option to increase by a further 2% for the Adult Social Care Precept.
- 2.7 To ensure the budget process and delivery of savings is informed by a clear purpose and key council priorities, the Council Plan and Proud objectives are being used to shape future service delivery proposals through Proud service transformation plans.
- 2.8 The draft capital programme for 2023/24 totals £110.09m. It sets out new capital investment funded from the council's own resources of £66.86m (funded by capital receipts and borrowing) and externally funded schemes of £43.23m (funded by capital grants) and represents a balanced programme for 2023/24. In addition, the report sets out a further three years of indicative proposals to 2026/27. Despite reductions in capital funding in recent years and going forward, the draft capital programme contains significant investment into highways, education, and into Adult Social Care and housing to support vulnerable households through Health through Warmth and provision of aids and adaptations.
- 2.9 The council's Medium Term Financial Framework (MTFF), reviewed regularly by Cabinet, is the framework within which the council's financial planning and management is undertaken and its budget set. The main objectives of the Framework are to set out how the council will structure and manage its finances now and in the future and to ensure this approach facilitates delivery of the council's aims and objectives.
- 2.10 The final budget, including: any changes arising from consultation and equality impact assessments of saving proposals; referendum principles and tax base changes; the

S151 Officers S25 Statement on the Robustness of the Budget Estimates and the Adequacy of Reserves, recommended levels of reserves and contingencies; and the final allocation of direct Government funding and other specific grants, will be presented to Cabinet on 8 February 2023 for recommendation to Council, and will be considered by full Council on 23 February 2023.

### **3. Recommendations**

Cabinet are requested to:

- 3.1 Note, as a basis for consultation, the revised financial assumptions and projections within the draft revenue budget, the uncertainty around core funding, and that these assumptions will change as the budget progresses. Along with savings already identified and reported within the Budget report to Council in February 2022, this represents a balanced budget for 2023/24.
- 3.2 Note the implications from the Chancellors Autumn Statement announcement on 17 November 2022 as set out in section 4.18-4.20 and that any financial implications arising once the Provisional (and Final) Settlement is received will be included in the budget report to Cabinet on 8 February 2023.
- 3.3 Note that the medium term financial outlook position assumes an increase in council tax of 2.99% in 2023/24 and 2024/25 and 1.99% in the following 2 years, the assumed level of “reasonableness” in respect of the current referendum principles.
- 3.4 Approve that the further 2% increase for Adult Social Care, permitted by the Autumn Statement be consulted on, with a report back to Cabinet on the outcome of that consultation.
- 3.5 To note the policy savings proposals for 2023/24 as set out in Appendix 2A and agree that they proceed to formal consultation, reporting back to Cabinet for a decision once consultation and equality impact assessment are complete.
- 3.6 Approve the operational savings proposals for 2023/24 to 2026/27 set out in Appendix 2B of this report, and instruct officers to implement these under officer delegations, subject to any required consultation, equality impact assessment, and any changes arising as a result of the latter two.
- 3.7 Approve as a basis for consultation the current draft capital programme for 2023/24 to 2026/27 in section 4.32 to 4.48, and Appendices 3 to 5 - £110.09m for 2023/24 with a further £208.05m over the 3 year period 2024/25 to 2026/27.
- 3.8 Note that the level of contingency funds and general reserves will be set in line with the levels contained within the council’s MTF, the final level to be based on a detailed risk assessment, which will be reported to Cabinet and Council in February 2023 for approval.
- 3.9 Refer the budget for statutory consultation with national non domestic rate (NNDR) payers in respect of the current and available council tax assumptions in line with the referendum principles announced in the Autumn Statement 2022.

3.10 Refer this report to Scrutiny Overview Committee on 7 February 2023, to enable the Committee's comments to be considered by Cabinet. All Scrutiny Committees will also receive proposals relating to the individual remit of each Committee.

#### **4. Know - Context**

##### **Key Timeline**

4.1 The approach to budget setting for 2023/24 and the associated timeline were reported to Cabinet on 20 July 2022 and can be accessed at the following link: [Approach to Budget Setting](#). This was based on this report being considered by Cabinet in October 2022, which has been deferred until now to enable full consideration of Government funding announcements received to date and allow a review of the impact of cost of living assumptions on the revised forecasts. The following sets out the key activities and revised reporting dates, following publication of this report:

- Stakeholder consultation commencing 15 December 2022, including employee and trade union consultation, noting that full implementation of draft policy savings proposals identified within this report are subject to consultation and equality impact assessment;
- Statutory consultation with Non-domestic ratepayers (NNDR) payers;
- Overview and Scrutiny Committees will receive the draft revenue budget and draft capital programme with subsequent feedback to Cabinet on 8 February 2023;
- Budget briefings for political groups and independent and non-affiliated members, as required;
- Council tax base to be approved by the S151 Officer by January 2023;
- Receipt of the final settlement late January / early February 2023;
- Recommendation of the final budget to Council by Cabinet on 8 February 2023;
- Council set the final budget envelope (statutory determinations), council tax and capital programme on 23 February 2023.

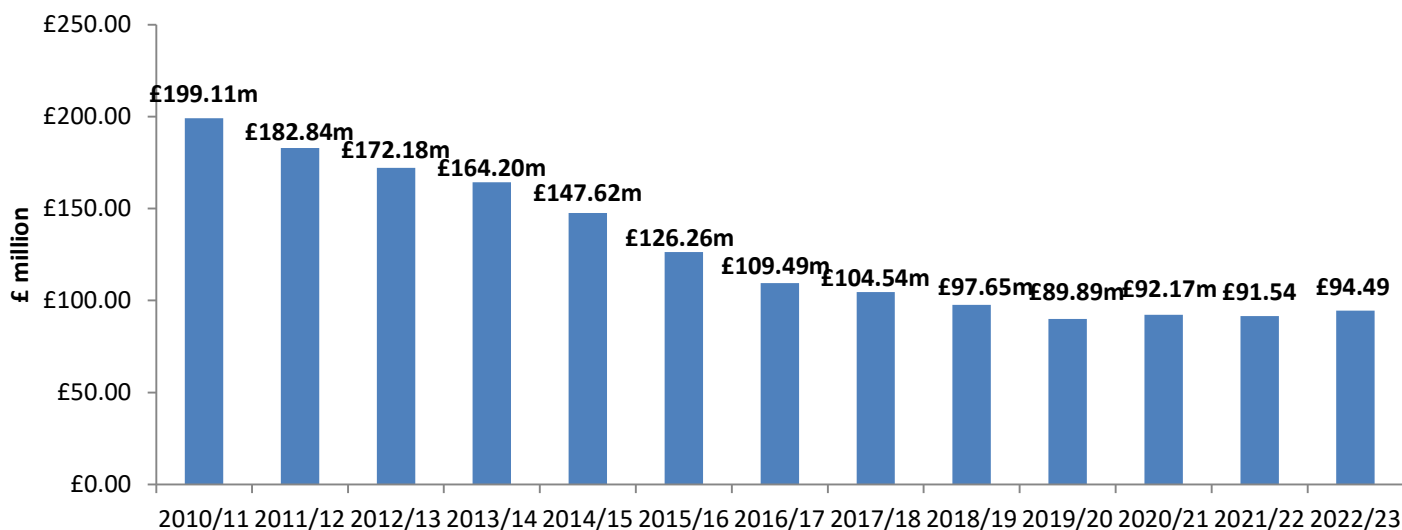
##### **Walsall's Financial Context**

###### Government central funding and business rate retention

4.2 Like all other public sector bodies, Walsall has seen Government grant funding reduce since the Emergency Budget of 2010 when the Government set out its initial plans to reduce the overall Government deficit. This has continued in successive Government Spending Reviews until 2020/21 when the one year Spending Round confirmed that no Government department would see a cut to its budget with all being increased by at least inflation for that year. This approach continued for 2021/22 and 2022/23. The Government announced a one-year local Government finance settlement for 2022/23 only. The Spending Review (SR21) on 27 October 2021 set out the economic forecast and departmental budgets for the three year period 2022/23 to 2024/25, so we were expecting some clarity over funding for the period to 2024/25 in the final settlement, which was not forthcoming. It has now been confirmed that there will not be a further Spending Review for 2022 which will result in no overall change to departmental expenditure budget envelopes for 2023/24 and 2024/25. Whilst overall funding increased for 2022/23, a heavy reliance was placed on individual authorities' ability to raise a local Adult Social Care precept through council tax, and provision of one-off rather than recurring grant funding. Given the heavy reliance on Walsall Council on Government grant funding a more sustainable, longer term financial solution is required from Government to support future [Page 67 of 126](#) financial stability.

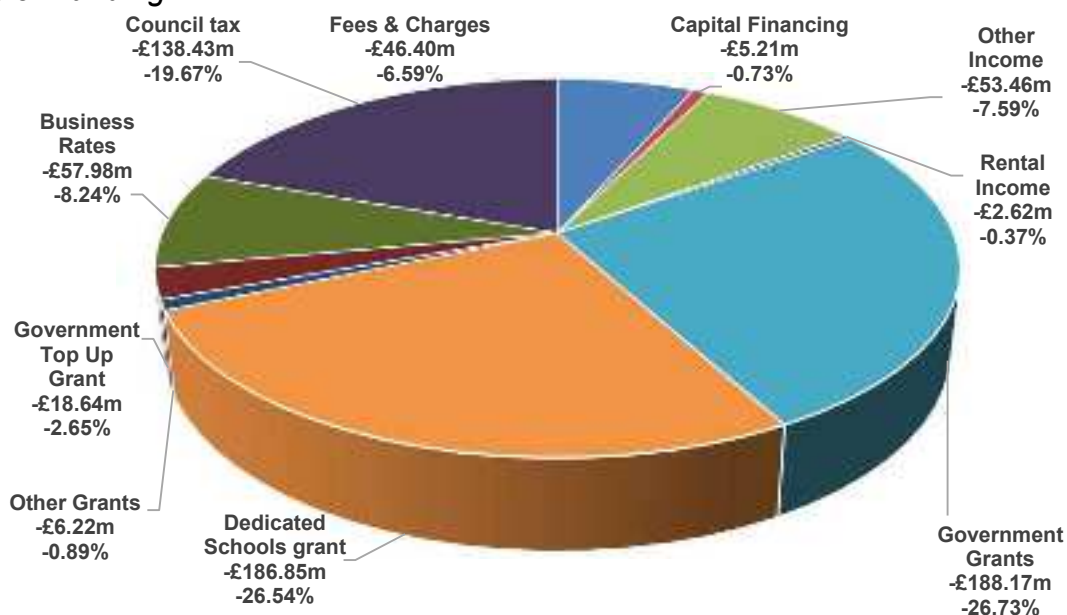
4.3 Government austerity measures have meant our direct funding has reduced considerably from 2010, with a loss of core revenue funding (revenue support grant, top up grant and business rates, net of rolled in grants) of c£104.62m to 2022/23. There remains considerable uncertainty in Government funding going forward from 2023/24 as we await further detail after the Autumn Statement 2022 and the Settlement in late December.

### Core Government Funding 2010/11 to 2022/23



4.4 Walsall receives much (c64%) of its c£704m of funding for 2022/23 from central Government, including the core Funding Settlement - 11% (a combination of local business rates retention through 100% business rates pilot within the West Midlands, and top up grant direct from Government), core Schools Grant - 26% (dedicated schools grant(DSG) which is passported direct to schools) and Government grants for specific services - 27% (Housing Benefit, Public Health, Better Care Fund etc). Income is summarised in the following pie chart.

### Sources of Funding:

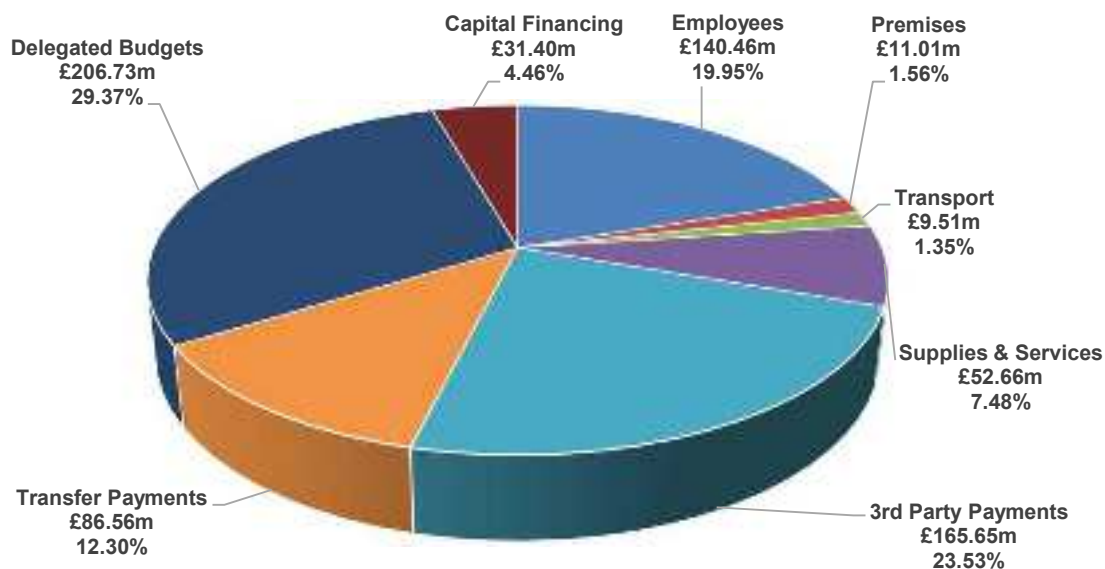


- 4.5 The Government replaced the way it funds councils with a new scheme known as Business Rate Retention (BRR) from April 2013. A review of the scheme by Government to amend the % of retained business rates from 49% to 75% was due to be finalised by 2021/22 was abandoned in November 2021 as it went against the Governments levelling up agenda and announced that they would look at introducing a new mechanism for redistributing funding to the authorities most in need. This has still to be introduced and nothing is expected to change in relation to 2023/24.
- 4.6 From 2017/18, Walsall has been part of the West Midlands Combined Authority (WMCA) 100% business rate retention (BRR) pilot. Government agreed that this would be at 'no detriment' to participating authorities; however, there remains some uncertainty as to the future final impact of national policy in respect of BRR. Walsall assumes we will continue with 100% business pilot for 2023/24 onwards at this point in time until we have any further direction.
- 4.7 Government set Walsall a baseline figure under the business rates retention scheme which is made up of the business rates local share and top up grant. The baseline for 2023/24 has not yet been announced and final figures will be reported to Cabinet in February 2023 following the settlement and our final estimate of business rates income. Volatility in business rates will need careful monitoring throughout the year, particularly the ongoing impact of the pandemic on businesses.
- 4.8 BRR and top up grant equate to 10.89% of our total funding. Along with other Government grants (public health, Better Care Fund, Adult Social Care grant etc but excluding DSG), the total equates to 37.62% of the council's funding (excluding schools).
- 4.9 The future financial environment continues to be challenging for councils for 2023/24 and beyond, with significant uncertainties in future grants, including public health, better care fund, etc. Whilst Walsall can now keep business rates generated within their area rather than pooling for national redistribution, this benefit is limited by other parts of the funding mechanism, such as Government top slicing of funds to meet new burdens, safety net authorities, national capitalisation targets, etc and the additional risk of reliance on collection rates. Additionally, as part of BRR, the Government were consulting on transferring additional responsibilities to local authorities but again no announcement have been made at this time. This could lead to further pressures if these are not fully funded.
- 4.10 The council's second largest source of funding is council tax (19.67% of the council's gross spend is funded from council tax), which continues to be subject to Government restrictions on the amount that can be raised from this income stream, previously through 'capping', and now through the referendum principles. The budget currently assumes council tax increases of 2.99% in 2023/24 and 2024/25 and 1.99% in the following 2 years.
- 4.11 Alongside reductions in funding, the council also faces increasing cost pressures, due to increasing demand (for example, as a result of welfare reforms reducing individuals disposable incomes further, larger numbers of older people requiring support to remain independent, etc) and new burdens imposed by Government, but without the corresponding full funding given. There is also considerable pressure in relation to the cost of living impact on pay, energy, contracts/third party spend in particular. Where there is a known on-going impact this has been addressed as part of this budget. This report includes the known impact of the Autumn Statement announced on 17 November

2022 based on information released to date. The full impact of these on our financial position in future years is unknown at this point so risks are increased.

In relation to how this funding is spent, the following pie charts provide further detail.

### Gross expenditure by type of expenditure



### Notes

- *Transfer payments include expenditure such as housing benefits, rent allowances and social services direct payments – for example payments for which no goods or services are received in return by the local authority.*
- *Delegated budgets include budgets for schools, community associations and allotments.*
- *Third Party Payments include payments to external contractors.*

### Gross expenditure by outcome

Proud activity is developed around the following ten key outcomes, aligned to the Council Plan five key areas of focus:

Economic;

1. Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place;
2. Education, training and skills enable people to contribute to their community and our economy;

People;

3. People can access support in their community to keep safe and well and remain independent at home;
4. People are supported to maintain or improve their health, wellbeing and quality of life;

Internal focus;

5. We get things right, first time and make all services accessible and easy to use;
6. The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring;

Children;

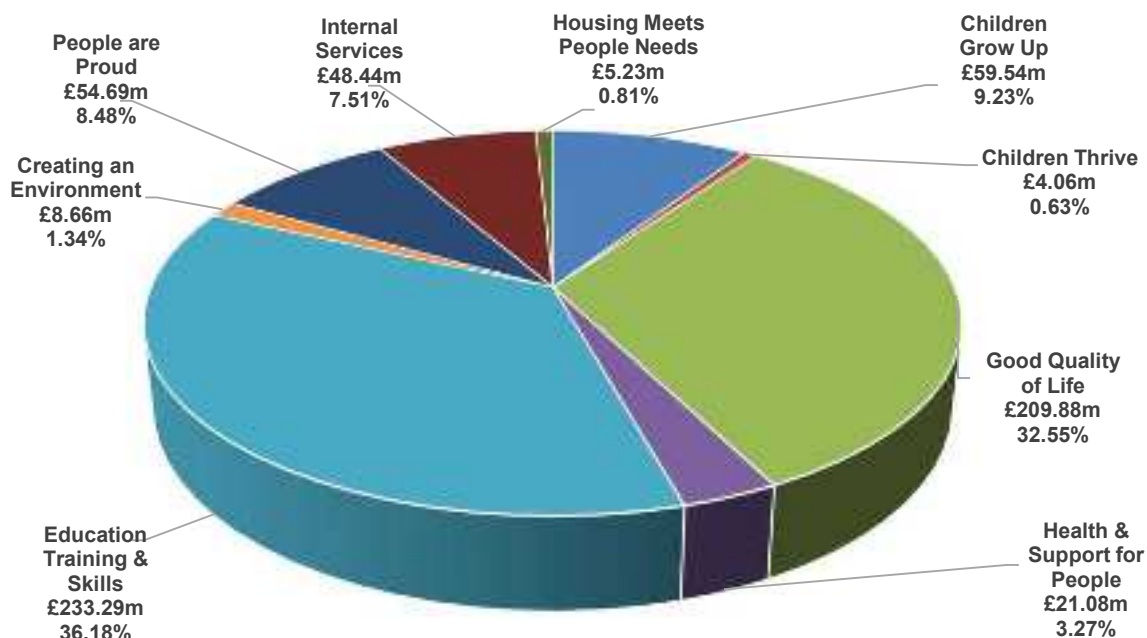
7. Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential;
8. Children and young people grow up in connected communities and feel safe everywhere;

Communities;



9. Our communities will be more resilient and supportive of each other;
10. The people of Walsall feel safe in a cleaner, greener Borough.

Council services are aligned to the above outcomes. The following summarises the 2022/23 gross expenditure by outcome as reported in the budget report to Council in February 2022 (linked to previous council outcomes). This will be updated for 2023/24 based on revised outcomes as above.



4.12 In summary the main areas of uncertainty and pressure are:

- The existing and future unknown impact of the cost of living crisis on council services, including the rising costs of inflation (RPI increase of 12.6% and CPI 10.1% announced for September 2022). This will impact all services through pay, energy, street lighting, fuel, borrowing rates, contracted services etc.;
- The residual impact of Covid-19, including ongoing cost pressures and reductions in income as a result of an ongoing reduced take up of council services;
- Continued reductions in core Government grant funding, for example:
  - Impact of the review of full business rate retention (BRR) and revaluation;
  - Impact of the future review of Relative Needs and Resources (formerly the Fair Funding Review) to include the setting of new baseline funding allocations, subject to confirmation;
  - Funding for 2023/24 as there is no spending review in 2022 which will result in Government departments staying within their current spending limits (provisional settlement for 2023/24 expected in late December 2022);
  - Impact of funding beyond 2023/24 uncertainty on whether a further year may also be announced for 2024/25 as part of the settlement in December 2022;
  - Continuation or otherwise of other specific grants e.g. public health, improved Better Care Fund, troubled families, etc;
- Increases in demand:
  - From an ageing population, increases in care package costs and the ongoing impact of Covid-19 have put a strain on local authority systems both in financial and operational terms. For example, Adult Social Care packages and placements costs have risen by £12.54m from £68.70m in 2017/18 to £81.24m in August

2022/23 – an increase of 18.25%;

- Children and young people in care - March 2018, there were 930 children and young people receiving care or support from the local authority (644 children in care / 286 other support) with an average cost per placement of £735 per week for children in care and £141 per week for other support. In comparison, as at the end of September 2022, numbers had risen to 1,100 (647 children in care / 453 other support) with average costs of £1,618 per week for children in care and £340 per week for other support. Placements costs have risen by 120% in the past four years whilst children in care numbers have increased by 18.3%.

The biggest impact on costs has been within external residential placements which have risen from an average cost of £3,802 per week in March 2018 to £5,773 in October 2022. The number of children has also increased from 32 in March 2018 to 74 in October 2022. The rise in placement costs is mainly due to changes in legislation, increased numbers of complex cases and shortage in placements.

For information, other support includes placements such as supported accommodation, special guardianship orders, care leavers & residence orders.

- Government's continued reliance on individual council's ability to raise income through council tax increases, rather than providing national ongoing funding to support social care pressures, etc;
- Welfare reform, including universal credit;
- The impact of the delayed adult social care reforms;
- Increased corporate costs, including costs in relation to pay and pensions.

4.13 Since the Emergency Budget 2010, the council has reduced its spending by £249m over the period 2010/11 to 2022/23, £105m from a reduction in Government grant and £144m from cost pressures. In considering future resource allocation, funding for the development of services will need to be met from the redirection of existing resources, reducing existing spend and the identification of new or revised income sources. The council will need to continue to do things differently and do different things, and in some case stop doing things that are not in line with Council Plan priorities.

## **Draft Revenue Budget 2023/24 to 2026/27**

### Budget Approach / Framework

4.14 Cabinet on 20 July 2022 approved the budget approach for 2023/24 to 2026/27 (and can be accessed at [Approach to Budget Setting](#)). This was based on this report being considered by Cabinet in October 2022, which has been deferred until now to enable full consideration of Government funding announcements received to date. An amended timeline is summarised at section 4.1. Resources are allocated and budgets set within a framework of protocols and guidelines, in particular the Council Plan and MTFF. Decisions have to be made about how to achieve a balanced budget in the context of the needs of the borough and also to ensure that we continue to care for the most vulnerable in our communities. Whilst it is recognised that full Council will only set the council tax bands for 2023/24 in February 2023, the budget will continue to take a four year view, allowing for a more strategic focus to service re-design and savings aligning the finances more directly to the objectives, outcomes and markers of success of the council and maintaining/improving performance against these.

## Maximising Outcomes through Budgeting 2023/24 onwards

- 4.15 Our approach to budget setting was established for 2022/23 with overall financial savings expected to be delivered via Proud activity. For 2023/24 Proud work streams will continue to provide the 'enablers' to allow Directorates to deliver through Service Transformation Plans (STP's).
- 4.16 Directors and their Heads of Service were tasked with completion of new STP's linking their current and future service delivery with Council priority outcomes as per the Council Plan. This will allow for identification of potential transformation activity and associated savings for future financial years. Those identified to date are outlined within this report, with the need for further review to close the financial gap from 2024/25 onwards.
- 4.17 The Council Plan direction of travel approach will set out how the budget will be aligned to deliver the desired outcome i.e. through different amounts of delivery, coordination, influencing, signposting or regulating. A review of the current delivery model will be undertaken alongside the direction of travel and re-prioritised where appropriate to maximise value for money and overall delivery of outcomes and ensuring the 2023/24 onwards budget is built and developed on this moving forward.

## Autumn Statement and MTFO Impact

- 4.18 Whilst the Government's Spending Review (SR21) on 27 October 2021 set out the economic forecast and departmental budgets for the three year period 2022/23 to 2024/25, a one year final settlement followed for 2022/23 only. It was announced on 28 September 2022 that there will not be a spending review in 2022 and that Government departments will be limited to existing departmental spending limits. The Government were committed to giving local Government a two year settlement for the period 2023/24 to 2024/25 but we await confirmation of this. Our current funding and cost assumptions are set out in this report, therefore they are subject to change.
- 4.19 The final settlement for 2022/23 announced on 7 February 2022 stated that the Government would not proceed with the implementation of the Review of Relative Needs and Resources (formerly the Fair Funding Review) and 75% Business Rates Retention in 2022/23. At the time of this report there has not been any further indication if or when any changes will occur and therefore this report is based on the current funding formulas. Government may outline their plans as part of the 2023/24 provisional settlement, although it is considered unlikely that any changes will come into effect in 2023/24. The reset of accumulated business rates growth also did not take place in 2022/23 but the revaluation and transfer from local lists to the central list is now expected to be implemented from 1<sup>st</sup> April 2023. Any changes to the value of income we collect in business rates as a result of the revaluation and transfers from the central list will be compensated for within the Government top up grant. It is unknown at this time what the impact of the revaluation and transfers from central list will be but expected to be a net nil impact on the budget. Any updates will be reported in future budget reports.

The Autumn Statement was announced on 17 November 2022. There has been a strong market reaction to the announcements initially made in the Chancellors mini budget on 23 September 2022, particularly on inflation and interest rates, with most key announcements rescinded as a result. Whilst the Autumn Statement announcement has provided some detail for 2023/24, the impact on our financial forecasts remain uncertain until we formally receive our provisional core grant settlement which is expected on 21

December 2022. Additionally, Government advised that a policy statement would be published by the end of November/Early December to provide further information on allocations and social care grants. Government confirmed a cash protected (as opposed to a real terms including inflation) settlement in line with SR21 for the next 2 years, meaning no reduction on the overall figures previously provided, but no further uplifts for additional cost of living pressures. Some additional *specific* funding has however been announced within the below.

4.20 The following summarises the key announcements and known impact on our financial position.

#### *Council Tax*

- Further council tax flexibilities, including increasing the core referendum limit for increases in council tax to 3% per year from 2023/24, with councils with social care responsibilities being able to increase the Adult Social Care precept by up to 2% per year. Further details will be provided in the Settlement.

#### *Core Funding*

- Service grant reduced by £200m following the NI levy removal. The distribution method and allocations for the remaining grant are to be provided with the Settlement.

#### *Business Rates*

- Business rates revaluation will take place from April 2023, updating rateable values for non-domestic properties in England. Increased rate bills will be supported by £13.6 billion transition relief over the next 5 years. English Local Authorities will be fully compensated for the loss of income as a result of these business rates measures and will receive new burdens funding for administrative and IT costs. The business rates multipliers will be frozen 2023-24 at 49.9 pence and 51.2 pence. This calculation incorporates the 2023 revaluation. Treasury assure us that councils will be compensated for the loss of CPI inflation on rates.

#### *Other Direct Funding*

- An increase in direct social care grant of £5.1 billion over the next 2 years (excluding additional council tax);
- Delaying the planned Adult Social Care charging reforms from October 2023 to October 2025, with the funding for implementation retained in council budgets to help them meet current pressures;
- Additional £1bn of grant for Better Care Fund (£600m) and discharge & other pressures (£400m). BCF is expected to be split between the Integrated Care Board (ICB) and the council. Council allocations could be in the region of £1.8m (BCF) and £2.4m (Discharge).
- An extension to the Household Support Fund over 2023/24.
- The distribution methodology for the above, along with allocations and conditions of use are expected to be available by 21 December and any flexibilities or allocations will need to carefully balance existing and new pressures.

#### *Public Sector Pay*

- The increase in National Living Wage confirmed, from £9.50 per hour, to £10.42 per hour from April 2023.

### Infrastructure Initiatives

- The Government will refocus the Investment Zones programme to “catalyse a limited number of high potential clusters”, working with local stakeholders, to be announced in the coming months. The existing expressions of interest will therefore not be taken forward.

### Medium Term Financial Outlook (MTFO) and Revisions to Assumptions

4.21 Following national and local changes since the 2022/23 to 2025/26 budget was set in February 2022, the MTFO has been rolled forward (with 2026/27 added), reviewed and updated to reflect ongoing changes in council demand during the current year and updated projections of future demand and income. It has also been updated to reflect changes in core and local funding. The resulting council tax requirement arising from funding and investment assumptions from 2023/24 to 2026/27 is shown in **table 1**.

<b>Table 1: Council Tax requirement</b>				
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council tax Requirement</b>	<b>138.43</b>	<b>143.85</b>	<b>149.17</b>	<b>153.18</b>
<b>Cost Pressures:</b>				
Growth / Investment ( <b>Appendix 1</b> )	50.52	25.40	19.41	15.53
Savings plans identified ( <b>Appendix 2</b> )	(16.30)	(3.10)	(0.85)	(0.84)
Other savings to be identified – see movements in table 2 below	0.00	(13.85)	(12.56)	(8.54)
<b>Other movements / funding changes:</b>				
Other changes including base budget adjustments, grants, income	(20.06)	(5.17)	(0.37)	(0.24)
Core Funding changes	(16.51)	(0.72)	(2.33)	(2.37)
Collection fund (surplus) / deficit	0.28	0	0	0
Transfer to / (from) reserves	7.49	2.76	0.71	0.58
<b>Revised Council Tax Requirement</b>	<b>143.85</b>	<b>149.17</b>	<b>153.18</b>	<b>157.30</b>
<b>Council Tax Increase – General</b>	<b>2.99%</b>	<b>2.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>Council Tax Increase – Adult Social Care precept</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

Primarily, investment covers:

1. *Provision for pay and pensions (corporate cost pressures) and contractual inflation:*
  - Annual pay increase and provision for pay increments;
  - Impact of pension auto-enrolment and tri-annual employer pensions contributions based on the latest valuation information;
  - Provision for contractual increases;
  - Managing the cost of energy and fuel price changes as a result of the cost of living impact.
2. *Demand, demographic changes and managing market conditions within Services (demand led cost pressures):*
  - Increases in placements/costs for Looked after children;
  - Increased care packages/costs within Adult Social Care arising from an increased ageing population with more complex care needs, linked to Adult Social Care, Better Care Fund and Hospital Discharge funding announced in the Autumn

Statement on 17 November 2022;

- Investment to vulnerable resident's in crisis;
- Support to the Adult Social Care market;
- Increase in the number of clients requiring home to school transport;
- Increases in fostering and Special Guardianship Orders fees;

3. *Other service based pressures/investments:*

- Investment to deliver change and new ways or working through Proud transformation;
- Reductions in grants such as housing benefit administration grant and council tax support grant;
- Capacity to cover additional responsibility on the local authority for elective home education and admission appeals, and attendance responsibilities introduced in new legislation;
- Reduction in traded services income from schools;
- Fall out of Economic Growth Programme funding from March 2023;
- Review of funding for Resilient Communities;
- Management of the council's obligations for climate change;
- Review of ICT infrastructure requirements including Cloud/ licences and associated resources;
- Review of resources within Support Services (Finance, Human Resources, Legal, Elections).

4. *Other central provisions:*

- Review of the capital financing, treasury debt and investment portfolio;
- Revenue implications of the capital programme.

4.22 **Tables 2 and 3** summarise the movements in the MTFO, including changes to investments, resulting in a revised saving requirement (MTFO gap – **table 2**). Further detail is provided in the following sections on revised assumptions. This would amend the original MTFO as follows, with a gap over the period of £61.30m (£34.71m original plus revised assumptions impact of £26.59m) in total, including £35.97m of savings to be identified.

<b>Table 2: Movement in Saving requirement / Gap</b>					
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27*</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Savings required per Council February 2022 (in line with original MTFO)	12.24	11.53	10.94	0.00	34.71
Revised savings requirement as above	16.30	16.95	13.41	9.38	56.04
<b>Variance – increase (decrease)</b>	<b>4.06</b>	<b>5.42</b>	<b>2.47</b>	<b>9.38</b>	<b>21.33</b>

<b>Table 3: Movement in savings requirement - detail</b>					
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27*</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Savings required per Council February 2022</b> (in line with original MTFO)	12.24	11.53	10.94	0.00	34.71
<b>Funding changes</b>					
Funding changes / other changes	(8.63)	0.42	(3.43)	7.22	(4.42)
<b>Changes to investment / growth</b>					
Service investment / pressures	9.08	2.52	1.80	0.79	14.19
Cost of living / inflation pressures	2.56	(0.48)	0.17	0.24	2.49
Central pressures	(1.50)	2.41	3.83	0.97	5.71
New Asks	2.55	0.55	0.10	0.16	3.36
<b>Savings identified / to be identified</b>	<b>16.30</b>	<b>16.95</b>	<b>13.41</b>	<b>9.38</b>	<b>56.04</b>

\* 2026/27 has been added to the rolling MTFO for the first time and therefore was not included in the February budget report.

The main changes in MTFO assumptions are as follows:

#### Funding changes

- Removal of a core funding reduction of £850k in 2023/24 and then c£3.5m per annum, with a cash flat assumed Settlement, confirmed as based on SR21;
- Business rates changes as a result of revaluation are awaited. CPI inflation compensation has been assumed at 6%;
- Lower Tier services grant and New Homes Bonus grant continue at 2022/23 levels;
- Services grant confirmed to continue, but at a reduced level in 2023/24 following the removal of the NI levy;
- The implications of the 2 year delays to Adult Social Care charging reform will be reviewed on publication of the policy statement announced as being available from late November/early December, and included within the final budget report;
- The additional grants (Adult and Children's Social Care, Better Care Fund and discharge grants) announced during the Autumn Settlement are assumed, for the purposes of this draft budget, to be supporting new pressures and new investment in these areas, and are therefore net nil to the MTFO until allocations, distribution methodology and conditions are published with the provisional Settlement in late December 2022;
- The additional 2% council tax levy for Adult Social Care announced as part of the Autumn Settlement, will be subject to consultation and is not included within the draft budget.

#### Changes to Investment / Growth

The impact of cost-of-living pressures i.e. rises in inflation rates, energy costs and pay costs were not known when the budget was set. Work continues to understand the full impact of this on all areas of the authority including contract costs.

The following changes have been made to the forecasts:

#### *Service investment pressures (full details in Appendix 1):*

- A forecast net increase in social care demand of £5.18m in 2023/24, with net reductions of £1.86m in 2024/25, £3.18m in 2025/26 and £1.17m in 2026/27, inclusive of Adult Social Care, Better Care, and Hospital Discharge funding announced in the Autumn Statement on 17 November 2022;

- Increase in children's services placement and care costs due to expected changes in demand of £12.6m in 2023/24, including a review of Special Guardianship orders, and additional local authority responsibility for elective home education and school admissions;
- Provision for foster care inflation of £500k in 2023/24 and c£45k from 2024/25;
- Children's investment of £300k in 2023/24 to fund the expansion of the Education, Health & Care Plan team;
- Increase in HUBS and connected working investment of £399k from 2023/24;
- ICT cloud licences and resources of £430k in 2023/24 with a further £309k in 2024/25;
- Economic Growth Programme investment of £1.9m to be reprofiled from 2023/24 to 2024/25 due to expected carry over of reserves;
- Crisis Support of £500k reprofiled from 2023/24 to 2024/25;
- Support in the community of £385k in 2023/24, including interpretation, translation and transcription; equalities; community cohesion; support to voluntary sector; Making Connections Walsall; community resetting grant;
- Supporting climate change of £100k in 2023/24;
- Children's supporting families grant of £1m expected to continue from 2023/24;
- Review of resources within Support Services (Finance, Human Resources, Legal, Elections) of £1m in 2023/24, with an additional £276k in 2024/25.

*Cost of living / inflation pressures:*

- Reprofiled energy prices, ensuring additional provision of £1m in additional energy costs from 2023/24, with a further £400k from 2024/25;
- Contractual inflation within Adult Social Care of £1.57m in 2023/24, with £1.37m in 2024/25 and £2.3m thereafter;
- Forecast increase in fuel costs of £275k in 2023/24, reducing to £150k in 2024/25, £75k in 2025/26 and falling out in 2026/27.

*Central pressures/ reductions:*

- Increase in pay provision by a further 2% in 2023/24, plus ongoing funding of the 2022/23 pay offer;
- Additional £1m per annum for pay for incremental drift;
- Reduction in revenue contribution to capital budget by £500k in 2023/24 and £250k thereafter, due to current budget levels/ reserves expected to be sufficient in the short term;
- Contribution to Combined Authority in 2025/26 of £468k;
- Increase in Combined Authority Transport Levy 2% per annum;
- Removal of contribution to redundancy reserve budget for 2024/25 only as the reserve is expected to be sufficient to fund these one-off costs, with reinstatement to £1m over 2 years from 2025/26;

4.23 Further to the changes in assumptions, the draft budget 2023/24 – 2026/27 includes provision for growth and investment of c£111m (£50.52m in 2023/24), as shown in **Appendix 1**. Assumptions will be kept under continual review and are expected to change as the budget process progresses. Core funding will be updated on receipt of the draft and final Settlements and allocations of specific grants.

*MTFO Savings Requirements*

4.24 Our approach to budget setting was established in 2020 with overall financial savings expected to be delivered via Proud activity. For 2023/24 Proud work streams will continue to provide the 'enablers' to allow directorates to deliver their service



transformation plans. As set out in **table 2** above, the changes in assumptions reflected in the updated MTFO changed the quantum of the funding gap, with the savings required to be delivered over the period 2023/24 to 2026/27 set out below, a total of c£56.04m.

2023/24 - £16.30m  
2024/25 - £16.95m  
2025/26 - £13.41m  
2026/27 - £9.38m

### Walsall Proud Benefit Opportunities

4.25 The council's Reset Action Plan was agreed by Cabinet on 16 June 2021 aligned to the Walsall Proud Promises and Council Plan outcomes that builds on the new ways of working expedited by the Covid-19 pandemic and guides the work of the council over the coming months. It builds on the blended working principles approved by Personnel Committee in April 2021, and presents a Reset Action Plan for the council that capitalises on the progress made using technology and digital working, it enables the continuation of opportunities introduced over the last two years, and aligns to the tangible delivery of the 3 Proud Promises, which aim to:

- **Improve outcomes and customer experience**
  - To minimise the need for physical interactions with citizens through the use of digital / virtual technologies leading to more inclusive and flexible service access (i.e. 24 hour self-service);
  - To consider the closure of services that don't contribute well to delivering outcomes or reducing inequality;
  - To build in and embed resilience to future waves of Covid-19 or shocks;
  - Use of technology and digitalisation to streamline processes and reduce costs.
- **Improve employee satisfaction and engagement**
  - To maintain the health and wellbeing of employees;
  - To enable employees to work in the most flexible ways e.g. use new technologies, acknowledge presenteeism as an old way of working, review policies and procedures where needed;
  - Support equalities and diversity and the employee survey action plan.
- **Improve service efficiency and performance**
  - To enable new ways of working to minimise our estate footprint (within reasonable parameters e.g. not adopt hot-desking policy whilst covid-19 remains a risk);
  - To focus on achieving financial sustainability for the organisation through cost reduction and income generation;
  - To promote an outcome focussed culture.

4.26 The Walsall Proud business case set out up to £70.26m of ongoing saving opportunities (cashable and non-cashable), of which savings to date are as follows:

- Delivered 2020/21 - £1.19m;
- Approved for delivery during 2021/22 - £28.89m (£26.62m after adjusting for one-offs of £2.28m) with some reprofiled into 2022/23 due to the delay in implementation mainly as a result of the impact of the pandemic;
- Approved for delivery in 2022/23 - £18.86m;
- £648k of benefits identified but not approved by Cabinet;

- Identified for delivery in 2023/24 - £16.30m in this report;
- Totalling £63.62m, leaving a further £6.64m available to be delivered. Given the savings requirement identified in this report, it is expected that the full £70.26m of Proud savings opportunities as set out in the original business case should be delivered by 2024/25.

### Service Transformation Planning process

4.27 As part of the Reset process, the council identified an opportunity to bring together Proud activity and the work taking place in each directorate in response to Covid-19. Proud activity supported directors to develop service transformation plans (STPs) to deliver both financial and non-financial benefits. Each Director was asked to prepare an STP identifying:

- The strategic direction of travel for their service(s);
- How the service(s) would deliver against the 3 KPIs of the Proud Programme;
- How each service would use the new ways of working delivered by the Programme to deliver the 3 KPIs;
- Savings to be delivered.

4.28 This process enabled directors to consider the practical application of the original Proud business case within their individual area and as a result generate the budget options set out within this report for 2023/24 onwards. This work is required as the council continues to seek to address the budget position for 2023/24 and the years beyond. For a period, the council will be required to manage the implementation of STP's whilst continuing to deliver new ways of working through the work streams, for example, implementation of the Customer Access and Management capability is underway at the same time as director's will be seeking to use that capability as part of delivering their plans. This will put additional strain on resourcing throughout the organisation and will require a joined up approach to change management.

### Summary of Savings identified

4.29 The Proud service transformation plans have identified £9.02m of financial benefit for 2023/24, in addition to the £7.28m identified in the budget report to Council in February 2022. There is also £1.95m identified for 2024/25 (in addition to £1.15m already identified), £854k for 2025/26 and £844k for 2026/27. Benefits / savings are classified into two categories:

1. Policy Proposals - which require an Executive decision to proceed, and which will be referred for public consultation and equality impact assessment. Policy proposals are shown on **Appendix 2A**, and these total £1.16m in 2023/24. Implementation of these may need to be considered on a pro-rata basis in the final budget report, due to consultation commencing in December rather than the usual October;
2. Operational Proposals – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies. These are shown at **Appendix 2B**, and total £15.14m in 2023/24 (£19.94m over the four years).

Some proposals require investment to support delivery. Such investment will only be allocated if the relevant saving proposal is included within Cabinet's final budget report in February, once consultation and equality impact assessment has concluded.

## Medium Term Financial Outlook (MTFO) and 2024 – 2027 Financial Strategy

4.30 The savings at **Appendix 2** will ensure a balanced budget for 2023/24. A gap of £13.85m remains after the delivery of the £3.10m saving identified for 2024/25, with a further £12.56m saving requirement for 2025/26 and £8.54m for 2026/27 as shown in **table 4** below. Through budget week and beyond, a number of themes were identified for prioritisation to take forward to support the 2023/24 position and also form the foundations of the medium term financial strategy, building on the work of the Proud programme. Directors continue to work on identifying additional options for Members consideration, and a further report will be presented to Cabinet outlining further options to balance the budget for 2024/25 onwards. A work stream review of the STP's is taking place to ensure that they maximise opportunities from the Proud ways of working and capabilities, and therefore capture the full benefits; to ensure they capture innovative thinking; and to challenge any opportunities to accelerate identified savings.

<b>Table 4: MTFO Outlook</b>					
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>MTFO gap</b>	<b>6.22</b>	<b>14.98</b>	<b>13.31</b>	<b>9.22</b>	<b>43.72</b>
New asks	2.47	0.44	0.05	0.05	3.01
<b>Gap if all new asks agreed</b>	<b>8.69</b>	<b>15.42</b>	<b>13.36</b>	<b>9.27</b>	<b>46.73</b>
STP savings identified from workbook submissions	-9.02	-1.95	-0.85	-0.84	-12.66
New asks - investment linked to STP's	0.08	0.11	0.06	0.12	0.35
Investment linked to STP's	0.25	0.28	0.00	0.00	0.53
<b>Current financial gap if ALL new ask and savings accepted</b>	<b>0.00</b>	<b>13.85</b>	<b>12.56</b>	<b>8.54</b>	<b>34.95</b>

4.31 Directors continue to work on the delivery plans for these future opportunities but a projection of likely work theme opportunities to be taken forward which will significantly contribute to this gap is shown in table 5 below. Additional work in identifying additional options for Members consideration, including a full review of the services the council provides and benchmarking our core and non-core services, will be included in a future report to Cabinet outlining further options to balance the budget for 2024/25 onwards and also ensuring that council funds are fully committed to delivering the council's key outcomes and priorities in the most efficient and effective ways possible.

<b>Table 5: Future Benefits by Theme</b>				
<b>Workstream / Theme</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Income Generation & Cost Recovery	(3.00)	(2.00)	(2.00)	(7.00)
Enabling Support Services including Assets	(1.00)	(1.00)	(1.00)	(3.00)
Third Party Spend	(3.00)	(2.00)	(2.00)	(7.00)
Enabling Technology	(0.50)	(0.50)	(0.50)	(1.50)
Customer Access Management	(2.00)	(1.50)	(1.50)	(5.00)
Partnerships	0.00	(0.50)	(1.00)	(1.50)
<b>Total Future Benefits</b>	<b>(9.50)</b>	<b>(7.50)</b>	<b>(8.00)</b>	<b>(25.00)</b>

## **Draft Capital Programme 2023/24 to 2026/27**

4.32 The key objective of the Capital Strategy is to deliver a capital programme that:

- Ensures the council's capital assets are used to support the delivery of priorities within the Council Plan and the council's vision;
- Links with the council's Strategic Asset Plan;
- Is affordable, financially prudent and sustainable;
- Ensures the most cost effective use is made of existing assets and new capital investment, and;
- Supports other Walsall service specific plans and strategies.

4.33 The approach to capital planning includes:

- The need to match priority capital investment decisions against the council's limited internal resources;
- To maximise external funding sources;
- To optimise borrowing where there is an agreed deliverable pay back mechanism;
- To ensure the council's health and safety, etc. commitments are adequately covered;
- To minimise the call on revenue resources.

4.34 In practical terms the basic approach is to use the Strategic Asset Plan to:

- Maintain required assets to meet the needs of the services and people that use them;
- Evaluate options for disposal of surplus assets;
- Develop sustainable, cost effective new assets in response to the council's priorities.

4.35 However there will be an increasing emphasis on:

- Investing in activity that unlocks external investment in the borough;
- Investing in service redesign to drive out long term revenue savings;
- Investing in the creation of an efficient and effective operational estate;
- Investing in assets that support the strengthening of the borough's economy;

4.36 Capital programme resources are limited. The financing for capital investment is heavily reliant on grants and funding received from the Government. The success that Walsall has had in securing a wide range of external funding may be harder to achieve as many of the sources of funding may stop or reduce.

4.37 The remaining flexibility is currently through capital receipts and borrowing. Capital receipts projections however are limited, and fully dependent on when council assets are sold. Earmarking of capital receipts beyond what we are statutorily obliged to do is not recommended without overall strategic consideration of the entire capital programme. Use of borrowing incurs ongoing revenue debt charges and impacts on council tax payers. The Chancellor is currently reviewing current borrowing regulations which may involve a cap on borrowing levels, restricting authorities' ability to fund capital expenditure.

4.38 Capital allocations and grants from Government and other sources have not, in some cases, been provided, therefore best estimates have been used, based on published information to date. Any further reduction in funding will require amendments to the draft programme.

- 4.39 Despite the above difficulties, significant investment is planned and funded over the four years to 2026/27. The council is able to fund existing commitments and has, through prioritisation of bids, resources and sound treasury management, been able to support new investment into key services, and areas of capital investment need, linked to Walsall Proud activity.
- 4.40 Cabinet determine the projects to be included within the capital programme in the light of the relative priorities and the overall impact on the revenue budget. Schemes that require use of the council's own capital resources (such as through borrowing or capital receipts), are scored and prioritised in accordance with a matrix, in order to assist the decision making process:
- For Delivery of Capital projects - alignment to local plans and strategies; deliverability; benefit to cost ratio; amount of match-funding to be levered in; commercialisation - Income generation / land sales etc. to be considered to enable funds to be recycled so that more of the pipeline can be funded in the longer term; generation of savings in the form of council tax, business rate income, revenue income or operational cost savings generated as a result of this investment to support the MTFO.
  - For Development Pool Capital projects - alignment to local plans and strategies; long term deliverability; benefit to cost ratio; and the potential for the wider scheme to secure external funding / match funding / recycling of funds i.e. commercialisation, overage, land sale etc so that more development schemes can be funded in the longer term.
- 4.41 The list of schemes included in the draft capital programme for 2023/24 to 2026/27 are shown at **Appendix 3** (council funded) and **Appendix 5** (externally funded). **Table 6** below shows the draft capital programme against available resources.

**Table 6 : Draft Capital Programme 2023/24 to 2026/27**

<b>Anticipated Capital Resources</b>	<b>2023/24 £m</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>
Capital receipts projected	1.50	1.50	1.50	1.50
General borrowing as per Council 24 February 2022	7.10	4.67	4.67	4.67
Other scheme borrowing as per Council 24 February 2022	34.60	25.80	13.04	0.00
Carry Forwards from previous years - Enterprise Zones	0.39	2.71	0.00	0.00
Revenue contribution to capital	0.02	0.02	0.02	0.02
<b>Funding as approved by Council 24 February 2022</b>	<b>43.60</b>	<b>34.70</b>	<b>19.23</b>	<b>6.19</b>
Borrowing for new schemes / development	7.93	31.04	4.28	3.87
Carry forward from 2022/23 - pipeline	15.33	0.00	0.00	0.00
<b>Total Council Funding</b>	<b>66.86</b>	<b>65.74</b>	<b>23.51</b>	<b>10.06</b>
Externally Funded Schemes	43.23	43.66	36.24	28.85
<b>Total capital resources</b>	<b>110.09</b>	<b>109.40</b>	<b>59.75</b>	<b>38.91</b>
<b><u>Draft Capital Programme</u></b>				
Rolling Programme Schemes	4.65	4.65	4.65	4.65
Prior Year Approvals	14.87	23.89	5.86	0.68
Development investment	39.09	34.82	10.45	2.44
New Capital Schemes	8.26	2.39	2.55	2.29
<b>Total Council Funded Schemes (Appendix 3)</b>	<b>66.86</b>	<b>65.74</b>	<b>23.51</b>	<b>10.06</b>
Externally Funded Schemes (Appendix 5)	43.23	43.66	36.24	28.85
<b>Total draft capital programme</b>	<b>110.09</b>	<b>109.40</b>	<b>59.75</b>	<b>38.90</b>
<b>Funding shortfall (surplus)</b>	<b>0.00</b>	<b>(0.00)</b>	<b>(0.00)</b>	<b>(0.00)</b>

4.42 Council funded schemes identified in **Appendix 3** include a refresh of the draft programme reported to Council in February 2022, with a number of projects added during 2022/23 following Cabinet approval. For 2024/25 onwards, the full impact of these projects will be reviewed, and funding revisited as part of the rolling annual budget process. There may be a number of schemes that will require match funding in year to secure external resources, which will be reviewed in year and funds drawn down as projects are confirmed. Schemes currently in the draft programme are those that have been assessed by the Council's Strategic Investment Board as meeting the Council Plan priorities and directly linked to the Strategic Asset Plan 2022-27 which was approved by Cabinet on 20 April 2022. The impact of inflation, material shortages, etc are also currently under review and will need to be accommodated from identified resources.

4.43 Capital receipts projections are based on professional estimates of property colleagues. Any additional receipts received in year (excluding those earmarked for specific schemes) will be set aside to fund any urgent requests for funding, including any match funding requirements received in year, subject to approval.

4.44 Borrowing is funded from the council's own resources – generated through savings, and/or paid for via council tax. Councils are allowed to borrow in accordance with the Treasury Management Code of Practice.

4.45 As well as those in the draft programme, there are a number of large capital schemes that are in development or planning stages. It is expected that as individual business cases are developed and considered by Cabinet and/or Council, they are then included

in the latest update of the capital programme if they are deemed to be a high priority and affordable. Funding for these will need to be identified and may be through a combination of borrowing and/or other contributions. Where practical, a payback agreement will be implemented, whereby projects should, wherever possible be self-funded over the life of the project and beyond.

4.46 A provision of £40m was approved by Council in February 2021, with a further £30m approved by Council in February 2022, a total of £70m set aside over the 5 year period 2021/22 to 2025/26 for council development investment opportunities, including emerging regeneration schemes and major capital projects. This provision has been increased by a further £30m over the period to provide funding to support those schemes in development stages as outlined at **Appendix 4**. This includes schemes where funding or match funding is required (subject to external funding bidding processes) in order for some of these projects to progress as there is insufficient headroom within the existing capital programme to fund all of these development opportunities. This provision is held centrally. Of the £100m total provision, approximately £49m has been allocated, with the remaining £51m (development investment line referred to in Appendix 3C) to be allocated. To access these funds, an outline business case is required to be endorsed by the council’s Strategic Investment Board, followed by a full business case for Cabinet approval.

4.47 For externally funded schemes, where a bidding process is required, it is assumed the full cost of the project is met from external grant and/or third party contributions. If it becomes clear during the process that this is not the case, the project cannot proceed if the external funds cannot be sourced.

### Draft Leasing Programme

4.48 The 2023/24 leasing programme totals £1.21m, summarised in **Table 7** below. Leasing minimises the call on capital resources by spreading the acquisition cost over a number of years. Revenue funds are required to finance operating leases, and are included in the revenue budget. There is expected to be a carry forward from 2022/23 which is dependent on timings on acquisition of vehicles.

<b>Table 7: Leasing Programme</b>	<b>Capital £m</b>	<b>Revenue £m</b>
Light Commercial vehicles	1.076	0.408
Refuse Vehicles	2.625	0.574
Tractors & Agricultural Implements	0.303	0.221
Welfare vehicles	0.444	0.002
<b>Total</b>	<b>4.448</b>	<b>1.205</b>

### Council Plan priorities

4.49 The budget is the financial plan supporting delivery of the organisations key objectives and priorities. The budget process is a four yearly cycle, updated annually, aiming to support delivery of council priorities and outcomes within available resources. It aims to achieve this through the delivery of efficiencies, income reviews and service reviews and redesign to redirect existing and reducing resources to areas of high council priority in order to deliver the council outcomes. This budget has been prepared using the council’s high level purpose and priorities as outlined in the approved Council Plan.

## **Risk management**

- 4.50 The budget process is governed by the overarching MTFP and Council Plan. Risk management is an integral part of this activity and is embedded in budget preparation, monitoring and forecasting to enable potential budget variances and risks to be identified early and addressed.
- 4.51 There is still uncertainty around Government funding for 2023/24 and beyond due to the lack of Government allocations beyond the short term and the uncertainty around changes arising from the Review of Relative Needs and Resources (formerly the Fair Funding Review) and Business Rates Revaluation. The MTFP continues to be regularly reviewed to ensure all significant changes are reflected.
- 4.52 It has also been announced that there will be no Spending Review this year leaving Government departments limited to their existing departmental expenditure limits (DEL) for 2023/24 which indicates there will be no additional funding to cover the rising costs.
- 4.53 Following the Autumn Statement announcement on 17 November 2022, there is a risk that funding will reduce or that further pressures will emerge into the longer term, which will require the council to address prior to setting the budget in February 2023. As the need for savings increases, the council's ability to protect services from being reduced or actually ceasing diminishes.
- 4.54 The budget is risk assessed and this is used to formulate the recommended level of contingencies and reserves. The outcome of this will be reported to Cabinet and Council in the final budget report.

## **Financial implications**

- 4.55 The council must set a balanced budget to meet its legal requirements as set out under legal implications.

## **Legal implications**

- 4.56 Under the Local Government Act, an authority must set a council tax and balanced budget, giving 14 days' notice of the council tax level prior to the date of billing. The Council must set a budget before 11 March of each year. This will include the S151 Officer's S25 Statement on the Robustness of the Budget and the Adequacy of the Reserves for which the budget provides, together with an assessment of risk.
- 4.57 The collection fund and council tax base are governed by Statutory Instrument 2012 No.2914 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The council is legally obliged to set the council tax base and notify the precepting authorities by 31 January each year.

## **Procurement Implications / Social Value**

- 4.58 There are no direct implications arising from this report. Any procurement implications as a result of the development of the budget or savings and investment proposals will be set out within the relevant proposals as they are developed.



## **Property implications**

4.59 Cabinet on 20 April 2022 approved the council's Strategic Asset Plan 2022-27. The Strategic Asset Plan is the key document which sets out the council's vision and approach for the management of its property portfolio under the Corporate Landlord model. The Corporate Landlord model approach takes a more strategic approach to property and asset management across the council, bringing together property, facilities management and commissioning responsibilities into a key enabling service under the council's new functional model. This will ultimately enable the development and implementation of an estate that supports Proud and the wider corporate objectives of the council. Any direct property implications as a result of the budget or capital programme will be set out as they are developed.

## **Health and Wellbeing implications**

4.60 This report is prepared with consideration of any impacts that any decisions would have on health and wellbeing. Any implications arising from the budget will be reported to members during budget setting along with any actions which are required to be addressed prior to implementation of budget proposals.

## **Staffing implications**

4.61 There will be some staffing implications arising from proposals within this report. The contribution of the trade unions will be important in the council achieving its key aims and objectives particularly in these challenging times. Officers and members will consult widely with them on the employee implications of service redesign and delivery.

4.62 Staff affected by proposals arising from the review of Proud activity will be supported as appropriate throughout the process and the number of redundancies will be minimised wherever possible.

## **Reducing inequalities**

4.63 Reducing inequalities is the council's vision as set out in the Council Plan. Assessing the impact of proposed organisational changes and changes to policies, procedures and services is a positive opportunity for the council to ensure good decisions are made, based on robust evidence. It is clear that the decisions taken by individual services do not operate in isolation. Thus, when making policy, it is important not just to look at the potential impact of individual measures, but also to ensure that their interaction is properly understood and that the cumulative impact is taken into account. Understanding the cumulative impact on protected groups should be a pre-requisite of any policy making process.

4.64 Under the Public Sector Equality Duty an analysis of impact on equality must contain sufficient and suitable information to enable the council to;

- Demonstrate it has given 'due regard' to the aims of the equality duty in decision making;
- Consider ways of mitigating or avoiding any adverse impacts.

4.65 The council uses an Equality Impact Assessment (EqIA) to check the lawfulness of council decisions in relation to the impact on people with certain characteristics protected by the Equality Act 2010. An EqIA must contain relevant data and sufficient

analysis to enable Members to understand the equality implications of a proposal and any alternative options before any decisions are arrived at.

- 4.66 Completing an EqIA provides a positive opportunity to ensure that the council makes better decisions, based on robust evidence and will identify any anticipated impact on residents, service users and staff that fall within the protected characteristics as defined in the Equality Act. Equality impact assessments are undertaken on service and organisational change proposals as they develop and any implications reported as they arise, to allow Cabinet to consider and make any revisions required.
- 4.67 Initial screening EqIAs are carried out on options to indicate whether full EqIAs will be required. Full EqIAs identify the outcomes, and their potential impacts, and document the reasons for this decision. There are four possible outcomes:
- A. No major change required:  
When no adverse impact is identified and all opportunities to promote equality have been taken
  - B. Adjustments are needed to adverse impact to better promote equality
  - C. Continue despite possible adverse impact:  
Compelling reasons will be needed and mitigating actions may be required to minimise adverse impact
  - D. Stop and rethink the proposal:  
When an EqIA shows actual or potential unlawful discrimination and needs to be reviewed immediately
- 4.68 If adjustments are needed or a potential adverse impact is identified, an action plan is developed to show how this will be mitigated or in exceptional circumstances, justified. EqIAs will be considered by Cabinet members, prior to any decision being made as to the final proposals to be included in the final Budget report to Council.

## **Climate Change**

- 4.69 The budget and capital programme will need to be prepared with consideration of the council's Climate Change Action Plan, and budget proposals will be assessed against the six key areas of the plan: strategy, energy, waste, transport, nature, resilience and adaptation as appropriate. Proposals within this budget included investment in the service to support the plan.

## **Consultation**

- 4.70 Section 138 of the Local Government and Public involvement in Health Act 2007 places a general duty on every local authority in England to take such steps as it considers appropriate to secure that representatives of local persons (or of local persons of a particular description) are involved in the exercise of any of its functions, among other things by being consulted about the exercise of the function. The 2010 Equality Act, whilst not imposing a specific duty to consult, lays a requirement to have due regard to the equality impact when exercising its function.
- 4.71 Consultation is an integral part of the budget process and arrangements are in place to consult with a range of communities and stakeholders as appropriate (the public, councillors, business rate payers, voluntary and community organisations, etc.). Consultation will be publicised and communicated widely via a range of methods and channels.

4.72 Consultation will be undertaken on policy related draft budget options as they develop from Proud activity and findings presented to Cabinet. Consultation will primarily be conducted online. However in order to ensure that everyone who wants to have their say is able to, in line with our Public Sector Equality Duty (PSED), alternative formats and support to respond will be provided to those who request it. Findings along with equality impact assessments will be reported to Cabinet for their consideration and to inform Cabinet's final budget recommendations to Council in February 2023.

4.73 This report will be forwarded to Overview Scrutiny Committees for consultation purposes, to allow each Committee to comment on the budget proposals within their remit.

## **5. Decide**

5.1 As set out in the legal section, councils are required to set a legal budget. This report is the first stage in that process and Cabinet are asked to approve the recommendations as set out, to allow consultation to commence.

## **6. Respond**

6.1 Following Cabinet's consideration, draft proposals will be referred for consultation as required, feedback provided to Cabinet and the council will publish the feedback and the council's response to it.

## **7. Review**

7.1 Further updates will be presented to Cabinet as required, including any feedback from consultation, in advance of the final budget report to Cabinet on 8 February 2023.

### **Summary of appendices:**

- 1 Summary of New Growth and Investment 2023/24 to 2026/27 aligned to Proud Outcomes;
- 2 Benefits Realisation (Savings) for Proud activity by Outcome 2023/24 to 2026/27;
- 3 Draft Capital Programme 2023/24 to 2026/27 – Council Funded Schemes;
- 4 List of Capital development schemes – subject to business case approval;
- 5 Draft Capital Programme 2023/24 to 2026/27 – External Funded Schemes.

### **Background papers:**

- Various financial and working papers.
- Corporate Budget Plan 2022/23 to 2025/26, incorporating the Capital Strategy; and the Treasury Management and Investment Strategy 2022/23 Onwards – Council 24 February 2022
- Corporate Financial Performance 2022/23 and approach to Budget Setting for 2023/24 - Cabinet 20 July 2022

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**Deborah Hindson**  
**Interim Executive Director of Resources**  
**and Transformation (s151 Officer)**

14 December 2022



**Councillor M. Bird**  
**Leader of the Council**

14 December 2022

## Appendix 1 - Summary of New Growth and Investment 2023/24 to 2026/27 aligned to Proud Outcomes

Directorate	Ref No	Details of Growth by outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
Economy, Environment & Communities	1	Funding of the delivery and development team following the fall out of grant funding (Economic Growth Programme) which ceases from March 2023 but can be contained from reserves for 2023/24	0	1,013,000	0	0
	2	Town Centre Officer post - to support the regeneration of the high street - funded from Public Health Grant	0	86,315	0	0
Resources & Transformation	3	Funding of the Programme Management team following the fall out of grant funding (Economic growth programme) which ceases from March 2023 but can be contained from reserves for 2023/24	0	885,150	0	0
	4	Black country consortium annual subscription - previously funded from external funding which ceases 31 March 2023 but funded from reserves for 1 year.	0	90,000	0	0
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>			<b>0</b>	<b>2,074,465</b>	<b>0</b>	<b>0</b>
<b>Education, training and skills enable people to contribute to their community and our economy</b>						
Children's Services, Education & Customer Engagement	5	Increase in demand for Home to school transport	1,095,861	841,977	1,191,977	1,000,000
Economy, Environment & Communities	6	Add capacity to support Collections, Library and Archive Service	27,500	0	0	0
<b>Total Education, training and skills enable people to contribute to their community and our economy</b>			<b>1,123,361</b>	<b>841,977</b>	<b>1,191,977</b>	<b>1,000,000</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's Services, Education & Customer Engagement	7	Crisis support - to support Walsall residents in crisis	0	500,000	0	0
	8	Walsall Connect Programme - to support the voluntary and community sectors to deliver services in the local communities	375,000	0	0	0
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>375,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>						
Adult Social Care, Public Health & Hub	9	Social Care increase in demand pressures	1,834,118	371,862	371,862	371,862
	10	Contract price uplift	1,675,785	523,855	534,332	545,018
	11	Better Care Funding iBCF2 fall out of grant funding in 2025/26	0	0	2,023,652	0
	12	Direct Payments - to cover reduction in refund income	153,000	0	0	0
	13	Adult Social Care contractual inflation based on RPXI - Housing 21	1,125,768	(293,450)	245,506	251,644
	14	A preparing for adulthood service - capacity to support statutory functions across 14/18-25 year olds and meet the transition needs of all young people	256,126	0	0	0
	15	Hospital discharge - fully funded from grant	2,385,000	1,670,000	0	0

Directorate	Ref	Details of Growth by outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Economy, Environment & Communities	16	Leisure services income shortfall - on-going impact of the pandemic (one-off)	150,000	(150,000)	0	0
<b>Total People are supported to maintain or improve their health, wellbeing and quality of life</b>			<b>7,579,797</b>	<b>2,122,267</b>	<b>3,175,352</b>	<b>1,168,524</b>
<b>We get things right, first time and make all services accessible and easy to use</b>						
Children's Services, Education & Customer Engagement	17	Reduction in housing benefit admin grant	48,677	46,148	43,840	40,000
	18	Reduction in council tax support grant	23,895	22,701	21,566	20,000
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>72,572</b>	<b>68,849</b>	<b>65,406</b>	<b>60,000</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
Adult Social Care, Public Health & Hub	19	Additional capacity - Hub linked to HUBS work stream activity	566,000	0	0	0
Economy, Environment & Communities	20	Additional capacity to deliver equalities training	15,000	0	0	0
Resources & Transformation	21	Cloud / Microsoft licences and infrastructure costs	874,000	55,000	750,400	31,520
	22	Review of and redesign of legal services	423,000	0	0	0
	23	Additional capacity for Finance strategic partnering (linked to saving OP29)	0	276,039	0	0
	24	Develop in house capacity within the Applications and Digital Team in order to meet increasing demands on the service and deliver digital opportunities	333,382	308,762	0	0
	25	Growth and pro-active use of Organisational Development function including Human Resources Business Partners	248,699	0	0	0
	26	Additional business support capacity to support the Children's Family Safeguarding Model	168,842	0	0	0
	27	Elections restructure and additional capacity to meet the requirements of the new Elections Act 2022	89,739	0	0	0
	28	Investment in strategic / higher level Financial Transactions management capacity	75,000	0	0	0
Central / Capital Financing	29	Capital financing / Minimum Revenue Provision review	2,502,870	1,202,650	(133,042)	600,000
	30	Revenue implications of capital programme	0	250,000	250,000	250,000
	31	Energy	1,000,000	(600,000)	0	0
	32	Connected working - Proud work stream activity to drive change within the organisation	246,000	0	0	0
	33	Pay / pension provision	12,453,515	8,490,162	8,602,419	7,473,914
	34	Combined Authority contribution for Metro	228,237	232,802	705,458	242,207
	35	Cost of living / demand provision	1,487,370	1,500,000	1,500,000	1,500,000
	36	External audit fee increase	90,000	0	0	0
	37	Social Care grant funding expenditure - held centrally to be used for Adults & Children's pressures whilst allocations and conditions are awaited. Fully offset by grant.	6,916,047	3,966,000	0	0
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>27,717,701</b>	<b>15,681,415</b>	<b>11,675,235</b>	<b>10,097,641</b>
Directorate	Ref	Details of Growth by outcome	2023/24	2024/25	2025/26	2026/27

			£	£	£	£
<b>Children and young people grow up in connected communities and feel safe everywhere</b>						
Children's Services, Education & Customer	38	Additional Looked after Children demand / cost pressures	10,786,348	2,460,336	2,583,751	2,351,106
	39	Foster care / Special Guardianship Order allowances and proposed change to current fostering fees	570,602	111,800	113,800	116,000
	40	Increase in social workers pay (full year impact of 2022/23 investment)	131,000	12,000	0	0
	41	Additional social workers and training for foster carers to support increase in foster care placements (linked to saving OP46)	78,000	105,000	55,000	115,000
	42	Additional capacity within internal residential services and high cost external placements (linked to reducing high cost placement costs)	92,000	0	0	0
	43	Additional capacity within Education Health and Care Plan Assessments due to increase in demand	302,020	0	0	0
	44	Capacity to cover additional responsibility on the local authority for elective home education and admission appeals and attendance responsibilities introduced in new legislation.	181,411	0	0	0
	45	Reduction in traded services attendance income target due to schools directly employing their own staff in response to the new requirements of the school attendance procedures and bill	36,388	36,387	36,387	36,387
	46	Additional capacity to deliver Special Guardianship Orders due to increased demand	140,961	0	0	0
	47	Removal of saving OP50 due to legislation changes - Development of locality partnership offer in Early Help and restructure of 'change grow live' following contract bought in house (implementation of restructure).	0	888,396	0	0
<b>Total Children and young people grow up in connected communities and feel safe everywhere</b>			<b>12,318,730</b>	<b>3,613,919</b>	<b>2,788,938</b>	<b>2,618,493</b>
<b>Our communities will be more resilient and supportive of each other</b>						
Economy, Environment & Communities	48	Interpretation, Translation and Transcription - communication in alternative formats to ensure improved accessibility for customers	25,000	0	0	0
	49	Community Cohesion communication and partnership - to manage demand for social cohesion and integration	150,000	0	0	0
	50	Additional capacity to cover growing demand to build capacity in Community Association's network to implement the CXS (Walsall Connected)	40,000	0	0	0
	51	Capacity within Making Connections Walsall to ensure residents have access to local support to reduce their loneliness and isolation	155,000	0	0	0
<b>Total Our communities will be more resilient and supportive of each other</b>			<b>370,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
Economy, Environment & Communities	52	Economy, Environment and Communities contractual inflation	590,000	590,000	590,000	590,000
	53	Increase in vehicle fuel costs	275,000	(125,000)	(75,000)	0
	54	Capacity to support the councils climate change agenda	100,000	0	0	0
Directorate	Ref	<b>Details of Growth by outcome</b>	<b>2023/24</b> £	<b>2024/25</b> £	<b>2025/26</b> £	<b>2026/27</b> £

<b>Resources &amp; Transformation</b>	<b>55</b>	Funding of the transport team costs following the fall out of grant funding (Economic growth programme) which ceases from March 2023 but can be contained from reserves for 2023/24	0	33,000	0	0
	<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>		<b>965,000</b>	<b>498,000</b>	<b>515,000</b>	<b>590,000</b>
<b>Total Growth and investment</b>			<b>50,522,161</b>	<b>25,400,892</b>	<b>19,411,908</b>	<b>15,534,658</b>

### Investment Summary by Outcome

<b>Outcome</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	0	2,074,465	0	0
Education, training and skills enable people to contribute to their community and our economy	1,123,361	841,977	1,191,977	1,000,000
People can access support in their community to keep safe and well and remain independent at home	375,000	500,000	0	0
People are supported to maintain or improve their health, wellbeing and quality of life	7,579,797	2,122,267	3,175,352	1,168,524
We get things right, first time and make all services accessible and easy to use	72,572	68,849	65,406	60,000
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	27,717,701	15,681,415	11,675,235	10,097,641
Children and young people grow up in connected communities and feel safe everywhere	12,318,730	3,613,919	2,788,938	2,618,493
Our communities will be more resilient and supportive of each other	370,000	0	0	0
The people of Walsall feel safe in a cleaner, greener Borough	965,000	498,000	515,000	590,000
<b>Total</b>	<b>50,522,161</b>	<b>25,400,892</b>	<b>19,411,908</b>	<b>15,534,658</b>

### Investment Summary by Directorate

<b>Directorate</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
Adult Social Care, Public Health and Hub	7,995,797	2,272,267	3,175,352	1,168,524
Children's Services and Customer Engagement:				
- Children's Services	13,414,591	4,455,896	3,980,915	3,618,493
- Customer Engagement	447,572	568,849	65,406	60,000
Economy, Environment and Communities	1,527,500	1,414,315	515,000	590,000
Resources and Transformation	2,212,662	1,647,951	750,400	31,520
Central / Capital Financing	24,924,039	15,041,614	10,924,835	10,066,121
<b>Total</b>	<b>50,522,161</b>	<b>25,400,892</b>	<b>19,411,908</b>	<b>15,534,658</b>



## Appendix 2 – Benefits Realisation (Savings) for Proud activity by Outcome 2023/24 to 2026/27

### A: Summary of Policy Proposals by Outcome 2023/24 – 2026/27

Directorate	Ref No	Detail of Policy Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £	
<b>Education, training and skills enable people to contribute to their community and our economy</b>								
Economy, Environment & Communities	P1	Outsource Mobile / Home Library Service	(155,000)	0	0	0	(155,000)	
<b>Total Education, training and skills enable people to contribute to their community and our economy</b>			<b>(155,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(155,000)</b>	
<b>People can access support in their community to keep safe and well and remain independent at home</b>								
Children's Education & Customer Engagement	P2	Expiry of Sandwell & Walsall Citizen Advice (CAB) grant funding agreement	(240,000)	0	0	0	(240,000)	
<b>Total People can access support in their community to keep safe and well &amp; remain independent at home</b>			<b>(240,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(240,000)</b>	
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>								
Economy, Environment & Communities	P3	Outsource Outdoor Pursuits Service to a community group	(23,776)	0	0	0	(23,776)	
<b>Total People are supported to maintain or improve their health, wellbeing and quality of life</b>			<b>(23,776)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(23,776)</b>	
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>								
Economy, Environment & Communities	P4	Increase in bulky waste charges from £10 to £30 for up to 3 items, £50 for 4-6 items and £70 for 7-9 items	(136,000)	0	0	0	(136,000)	
	P5	Reduce grass cutting frequencies	(40,000)	0	0	0	(40,000)	
	P6	Rewilding of all urban grassed areas - to manage public grassed open spaces and verges for biodiversity rather than visual appearance. Most areas would only receive one cut per year; however pitches, visibility splays, paths and edges would be cut more often.	(352,348)	0	0	0	(352,348)	
	P7	Increase resident and business parking permit charges by 20%	(3,300)	0	0	0	(3,300)	
	P8	Introduce charge for advisory disabled parking bays [£90 one off to align with Sandwell]	(2,850)	0	0	0	(2,850)	
	P9	Part night lighting - reduce energy consumption by 20%	(40,000)	0	0	0	(40,000)	
	P10	Garden waste collection - 2 weekly from May-Nov	(100,000)	0	0	0	(100,000)	
	P11	Modified winter maintenance service - the same roads will be gritted but split into 5 routes rather than 6	(30,000)	0	0	0	(30,000)	
	P12	Parking dispensation charging of £15 per vehicle per day	(19,500)	0	0	0	(19,500)	
	P13	Reintroduce staff parking charges – reduction from £45 to £15 per month	(18,000)				(18,000)	
	<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>(741,998)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(741,998)</b>
	<b>Total Policy Proposals</b>			<b>(1,160,774)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,160,774)</b>

## B: Summary of Operational Proposals by Outcome 2023/24 – 2026/27

Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	OP1	Income generation review of fees and charges - increase planning development charges by 5%	(1,385)	0	0	0	(1,385)
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>			<b>(1,385)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,385)</b>
<b>Education, training and skills enable people to contribute to their community and our economy</b>							
Children's Education & Customer Engagement	OP2	Home to School Transport review of contracts and route optimisation	(300,000)	0	0	0	(300,000)
	OP3	Increase top slice of Basic Need capital Funding Block	(96,000)	0	0	0	(96,000)
Economy, Environment & Communities	OP4	Regeneration & Economy team review	(260,193)	0	0	0	(260,193)
	OP5	Income generation review of fees and charges - increase library hire and lettings by 5%	(761)	0	0	0	(761)
<b>Total Education, training &amp; skills enable people to contribute to their community &amp; our economy</b>			<b>(656,954)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(656,954)</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's Education & Customer Engagement	OP6	Temporary Accommodation Rent Levels & Service Charges	(60,000)	0	0	0	(60,000)
	OP7	Increased external contributions for key initiatives in Money Home Job	(50,000)	0	0	0	(50,000)
	OP8	Housing benefits realignment of income	(200,000)	0	0	0	(200,000)
	OP9	Income generation review of grants - Afghan Citizens and Household Support grants	(332,587)	0	0	0	(332,587)
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>(642,587)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(642,587)</b>
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>							
Adult Social Care, Public Health & Hubs	OP10	Demand - Develop and deliver additional support to Carers	(240,934)	(270,241)	0	0	(511,175)
	OP11	Shared lives - foster care provision	(116,277)	(142,812)	0	0	(259,089)
	OP12	Public health grant utilisation	(204,678)	0	0	0	(204,678)
	OP13	Learning disability joint funding tool	(954,000)	0	0	0	(954,000)
	OP14	Full year effect of extension of existing client reviews and reduction in costs of new client packages	(674,841)	0	0	0	(674,841)
	OP15	Income generation review of grants - Section 75 grant	(59,780)	0	0	0	(59,780)
Economy, Environment & Communities	OP16	Enhancement of Darlaston Pool - implement new water features to improve teaching pool facilities and attract 'new business' - linked to capital investment	(15,000)	0	0	0	(15,000)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Economy, Environment & Communities	OP17	Development of Oak Park office space to create more functional fitness space to expand classes - linked to capital investment	(50,000)	0	0	0	(50,000)
	OP18	Improvement to Direct Debit collection processes	(10,000)	0	0	0	(10,000)
	OP19	Review of coffee shop operations	(10,000)	(10,000)	(10,000)	0	(30,000)
	OP20	Develop new concessions in more parks	(5,000)	0	0	0	(5,000)
	OP21	Increase rental income from Park Lodges	(5,000)	0	0	0	(5,000)
	OP22	Above inflation increase to fees and charges	0	(20,000)	0	0	(20,000)
	OP23	Income generation review of fees & charges - increase bereavement charges by 5%, registrars & interment fees by 3%	(187,292)	0	0	0	(187,292)
	OP24	Income generation review of fees & charges - increase active living by 5%; dry sports by 2%	(52,182)	0	0	0	(52,182)
<b>Total People are supported to maintain or improve their health, wellbeing &amp; quality of life</b>			<b>(2,584,984)</b>	<b>(443,053)</b>	<b>(10,000)</b>	<b>0</b>	<b>(3,038,037)</b>
<b>We get things right, first time and make all services accessible and easy to use</b>							
Economy, Environment & Communities	OP25	Further efficiencies relating to Customer Access Management	(96,038)	0	0	0	(96,038)
Central / Capital Financing	OP26	Council wide efficiencies relating to Customer Access Management	(4,470,000)	0	0	0	(4,470,000)
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>(4,566,038)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,566,038)</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Resources & Transformation	OP27	Reduce IT Service Desk availability to 9-5	0	(25,000)	0	0	(25,000)
	OP28	Investment in strategic / higher level Financial Transactions management capacity - To be funded through increased recharges to external income	(75,000)	0	0	0	(75,000)
	OP29	Reduction in Finance Business Partner capacity	0	(276,039)	0	0	(276,039)
	OP30	Rationalise corporate estate to generate capital receipts and reduce maintenance and utility bills on our under-utilised assets to create opportunities for redevelopment of sites or repurposing of assets to support frontline delivery	(500,000)	0	0	0	(500,000)
	OP31	Increase traded services within Cleaning, Caretaking and Catering	(100,000)	0	0	0	(100,000)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Resources & Transformation	OP32	Renting out Civic Centre floor space to partners	(100,000)	0	0	0	(100,000)
	OP33	Rephasing of required growth to creating a permanent team for continuity of external funding support	0	(293,000)	0	0	(293,000)
	OP34	Platinum Secure Storage	(13,000)	0	0	0	(13,000)
	OP35	Restore Offsite Storage (hard copy documents)	(1,100)	0	0	0	(1,100)
	OP36	Promotion of One Source system to Schools for sickness absence data entry	(30,000)	0	0	0	(30,000)
	OP37	Facilities Management staffing	(200,000)	0	0	0	(200,000)
	OP38	Rental income review of assets	(172,000)	0	0	0	(172,000)
	OP39	School crossing patrols - review of provision	(100,000)	0	0	0	(100,000)
	OP40	Redundant buildings provision	(250,000)	0	0	0	(250,000)
	OP41	Challenge buildings costs	(143,000)	0	0	0	(143,000)
Central / Capital Financing	OP42	Borrowing rescheduling	(897,500)	0	0	0	(897,500)
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>(2,581,600)</b>	<b>(594,039)</b>	<b>0</b>	<b>0</b>	<b>(3,175,639)</b>

**Children and young people grow up in connected communities and feel safe everywhere**

Children's Education & Customer Engagement	OP43	Extension of Strengthening Families, Protecting Children Model	(75,000)	0	0	0	(75,000)
	OP44	Adolescent Service - Turning Point	(560,000)	0	0	0	(560,000)
	OP45	Further Recruitment & Retention of internal Foster Carers	(260,000)	0	0	0	(260,000)
	OP46	Specialist Foster Placements	(392,000)	0	0	0	(392,000)
	OP47	Sibling Groups of 4+	(200,000)	0	0	0	(200,000)
	OP48	Review of Non-Staffing Costs across Children's Social Care	(100,000)	0	0	0	(100,000)
	OP49	Efficiencies from the utilisation of existing	(329,373)	0	0	0	(329,373)
	OP50	Development of locality partnership offer in Early Help & restructure of 'change grow live' following contract bought in house (implementation of restructure). Investment 48 proposes that this saving is removed.	0	(888,396)	0	0	(888,396)
	OP51	Foster care placements	(370,000)	(600,000)	(600,000)	(600,000)	(2,170,000)
	OP52	Specialist foster carer placements	0	(244,000)	(244,000)	(244,000)	(732,000)
<b>Total Children and young people grow up in connected communities &amp; feel safe everywhere</b>			<b>(2,286,373)</b>	<b>(1,732,396)</b>	<b>(844,000)</b>	<b>(844,000)</b>	<b>(5,706,769)</b>
Directorate	Ref No	Detail of Operational Proposals by Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £

**Our communities will be more resilient and supportive of each other**

Economy, Environment & Communities	OP53	Income generation review of fees and charges - increase Arts Centre hire and lettings by 12%; bar commission fees by 15%	(7,463)	0	0	0	(7,463)
	<b>Total Our communities will be more resilient and supportive of each other</b>		<b>(7,463)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,463)</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	OP54	Charge developers for travel plans (this was approved in 2022/23 budget and deferred for 1 year only)	(30,000)	0	0	0	(30,000)
	OP55	Street lighting energy savings	(728,000)	(263,000)	0	0	(991,000)
	OP56	Increase recycling rates and reduce contamination	(452,523)	0	0	0	(452,523)
	OP57	Additional Trade Waste Income	0	(68,350)	0	0	(68,350)
	OP58	Increase domestic dropped crossing charges by 20%	(4,000)	0	0	0	(4,000)
	OP59	Increase s.38 and s.278 fees	(45,000)	0	0	0	(45,000)
	OP60	Increased bus lane/ bus gate enforcement	(50,000)	0	0	0	(50,000)
	OP61	Trade waste income realignment	(130,200)	0	0	0	(130,200)
	OP62	Waste to recycling review	(300,000)	0	0	0	(300,000)
	OP63	Income generation review of fees and charges - increase grounds maintenance, trees and arboretum rents by 5%; domestic waste and street cleansing by 10%; sale of bins by 22%; vehicle testing by 2.16%; vehicle goods and services by 20%	(55,102)	0	0	0	(55,102)
	OP64	Income generation review of fees and charges - increase traffic management by 10%; street naming and numbering and skip permits by 2%	(8,944)	0	0	0	(8,944)
	OP65	Income generation review of fees and charges - increase regulatory licences and permits by 28%	(5,155)	0	0	0	(5,155)
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>		<b>(1,808,924)</b>	<b>(331,350)</b>	<b>0</b>	<b>0</b>	<b>(2,140,274)</b>	
<b>Total Operational Proposals</b>		<b>(15,136,308)</b>	<b>(3,100,838)</b>	<b>(854,000)</b>	<b>(844,000)</b>	<b>(19,935,146)</b>	

	2023/24	2024/25	2025/26	2026/27	Total
	£	£	£	£	£
<b>Total Savings Proposals</b>					
A - Policy Proposals	(1,160,774)	0	0	0	(1,160,774)
B - Operational Proposals	(15,136,308)	(3,100,838)	(854,000)	(844,000)	(19,935,146)
<b>Total Savings Proposals</b>	<b>(16,297,082)</b>	<b>(3,100,838)</b>	<b>(854,000)</b>	<b>(844,000)</b>	<b>(21,095,920)</b>

### Savings Proposals Summary by Outcome

Outcome	2023/24	2024/25	2025/26	2026/27	Total
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	£	£	£	£	£
Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	(1,385)	0	0	0	(1,385)
Education, training and skills enable people to contribute to their community and our economy	(811,954)	0	0	0	(811,954)
People can access support in their community to keep safe and well and remain independent at home	(882,587)	0	0	0	(882,587)
People are supported to maintain or improve their health, wellbeing and quality of life	(2,608,760)	(443,053)	(10,000)	0	(3,061,813)
We get things right, first time and make all services accessible and easy to use	(4,566,038)	0	0	0	(4,566,038)
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	(2,581,600)	(594,039)	0	0	(3,175,639)
Children and young people grow up in connected communities and feel safe everywhere	(2,286,373)	(1,732,396)	(844,000)	(844,000)	(5,706,769)
Our communities will be more resilient and supportive of each other	(7,463)	0	0	0	(7,463)
The people of Walsall feel safe in a cleaner, greener Borough	(2,550,922)	(331,350)	0	0	(2,882,272)
<b>Total Savings Proposals</b>	<b>(16,297,082)</b>	<b>(3,100,838)</b>	<b>(854,000)</b>	<b>(844,000)</b>	<b>(21,095,920)</b>

### Savings Proposals Summary by Directorate

Directorate	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Adult Social Care and Public Health	(2,250,510)	(413,053)	0	0	(2,663,563)
Children's Services and Customer Engagement:					
- Children's Services	(2,682,373)	(1,732,396)	(844,000)	(844,000)	(6,102,769)
- Customer Engagement	(882,587)	0	0	0	(882,587)
Economy, Environment and Communities	(3,430,012)	(361,350)	(10,000)	0	(3,801,362)
Resources and Transformation	(1,684,100)	(594,039)	0	0	(2,278,139)
Central	(5,367,500)	0	0	0	(5,367,500)
<b>Total Savings Proposals</b>	<b>(16,297,082)</b>	<b>(3,100,838)</b>	<b>(854,000)</b>	<b>(844,000)</b>	<b>(21,095,920)</b>

### Savings Proposals Summary by Proud Workstream

Workstream	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Third Party Spend	(4,940,525)	(1,520,053)	(844,000)	(844,000)	(8,148,578)
Income Generation	(4,431,202)	(391,350)	(10,000)	0	(4,832,552)
Enabling Support Services	(105,000)	(301,039)	0	0	(406,039)
Customer Access Management	(5,527,355)	(888,396)	0	0	(6,415,751)
Corporate Landlord	(1,293,000)	0	0	0	(1,293,000)
<b>Total Savings Proposals</b>	<b>(16,297,082)</b>	<b>(3,100,838)</b>	<b>(854,000)</b>	<b>(844,000)</b>	<b>(21,095,920)</b>

## Appendix 3 – Draft Capital Programme by Outcome 2023/24 to 2026/27 – Council Funded Schemes

### A: Rolling Programme Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's, Education & Customer Engagement	Aids and Adaptations / Preventative Adaptations/ Supporting Independence	This project directly supports the council's: 1. Statutory requirement to provide Disabled Facility Grants (DFGs) this includes enabling the council to provide a continuous service rather than as some councils do in terms of stock-piling enquiries till new grant allocations are made to them. 2. Provision of maintenance of lifts and hoists. 3. Minor adaptation works. 4. Domestic electrical safety.	412,000	412,000	412,000	412,000
	Health Through Warmth - Tackling Fuel Poverty	To help provide a safety net for those who cannot access other funding sources and is available as a loan charged on the individuals' property that is repaid upon sale or relevant transfer of their home. For this sum per year, it could offer 28 new boiler systems and 25 boiler repairs. Also helps secure continued investment from external agencies in tackling fuel poverty and excess winter deaths in the borough.	75,000	75,000	75,000	75,000
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>						
Economy, Environment & Communities	Memorial Safety Management in Cemeteries	The continued inspection and making safe of memorials in Walsall cemeteries and to discharge the council's duty of care within the cemeteries. Increased safety of memorials benefits the residents of Walsall by delivering a safer environment within Walsall cemeteries.	20,000	20,000	20,000	20,000
Council Wide	Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year	1: Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2: Statutory testing of gas and electrical systems in buildings. 3: Control of Legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 4: Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 5: Demolition of redundant buildings to provide saleable assets and increase market value of sites. 6: General repair & maintenance of buildings, historic buildings, aiding relocations. 7: Self-insured property damage – insurance excess. 8: Risk Management - unforeseeable events.	1,000,000	1,000,000	1,000,000	1,000,000

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
<b>Economy, Environment &amp; Communities</b>	Traffic Signals Infrastructure	The council has a statutory duty to maintain all its traffic signal infrastructure. This programme of planned pedestrian crossing replacements will ensure the safe and efficient movement of pedestrians across the borough (Traffic Management Act 2004). Also supports delivery of the council's carbon reduction targets.	200,000	200,000	200,000	200,000
	Provision of Community Dropped Crossings	These are dropped kerbs at strategic points along footways which permit access for wheelchairs, pushchairs, mobility scooters etc. to cross roads. The investment will allow the council to provide a rolling programme of community crossing points.	20,000	20,000	20,000	20,000
	Promotion of Community Health and Safety	Ongoing funding of road safety schemes, to address local community concerns, which fail to achieve the strategic priorities associated with the Local Transport Plan funding in terms of casualty reduction. In supporting the delivery of these local schemes it is possible to improve local quality of life and safety creating safer communities.	120,000	120,000	120,000	120,000
	Highways Maintenance Programme	As Highway Authority the council has a legal responsibility to maintain the highway network. Failure to do so inevitably leads to a deterioration of our roads, increasing the likelihood of accidents and would ultimately expose the council to increased risk of third party claims.	2,800,000	2,800,000	2,800,000	2,800,000
<b>Total Rolling Programme Schemes</b>			<b>4,647,000</b>	<b>4,647,000</b>	<b>4,647,000</b>	<b>4,647,000</b>



## B: Prior Year Approval Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
Economy, Environment & Communities	Enterprise Zones	Required for the Council to cash-flow borrowing costs associated with capital investment into the Enterprise Zone. Financial modelling forecasts that these costs are expected to be recovered from future business rates generated from within the zone, although the Black Country LEP are the decision making body in relation to where business rates within the zone are invested. Therefore, on the basis that the BCLEP approve that costs on Walsall sites can be recovered through the business rates mechanism, then the Council will only be required to cash-flow these costs.	387,213	6,897,852	2,435,472	0
	Future High Streets Fund	To invest in Walsall to deliver a much-needed boost to our high street at this challenging time (External funding announced by MHCLG (now DLUHC – Department for Levelling Up, Housing & Communities) on 26 December 2020.). The additional £4.49m has been added from previously reports for the refurbishment of the Saddlers Centre including the transformation of the public realm area from the centre to the bus station with additional works to the train station concourse. This will be part of the transformative investment in Walsall Town Centre around the rail and bus stations. £4.49m increase - £3.471m in 2024/25, £1.02m in 2025/26.	7,517,372	14,657,776	1,020,000	0
Resources and Transformation	Towns Deal	In 2021/22, Walsall and Bloxwich were successful in being awarded £21.3m from DLUHC for each town. Working with the Town Deal Board and partners, a project confirmation table has been submitted for each project, with an underwriting requirement from the Council of £5.48m as the Council's share of the shortfall compared to the awarded allocation.				
		Walsall Towns Deal - council contribution.	780,520	0	0	0
		Bloxwich Towns Deal - council contribution.	1,650,000	425,000	600,000	0
<b>Education, training and skills enable people to contribute to their community and our economy</b>						
Children's, Education & Custody	School Estate Condition Survey	Ongoing provision to cover school conditions.	250,000	250,000	250,000	250,000

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
	School Temporary Classrooms	Ongoing provision for improving / replacing permanent mobile classrooms when they reach a state of disrepair. This has been held corporately to fund emergency costs arising.	250,000	250,000	250,000	250,000
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>						
<b>Economy, Environment &amp; Communities</b>	Children's Play Equipment	Installation of 6 new outdoor gyms and the improvement of 13 main play sites at a total cost of £1.644m to enhance the quality of play and fitness provision for young people and adults. This will be funded from S106 monies (£229k) and £1.07m council funded and seek to find the remaining fund externally. £580k in 2023/24 is the remaining amount out of £1.07m approved as council contribution.	580,000	0	0	0
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
<b>Resources and Transformation</b>	Replacement of 'tablet' technology	A 'tablet replacement rollout' programme is required and it will be phased over 2024/25 and 2025/26. Allocation of £2.25m approved in 2022/23. Further allocation of £2.25m rephased from 2023/24 to 2024/25 & 2025/26	0	1,125,000	1,125,000	0
	Card payments, Digital Website	To ensure the council remains compliant and allows for citizens to pay for services online.	100,000	100,000	0	0
	Telephony - Cloud based system	Transfer all of our incoming phone lines to new technology, potentially replace desk phones with headsets and implement Microsoft telephony.	150,000	0	0	0
	Maintaining a safe and secure environment	Hardware & software upgrades to maintain compliance for current standards e.g. BACS software & open banking compliance.	200,000	0	0	0
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
<b>Economy, Environment &amp; Communities</b>	Yorks Bridge (Top Up)	Yorks Bridge is currently the subject of a 7.5 tonne weight limit. Replacement scheme funded using council capital funding and the Department for Transport Maintenance Block.	750,000	0	0	0
	Waste Management Strategy	Strategic acquisition of property to support the future delivery of the council's waste management strategies.	2,069,970	0	0	0
	Capitalisation of wheeled bin stock	Linked to revenue savings option. Wheeled bin stock capitalisation	180,000	180,000	180,000	180,000
<b>Total Prior Year Approval Schemes</b>			<b>14,865,075</b>	<b>23,885,628</b>	<b>5,860,472</b>	<b>680,000</b>

## C: Development Investment

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
Council Wide	Development investment	Funding for development investment opportunities. This to include additional match funding costs if required to support projects in planning / development, subject to approval of a full business case by Cabinet to access these funds. See <b>Appendix 4</b> for indicative list of development schemes.	19,707,407	23,895,407	5,664,750	1,371,688
Economy, Environment and Communities	High Streets Fund - further match funding	This project was approved by Cabinet 21 April 2021 - To part match fund external/council funds to invest in Walsall to deliver a much-needed boost to our high street. Originally £3,727,171 in 2024/25 and £1,067,476 in 2025/26. Rephased to 2025/26 and 2026/27. Further £315,353 also rephased from 2022/23	0	0	4,042,524	1,067,476
	Willenhall Masterplan	Willenhall Garden City Phase 1 is part of a housing-led regeneration programme with public sector intervention in land assembly and gap funding required to support private sector delivery of new homes.	6,420,927	0	0	0
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>						
Economy, Environment and Communities	Active Public Places	To deliver the full project scope of public realm works, canal bridge and basin works (approved by Cabinet)	0	1,000,000	744,000	0
<b>Children and young people grow up in connected communities and feel safe everywhere</b>						
Children's, Education & Customer Engagement	Looked After Children Foster Care refurbishment programme	This funding is provided to enable foster carers and special guardians for children looked after by Walsall to enlarge their homes or in some circumstances, to obtain an alternative larger home.	150,000	150,000	0	0
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
Economy, Environment and Communities	Regional Materials Recycling Facility	Contribution towards the scheme approved by Cabinet on 4 September 2019 - Joint Working Arrangement with 5 partner councils in order to facilitate the delivery stage of a local authority owned Materials Recycling Facility. Approved contribution by Cabinet 17 March 2021.	929,054	0	0	0

	HWRC station - Middlemore Lane	This is additional budget required to cover the uncontrollable increased inflationary / construction pressures on the existing project. To provide a new Waste Transfer Station (WTS) and large Household Waste Recycling Centre (HWRC) at Middlemore Lane in Aldridge.	7,599,919	9,775,472	0	0
<b>Directorate</b>	<b>Capital Scheme</b>	<b>Detail of Capital investment</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
<b>Economy, Environment and Communities</b>	Street Lighting	Approved contribution by Cabinet 16 June 2021 - To deliver a modern, energy efficient street lighting solution that provides the ability to finely control light output whilst significantly reducing energy consumption and contributing to the Council becoming carbon neutral by 2050.	4,280,112	0	0	0
<b>Total Development Investment</b>			<b>39,087,419</b>	<b>34,820,879</b>	<b>10,451,274</b>	<b>2,439,164</b>

## D: New Capital Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
Economy, Environment and Communities	Development Team capitalisation of posts	The Development Team structure is currently a Team Leader and 4 officers. Capitalising posts will enable further capacity to be introduced to the team to support delivery of the pipeline.	327,649	327,649	327,649	327,649
Resources and Transformation	Saddlers Project- Car Park/New toilets and other works to support Connected Gateways	Car Park Surfacing works, Electric Vehicle charging, Changing Places and toilets plus further capital works to units during/post connected gateway scheme.	800,000	350,000	150,000	150,000
	Bosty Lane Farm	Remediation works at Bosty Lane Farm to allow disposal.	300,000	0	0	0
<b>Education, training and skills enable people to contribute to their community and our economy</b>						
Children, Education & Customer Engagement	Free School	Funding towards providing a free school in the borough.	1,000,000	0	0	0
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>						
Resources and Transformation	Proud card payments, digital website etc) Corporate Card Payments Platform	Need additional funding: This project set out to replace the 20+ year old "middleware system (LGOL)" and to provide a corporate payments platform easily accessible to our residents and staff. There has been a reliance on 3rd party specialists throughout this implementation and this will continue until the end of the project with knowledge transfer taking place.	800,000	0	0	0
	Enabling support Services/OneSource System	Completion of Enabling Support Services Portal and integrated data source. Further investment into OneSource to maximise use of the system and integrate further with other council systems.	1,250,000	0	0	0
	Konica multi-functional device re-tender	Konica multi-functional device contract expires 23/24; options to extend the contract. Following the extension a full tender will be required during 2025/26 and devices will need to be replaced	50,000	0	0	50,000

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
		2026/27. A resource will be required to manage the device replacement programme.				
Resources and Transformation	Archiving of Systems moving to Customer Access Management being retired	Provision for archiving either systems or data within systems as and when they are retired where third party solutions are required.	100,000	100,000	100,000	100,000
	Enabling Technology	Further develop to include data changes, contract or agreements and assessment requirements.	25,000	0	0	0
	Capitalisation of Capital Finance Team	Capitalisation of the team to enhance capital monitoring, financing and strengthen programme delivery.	261,000	261,000	261,000	261,000
	Refurbishment Investment in Civic/Council House	Costs to refurbish and re-furniture the Civic/Council House site to deliver the newly agreed floor layouts and improved collaboration and training areas to meet corporate and service needs regarding hybrid working and presence with a purpose to achieve required changes across the site to meet present and future corporate and service needs.	750,000	0	0	0
	Digital and Technology Service (DaTS) Staffing Capitalisation	DaTS will grow the internal team and knowledge to deliver capital projects which will reduce external consultants moving forward.	668,875	654,854	654,854	0
	Replacement of 'tablet' technology	A 'tablet rollout' programme will be completed in 2025/26 enabling agile working and the adoption of Office 365. These will need replacement starting in 2026.	0	0	0	900,000
	Android Replacement programme	These devices will need to be replaced every 2-3 years as the versions of android become unsupported (an android replacement carried out in 2022/23).	0	200,000	0	0
	Data Back-up/Security replacement & Cloud Data back up	The current on-premise tape back-up solution will be end of life in 2024/25 - a replacement solution will be required to ensure that data is secured in line with the council's retention policy and to also ensure that it can be recovered should there be a disaster.	0	0	450,000	0
	WiFi Access Points and Licences	WiFi access points and associated licences have a 4 year lifespan in which they are compliant with PSN standards. In order to retain the council's PSN certification the Access Points and Licences will need to be replaced on a 3-4 yearly basis.	0	0	80,000	0
	Chip & Pin Devices	Chip & Pin Devices and associated licences have a 4 year life span in which they are compliant with PCI standards. In order to retain the council's PCI Compliance, the Chip & Pin Devices and Licences will need to be replaced on a 3-4 yearly basis.	0	0	30,000	0

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Central	Minor capital schemes <£100k	To fund minor capital schemes.	500,000	500,000	500,000	500,000
<b>Our communities will be more resilient and supportive of each other</b>						
Economy, Environment and Communities	Expansion of Park Hall	Resilient Communities capital schemes including potential expansion of new facility at Park Hall CA by creating another linked classroom on site and modular build at Alumwell.	580,000	0	0	0
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
Resources and Transformation	Pilot Changing Places/Public Toilets	Bloxwich and Willenhall groundworks at £125k each.	250,000	0	0	0
Economy, Environment and Communities	Regional Materials Recycling Facility	Joint Working Arrangement with 8 partner councils in order to facilitate the delivery stage of a local authority owned Materials Recycling Facility. Approved contribution by Cabinet 17 March 2021.	600,000	0	0	0
<b>Total New Capital Schemes</b>			<b>8,262,524</b>	<b>2,393,503</b>	<b>2,553,503</b>	<b>2,288,649</b>
<b>Total Draft Capital Programme – Council Funded Schemes</b>			<b>66,862,018</b>	<b>65,747,010</b>	<b>23,512,249</b>	<b>10,054,813</b>

### Draft Capital Programme by Outcome (Council Funded Schemes)

Outcome	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place	37,891,088	46,553,684	14,240,395	2,916,813	101,601,980
Education, training and skills enable people to contribute to their community and our economy	1,500,000	500,000	500,000	500,000	3,000,000
People can access support in their community to keep safe and well and remain independent at home	487,000	487,000	487,000	487,000	1,948,000
People are supported to maintain or improve their health, wellbeing and quality of life	1,600,000	2,020,000	1,764,000	1,020,000	6,404,000
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	4,854,875	2,940,854	3,200,854	1,811,000	12,807,583
Children and young people grow up in connected communities and feel safe everywhere	150,000	150,000	0	0	300,000

Our communities will be more resilient and supportive of each other	580,000	0	0	0	580,000
The people of Walsall feel safe in a cleaner, greener Borough	19,799,055	13,095,472	3,320,000	3,320,000	39,534,527
<b>Total Savings Proposals</b>	<b>66,862,018</b>	<b>65,747,010</b>	<b>23,512,249</b>	<b>10,054,813</b>	<b>166,176,090</b>



## Appendix 4 – Development Schemes – subject to business case approval.

### Children's, Education & Customer Engagement

- **High Needs Capital Provision SEND (Special Education Needs) Places** - Funding to support the current Special Education Needs within the Borough, where the grant received falls short of the places needed.
- **Temporary Accommodation** - Significant Capital investment into current temporary accommodation blocks or acquisition budget to purchase relevant properties across the borough if available to support a dispersed accommodation strategy and improve outcomes.
- **Redesign of Children's Homes** - Funding for a new residential children's home to be operational by 2025. Business case to be prepared once outcome on external funding is known.

### Economy, Environment and Communities

- **Electric Vehicle charging points installation** - Installation of 844 charging points across Walsall's council owned assets to retain and operate to generate future income stream in conjunction with the removal of new petrol and diesel cars being sold by 2030.
- **Moat Street/Villiers Street** - Phase 1 of the Willenhall Framework Plan comprising the delivery of 111 new homes.
- **Willenhall Framework Plan future phases** - identifies three potential further phases where council intervention may be required to support delivery of new housing given ownership and viability issues.
- **Gasholders** - This Council owned site is located in the Black Country Enterprise Zone and forms a key part of Walsall's employment land supply. Work is being undertaken to provide an up to date site appraisal but previous work has indicated a need to fund a viability gap.
- **Anson Road** - The site is owned by Severn Trent and is not a priority for delivery due to viability and delivery issues. Severn Trent have indicated they are willing to consider disposal. The site forms a key part of Walsall's employment land supply and funding would support acquisition and delivery costs.
- **Walsall Gateway** - The sites are in multiple private ownerships and has been identified as an opportunity to bring forward new residential development in a sustainable location. A Strategic Delivery Plan is due to be prepared to inform future stages which are likely to focus on land acquisition, addressing abnormal costs and procuring a developer.
- **Challenge Block** - A new medical centre is currently being delivered on part of the Challenge Block site and work has commenced to identify the most suitable use for the balance. The council has a significant landholding but funding will be required to undertake land assembly to enable a comprehensive approach to future development.
- **Saddlers Quay** - Public sector intervention likely to be required to bring forward the site for development and address the ongoing issues. "Total Homes" to build 222 flats. Council to balance the viability gap.
- **Station Street Town Centre Living** - The site is in multiple private ownerships and has been identified as an opportunity to bring forward new residential development in a sustainable location. Due diligence work has been undertaken and a proposed delivery approach identified focused on land acquisition, addressing abnormal costs and procuring a developer.
- **Additional cameras** - Additional coverage for crime and anti-social behaviour.

- **Development of Oak Park office space** - To create additional functional fitness spaces to expand classes and generate extra income.
- **North Walsall Cemetery-concrete rafts** - Block installation of concrete foundation rafts at North Walsall Cemetery.
- **Pro-active repair and maintenance of roads and pathways at all cemeteries** - The council has an obligation to minimise health and safety risks for all staff and cemetery users. In addition to that, it is legally required to keep the cemeteries in good condition.
- **New Art Gallery** - Refurbishment works including LED (light emitting diode) and audio recording equipment, solar panel installation, digital infrastructure, footfall monitoring, heating and ventilation works, toilet and library refurbishment in support of external funding.
- **Household Waste Recycling Centre (HWRC)** - Fryers Road - to provide a new Waste Transfer Station (WTS) and large Household Waste Recycling Centre at Fryers Road.
- **In house operation of HWRC's** - The operating model for HWRCs is being reviewed in parallel with the construction of the new Middlemore Lane site. There may be revenue savings from bringing this contract in house. The council would need to purchase equipment for the site.
- **York Bridge** - review of scheme being undertaken and potential additional requirements to deliver the scheme.
- **Traffic Signals Infrastructure** - additional funding to replace obsolete traffic signals infrastructure. Existing rolling budget £200k.
- **Highways Maintenance** - additional request on top of rolling budget due to current inflationary pressures and increased labour and material costs-the existing rolling budget is for Highway maintenance as the council has a legal responsibility to maintain the highway network.
- **Creative Industries Enterprise Scheme** - A cultural development funding bid has been submitted to support the additional £3m required and there are other external funding options available but the business case requires approval back to Government prior to any known outcomes and council underwriting, should other external funding not be successful, is required to take this forward.
- **Nottingham Drive Car Park** - Car park improvements on land being purchased by WMBC. Planning permission is in place but construction must commence by January 2023.
- **Brown Jug Compulsory Purchase Order (CPO)** - This is a derelict site, with the potential to CPO to facilitate housing (c up to 10-15 units maximum). There is currently no scheme currently to quantify, hence only the land CPO costs have been included plus legal/tax and contingency.

## Resources and Transformation

- **Remediation works at the Gasholders site on Darlaston Road to allow disposal**
- **Continuation of Enabling Technology** - established to provide a core technology platform which would support the council's transformation.
- **Transforming Social Care System** - Adults and Children's use a number of Social Care Systems which are currently hosted in the Council's on-premise data centre. Should the data centre fail, these critical systems will not be accessible.

## Appendix 5 – Draft Capital Programme by Outcome 2023/24 to 2026/27 – External Funded Schemes

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest and everyone has the right jobs and the right housing in the right place</b>						
Economy, Environment & Communities	High Streets Fund	To invest in Walsall to deliver a much-needed boost to our high street at this challenging time, as announced by MHCLG (now Department for Levelling Up, Housing & Communities - DLUHC) on 26 December 2020.	4,783,964	0	0	0
	Resources and Transformation	Towns Deal	In 2021/22, Walsall and Bloxwich were successful in being awarded £21.3m from DLUHC for each town. A grant offer has been received, which has been accepted by the signing of a Heads of Terms. Working with the Town Deal Board and Partners, a Project Confirmation Table has been submitted for each project, with an underwriting requirement from the Council of £5.48m as the Council's share of the shortfall compared to the awarded allocation. This is subject to formal completion of a full business case for all of the projects.			
		Walsall Towns Deal - Council contribution.	3,020,316	6,129,952	2,463,731	0
		Bloxwich Towns Deal – Council contribution.	6,356,604	8,662,988	4,929,408	0
	Changing Places Toilets (CPT)	S31 Funding from DLUHC to invest in Council owned or facilities owned by others. CPTs are disabled toilet facilities for those with complex needs including a hoist.	171,650	0	0	0
<b>Education, training and skills enable people to contribute to their community and our economy</b>						
Children's, Education & Customer Engagement	Basic Need	Paid to Local Authorities to support the capital requirement for providing new pupil places by expanding existing maintained schools, free schools or academies & establishing new schools (Department for Education-DfE).	10,748,251	10,748,251	10,748,251	10,748,251
	Devolved Formula Capital	Received by the Local authority then allocated out to individual schools as per allocations defined by the DfE. It is intended to provide schools with capital funding for improvement to buildings and other facilities, including ICT, or capital repairs / refurbishments and minor works. (Department for Education).	510,228	510,228	510,228	510,228
	Capital Maintenance	Allocated to the Local Authority on an annual basis to improve and maintain the condition of the school estate (buildings and grounds). Investment is prioritised on keeping school buildings safe and in good working order by tackling poor building condition, building compliance, energy efficiency, and health and safety issues. (Department for Education).	3,888,380	3,888,380	3,888,380	3,888,380

Directorate	Capital Scheme	Detail of Capital investment	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Children's, Education & Customer Engagement	High Needs Provisional Capital allocation	High Needs Provisional Capital Allocation (HNPCA) funding is paid to Local authorities to support the capital requirement for providing new SEND (Special Educational Needs and Disabilities) pupil places by expanding/improving existing maintained schools, free schools or academies. Confirmed Allocation for 2023/24.	4,365,293	4,365,293	4,365,293	4,365,293
<b>People can access support in their community to keep safe and well and remain independent at home</b>						
Children's, Education & Customer Engagement	Disabled Facilities Grant	This project directly supports the council's statutory requirement to provide disabled facility grants (DFGs). The project has a direct positive impact on the number and subsequent varied costs to the council from the increasing level of demand for home adaptations.	3,314,771	3,314,771	3,314,771	3,314,771
	Integrated Community Equipment Store (ICES)	Supplies equipment to people with both a social care and a health need on an assessed needs basis. This is a pooled budget between the CCG and the council, this capital funding will be used to purchase this equipment which will enable people to return home or continue to remain at home. This now forms part of the Better Care Fund (BCF) for which the council is host. (Department of Health).	888,000	888,000	888,000	888,000
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>						
Economy, Environment & Communities	LTP Highway Maintenance Programme	This capital funding, known as the maintenance block, is distributed by the Integrated Transport Authority (ITA). As the Highway Authority we have an extremely high profile duty to maintain our highway network. This money is provided by the Department for Transport via the ITA with the condition that it should be spent on the classified road network. Includes allocation for potholes and bridge strengthening.	3,568,700	3,568,700	3,568,700	3,568,700
	Integrated Transport Block Funding	The Government provides each locality with grant funding to help implement the Local Transport Plan in their area. The grant is used for the implementation of small scale capital schemes; development of major capital schemes and to part fund major schemes implementation costs. The programme is designed to address road safety issues, progress the Council's major scheme aspirations; and resource the required 'local contributions' to approved major schemes. (Department for Transport / West Midlands ITA).	1,563,100	1,563,100	1,563,100	1,563,100
	Walsall Urban Tree Challenge Fund	Working in partnership with Trees for Cities - a joint application was made to the Forestry Commission. The project will plant 360 extra heavy standard trees in wide verges or small open spaces. The grant covers 50% of the cost of tree purchase and 50% of maintenance costs.	46,437	15,734	0	0
<b>Total Draft Externally Funded Capital Programme</b>			<b>43,225,694</b>	<b>43,655,397</b>	<b>36,239,862</b>	<b>28,846,723</b>



**7 February 2023**

**8**

**Community Protection Enforcement**

**Ward(s): All**

**Portfolios: Resilient Communities and Clean and Green.**

**1. Aim**

- 1.1 The council uses its community protection enforcement powers to support the resilient communities model. This model aims to deliver cleaner, greener, safer and stronger borough through a strength-based approach, which empowers individuals and communities to support themselves.
- 1.2 The perception of safety and the environment in which we live are key drivers of resident satisfaction, one of the three Proud promises.

**2. Recommendations**

- 2.1 That the Overview and Scrutiny Committee considers the information contained in this report and comments on how resources are allocated to provide integrated enforcement to support of the resilient communities approach.

**3. Report detail – know**

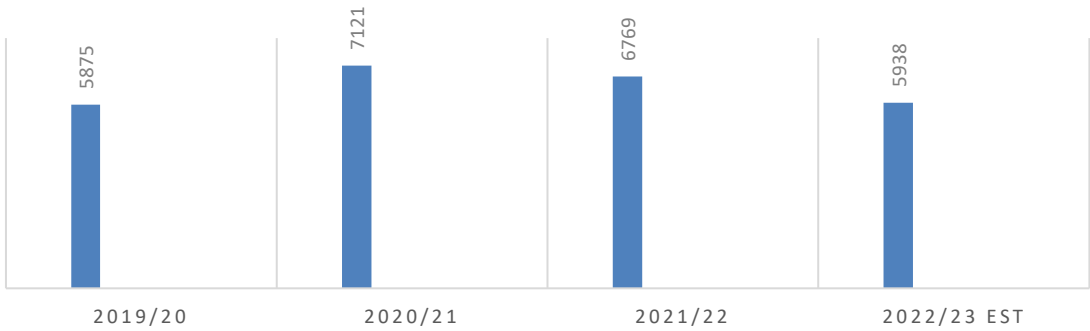
***Background***

- 3.1 In October 2019, cabinet approved a paper on resilient communities entitled 'Resilient Communities – A New Model of Personal Responsibility, Community Led Solutions, Integrated Community Safety and Community Protection and Enforcement'. This introduced the concept of resilient communities, which is a strength-based approach that, where appropriate, utilises individuals and communities to support themselves and underpins that support with integrated services and enforcement.



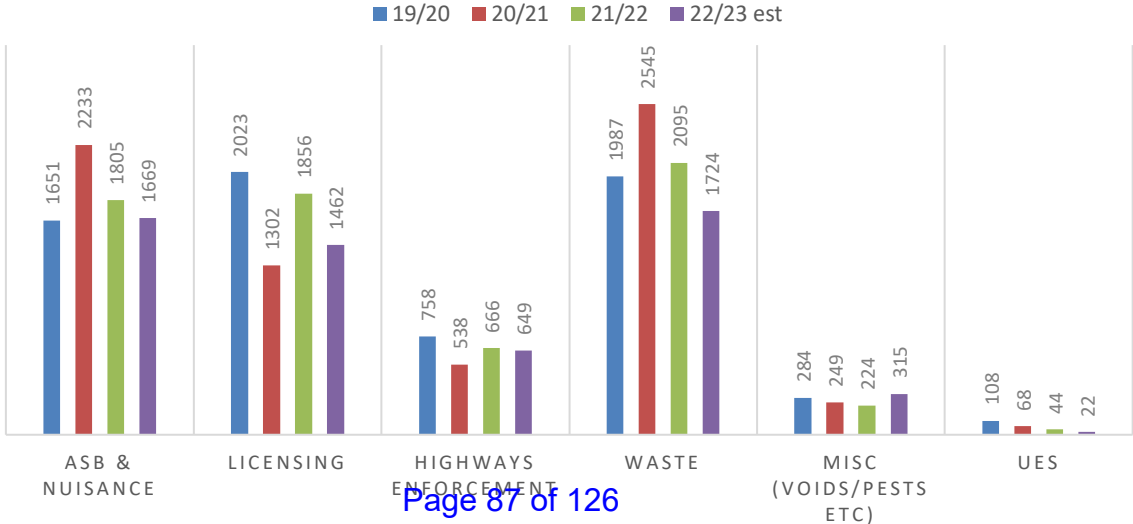
- 3.2 Enforcement is one of the themes of the street scene strategy, which Economy and Environment Overview and Scrutiny Committee considered on 20 October 2020. The 4 priorities of the strategy are safer streets, cleaner streets, greener streets and stronger streets. The initiatives for each of these will be based on 4 themes: empowerment, education, enforcement and delivery. The strategy will be considered by cabinet in March.
- 3.3 In support of the resilient communities model the service aims to provide a group of consistently trained and experienced enforcement staff who can be directed to focus on areas of harm or emerging threat to the communities of Walsall in a flexible manner.
- 3.4 Over that last few years, the service has been transformed significantly in response to financial constraints, the Proud promises and the resilient communities model. The current structure has 12 full time equivalent (FTE) operational (see **Appendix 1**). The community protection team leader post is current vacant and subject to a recruitment process.
- 3.5 The total number of service requests received by the community protection team is shown below.

**Total Community Protection Service Requests**

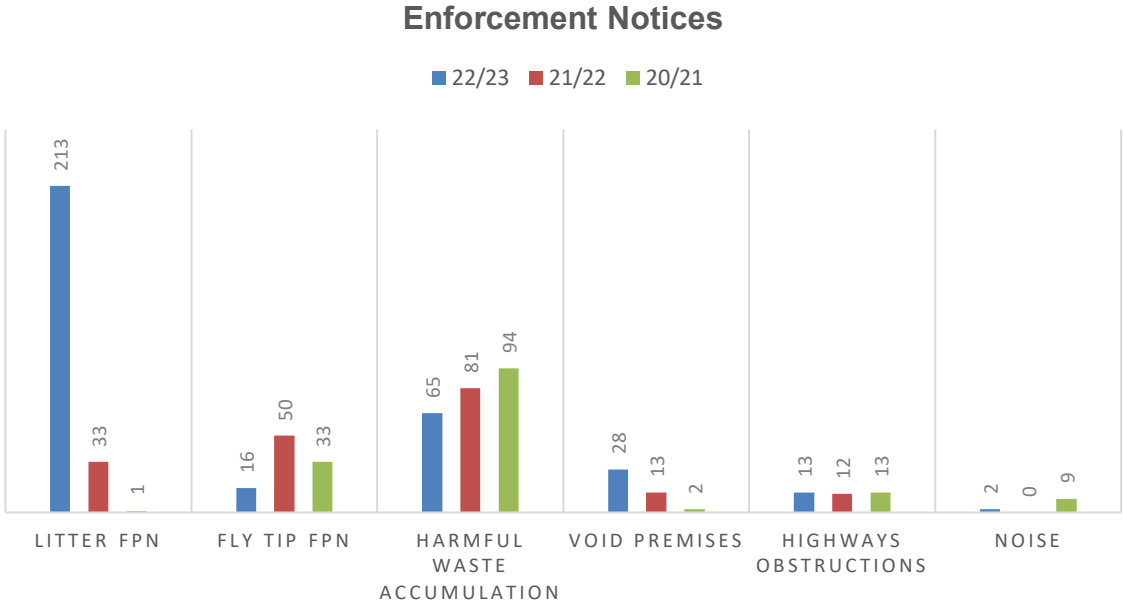


- 3.6 The graph below shows that the workload of the team is largely consistent albeit with some peaks around 20/21 due to the impact of COVID-19.

**Main areas of activity Community Protection**



- 3.7 During 2020/21 the COVID-19 pandemic required staff to be allocated to other duties. either consistently throughout the lock down periods, or at specific times for intensive pieces of work. From the graphs waste crime and ASB/nuisance significantly increased during the pandemic as people were at home more of the time and disruptions to public services occurred. Licensing and highways complaints decreased largely due to the restriction on trading within various sectors and again many people staying at home and not travelling to work.
- 3.8 The number of enforcement notices issued is shown in the graph below. The compliance rates for these were:
- 20/21 46%
  - 21/22 60%
  - 22/23 55% (year to date)



- 3.9 Low compliance rates place additional burdens on the authority as staff are required to take matters to court, carrying out work in default or issuing debt recovery instructions.
- 3.10 Some of the successful outcomes are listed in **Appendix 2**.

***Fly Tipping (Enviro Crime)***

- 3.11 Service requests about waste appear to be reducing and this may be attributable to the partnership working with the Fly Tipping Operational Group. This group contains 3 FTE staff from community protection, managers from operations service, Walsall Housing Group and the CCTV team. There is also liaison with police colleagues over the identification of vehicles and persons insured to drive vehicles. Reviews of hot spot areas, CCTV deployment and evidence gathering take place on a weekly basis to ensure waste complaints are tackled effectively.
- 3.12 Litter enforcement has been carried out by a contractor on behalf of the authority. This contract will be ending in March 2023. The options for the future provision of this service are being considered.



### ***Highways and Miscellaneous (e.g. Overgrown Hedges)***

- 3.13 The community protection team is working with highway colleagues to streamline the system for dealing with highways obstructions, including overgrown hedges. This has included highways inspectors approaching residents with a letter at the time of the inspection warning there is an obstruction and work needs to take place to deal with it. Non-compliance is then passed to community protection for attention.
- 3.14 The service has also become a key member of the void and derelict property working group formed to consider how best to deal with long term void properties which blight neighbourhoods.

### ***ASB and Nuisance***

- 3.15 Since 2016 this area of the service has undergone significant transformation. An on-call system has been replaced with a more intelligence led system where staff triage complaints and arrange specific working nights when they needed to capture evidence of specific complaints. This was enhanced with the use of the Noise App where residents can record noise and upload it and send to the team for assessment. The use of this App is fairly standard across many local authorities and has helped to highlight serious cases of noise nuisance as well as help focus resources away from more trivial cases.
- 3.16 Some of the successful outcomes of the team are listed at **Appendix 3**

### ***Licensing Enforcement***

- 3.17 The two primary areas of focus within this aspect of the work revolve around taxi and private hire trades and the licensed premises trade. Since the implementation of the resilient communities model work has taken place to rationalise some of this work. Changes within the processes for taxi and private hire regulation have meant less administrative noncompliance is sent to the enforcement team and is dealt with at source within the licensing service. This frees up the approximately 2 FTE enforcement staff to develop good operational relationships with the police partnerships team around high risk offenders and conduct vehicle stop checks and other work to more effectively tackle noncompliance.
- 3.18 Since 2021 Operation Argonite a partnership approach to working with Walsall police on the night time economy (NTE) has been implemented. The community protection team contribute approximately one FTE member of enforcement staff and two members of the management team to tackling venues that have allowed crime or disorder to take place within or outside their venues. The Argonite team met weekly for most of 2022 to consider crime and disorder and decide upon relevant interventions including, licence reviews, objections to temporary event notices or new applications, meetings with Licensees, agreed voluntary action plans to improve performance etc. the operation has largely been successful with crime and disorder reducing across the NTE.
- 3.19 Some of the successful outcomes of the team are listed at **Appendix 4**.

### ***Unauthorised Encampments (Bailiffs)***

- 3.20 The impact of unauthorised encampments on communities is significant. It causes a great deal of fear and concern amongst existing communities and has impacts upon the health and welfare of the travellers themselves.
- 3.21 Some of the successful outcomes of the team are listed at **Appendix 5**.

### ***Performance and Priorities***

- 3.22 The service needs to continuously prioritise its work and take a strategic view of issues within the borough to enable it to divert its resources accordingly. This can lead to a gap in expectation versus reality around individual complaints. Traditional metrics such as time taken to respond to complaints **Appendix 6** have been used to measure the success of the service in the past. Whilst that has given some indication of how timely interventions are on a cases by case basis it does not provide qualitative information about how successful the interventions were. The outcomes achieved by the service can be seen in the appendices including responses to enquires from elected members and Members of Parliament at **Appendix 7**.
- 3.23 Response times to members enquiries have not been meeting the corporate target of 5 days. Addressing this will be a key aim of the new community protection team leader, once appointed.
- 3.24 The service has developed positively in terms of working relationships with key partners such as the police, social landlords, operations, planning, children's and adults services. It is essential that all partners and internal services continue to develop their working arrangements to use limited resources to best effect to protect the communities of Walsall.
- 3.25 During 2022 there has been an upturn in court cases particularly as regards flytipping as well as significant increases in objections to and action against licence holders who are failing to comply with the law. The support of legal services is essential for successful outcomes.

### ***Benchmarking***

- 3.26 Due to the unique ways councils organise their services it is rare for there to be any consistency in approach and comparisons are therefore a major challenge. The Head of Community Safety and Enforcement has met with the Association for Public Service Excellence (APSE) recently to discuss how such service may be benchmarked and a trail is due to take place in 2023/24 for at least some elements of the service.

### ***Financial information***

- 3.27 The budget for the service is £1,073,685 this is made up of the following area
- Salaries £691,268
  - Controllable revenue £225,874
  - Non Controllable revenue £156,543
  - Income £247,989

3.28 All enforcement carried out by the team, whether civil or criminal, can be appealed against at a court of summary jurisdiction. Therefore, every case can end up before a court and require additional expenditure through use of specialist services, witnesses, barristers and counsel to prosecute or defend a case. The budget does not include funding for these types of cases, although costs are always requested as part of a hearing and if awarded are paid to the service from the court through legal services.

### ***Reducing Inequalities***

3.29 The service exists to protect the communities of Walsall and a variety of statutory requirements underpin this work including:

- the Licensing Act objectives - protecting public safety, protecting children from harm, preventing crime and disorder, preventing public nuisance.
- Statutory Nuisance - preventing and tackling those matters which are prejudicial to health or interfere with the use and enjoyment of some ones property.
- Taxi and private hire work - protecting public safety from unsafe vehicles and persons who are not fit and proper to hold a licence and ASB law protecting people from hear, alarm, harassment and distress.

3.30 These matters apply equally to all residents, businesses and communities in the borough although in general terms those who are considered vulnerable will receive a higher level of priority and reach case will always be determined on its merits.

## **4. Decide**

4.1 The committee is asked to consider the details of the report and its appendices and provide comment on the operation and performance of the service. Comments with regard to the services priorities and whether it is using the resources available to it for best effect may also be useful.

## **5. Respond**

5.1 The management team will certainly consider all comments or recommendations made by the Committee and if required provide a follow up response in due course.

## **6. Review**

6.1 All the matters raised in this report are monitored by the community safety and enforcement management team and relevant issues are reported to Councillor Garry Perry as Portfolio Holder for Resilient Communities and Councillor Kerry Murphy as Portfolio Holder for on a monthly basis. As stated earlier in the report the service is constantly prioritising the work load in order to make best use of resources, learning from its various experiences and implementing new approaches wherever possible.

None

**Author**

A handwritten signature in black ink, appearing to read 'D Elrington', with a stylized flourish at the end.

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## Appendix 1 - Structure



## **Appendix 2 Environmental Crime**

### **Prosecutions**

Jan Tokar : Found guilty of Flytipping at Dudley Magistrates Court on 26 October 2022. Mr Tokar pleaded guilty to the offence of Flytipping a vanload of household waste in Crook Lane, Aldridge. Fine: £6,667.00, Officers costs: £1009.26 .Total: £7,676.26

Darren Sneyd: The case against Sneyd was heard in his absence at Dudley Magistrates Court on 09.11.22. He was found guilty of Fly Tipping and ordered to pay the following. Fine: £1,760, Officers costs: £985.62 Total: £2,921.62

Andrew James Evans: Found guilty of Flytipping at Dudley Magistrates' Court on 21/12/22. Caught on CCTV depositing black bags and cardboard from a vehicle in Woodward's Road, Walsall. Fine: £2,640, officers costs: £291.98 TOTAL: £2,931.98

Martin Cawley: Found guilty at Dudley Magistrates Court on 09/11/2022 of offences under 108 of the Environment Act 1995. Failed to co operate with officers following a fly tip in Bray Street, Willenhall from a vehicle registered in his name. Offence was captured on privately owned CCTV. Fine £1,769, officer costs £985.62, VSC £176 Total £2,921.62

Nathan Yombo: Single Justice Procedure (SJP) for non-payment of a littering fine on Pelsall High Street, Walsall, a court hearing on 21st December 2022. Fine £220.00, Officers costs £199.00 Total £339.00.

### **Vehicle Seizures:**

- Ford Transit Flat Bed seized from an Industrial Estate on 6/10/22. Had been involved in three large fly tips across the Borough in the previous fortnight.
- Hino Hiab crane wagon (largest vehicle seized to date) seized from an Industrial estate on 17/11/22. Had been used in a major tip in Willenhall which blocked the highway. Was on false plates and exact identity of vehicle was unknown. Not claimed and in the process of being crushed

Both vehicles were unclaimed and in the process of being crushed.

### **Fly Tipping Fixed Penalty notices:**

To date 16 Fly Tipping Fixed Penalty Notices (FPN's) of £400 have been issued for the offences of Fly Tipping within the Walsall borough. 13 of which have been paid their respective FPN.

### **Vehicle Littering**

During 2022 work was undertaken to train the Council's CCTV Team to issue Fixed Penalty Notices for littering from vehicles this has proven a major success with 213 Fixed Penalties served to date.

## **Appendix 3 ASB Nuisance**

On the 22nd June 2022 at Dudley Magistrates Court Jonathan Ricketts a 40 year old man, was fined a total of £614 for 4x episodes of urinating in the town centre. The Council are presently also considering prosecuting him for 2x further breaches of the PSPO, and to also consider applying for a Criminal Behaviour Order.

On the 2nd November 2022 at Dudley Magistrates Court Peter Pinder aged 60 years, was fined a total of £637.89, for refusing to stop drinking alcohol when instructed to do so which was a breach of the Walsall Public Spaces Protection Order (PSPO).

On the 2nd November 2022 at Dudley Magistrates Court Richard OBrien aged 37 years, was fined a total of £632.45, for refusing to stop drinking alcohol when instructed to do so which was a breach of the Walsall Public Spaces Protection Order (PSPO).

Community Protection Enforcement Officers are engaging with the town centre drinkers on a daily basis enforcing the PSPO the vast majority of drinkers comply and stop drinking when required to do so.

CPEOs are also using Community Protection Warnings/Notices to deal with ASB. One recent example is when a CPW was successfully used to deal with 2 dogs that were causing nuisance to neighbours in Palfrey. The dogs were not being adequately cared for, were damaging neighbours fences, escaping from their confined rear garden and also on one occasion bit a neighbour. The owners were persuaded to rehome the dogs as they could not care for them adequately.

During the year the Community Protection, Legal Services and Highways have worked to provide evidence for a Black Country wide injunction to stop car cruising/street racing. This has meant collecting and providing evidence alongside the other Black Country Councils to prove the issue is a continuing problem and has also meant the erection of signage on all key routes advising the injunction is in force so that enforcement by West Midlands Police can take place.

## **Appendix 4      Licensing**

Taxi and Private Hire Enforcement during 2022 – 2023 has included.

102 Vehicles have been suspended on the grounds of public safety largely following road traffic collisions reported by the vehicle licence holder and presented to the Council for Inspection.

The team have been involved in at least two road safety operations alongside Police, VOSA, other partners and neighbouring local authority enforcement staff. During the exercises vehicles, including taxis, are pulled over and a variety of checks are undertaken to ensure they are insured, fit to be on the road, there are any outstanding warrants etc.

On the most recent exercise 6/1/2023 six private hire vehicles were dealt with five from Walsall Council and one from Wolverhampton Council:-

- No Internal ID
- Advice regarding tread on both rear tyres
- Informed to remove 3 brackets from roof (previous been fitted with roof rack)
- No Seatbelt, not wearing ID Badge (Wolverhampton)
- No Issues

Fifty seven referrals have been made to management for decisions about driver behaviour or new applicants with concerns raised through the DBS process.

As a result of these referrals

- 27 licences suspended primarily for failure to provide evidence of medical fitness to drive
- 9 licences were revoked for serious allegations or convictions for example drink driving, sexual misconduct etc.
- 16 complied with management request by producing outstanding documents etc.
- 3 referred to Licensing and Safety Committee for a decision in line with delegations
- 2 drivers surrendered their licence.

### **Licensing Act**

There have been three residents meetings held with the team, Police and Business owners over concerns about premises in regards to noise nuisance and anti-social behaviour and these meetings are continuing to ensure that residents are aware of how and who to report issues through to.

The team with the support of Environmental Health have been able to show evidence and support the issue of two counter notices for temporary events where the events taking place would impact on the public nuisance within the community.

Community Protection Team supported the Review Application made by West Midlands Police in regards to Lexx Bar and Grill Review in submitting a representation in relation to Public Nuisance being breached. The Committee took to revoke this licence based on the evidence provided to them.



## **Appendix 5      Unauthorised Encampments (UEs)**

### **Transit Site**

During 2022 the Council opened a six berth Transit Site in Pleck for use by the Travelling Community. This was the culmination of a great deal of planning and community engagement to ensure as far as possible that the site was in an appropriate location and fit for purpose those using it. The site has significantly better facilities than many others of its nature and has temporary planning permission for three years when its use will be reviewed. It is presently managed by a private firm contracted to the Council and Community Protection manage the occupancy and relationship with the contractors.

The site was occupied almost immediately upon opening and has largely been occupied since. There has been one incident where Travellers were accused of a potentially alcohol fuelled violent incident toward local traders and were promptly evicted from the site.

However the majority of families that have been on site have caused few issues and 2022 has seen the smallest number of UEs recorded in the Borough for several years. This is likely to be a combination of the swift action on the injunction sites and the provision of the Transit Site.

### **UEs**

In 2016 the Council successfully applied for an Injunction to protect twelve key sites around the Borough from UEs. This applied to some identified individuals who could not form a UE in the Borough and for unidentified persons for key sites.

In the period 2017-18 injunctions were gained for twenty one additional sites to protect them from UEs following gathering of evidence and presentation at Court.

In 2020 a Judge reviewing a Borough wide injunction in London which aimed to achieve similar aims to the Walsall injunction reflected that this may not be lawful or appropriate and called in other injunctions from around the country for scrutiny. This included the Walsall injunction and resulted in the first injunction from 2016 being set aside in its totality. The Injunction from 2017-18 is still in force.

As a result of the response to Covid the service changed its processes so that Bailiffs are now instructed to visit site, conduct welfare checks of the families, serve legal documents and attend court to seek possession of the land. They also deal with forcible evictions if required alongside the Police. This has a cost attached however it also frees up Community Protection

## Appendix 6 Response Times

Although the performance metric 'first response' to complaints is still built into the recording system it is not used as the preferred way to measure the team's success as it gives no indication of quality of outcome.

	Average first response in working days	Average time to complete a case
2019/20	12	35
2020/21	14	28
2021/22	17	33
2022/23	11	25
Overall	13	30

The period 2020 to 2022 coincided with the Covid pandemic and as described in the main body of the report complaints rose sharply in some areas of work in 2020-21 and the post covid recover took place during 2022.

During 2022 – 2023 of our major areas of activity the current performance is as follows

	No of Complaints	Average days to respond	Average days to complete
Noise	705	14	32
Fly Tipping	667	8	26
Private Hire Vehicles	564	11	19
Highway Obstructions	496	25	39
Licensing Act enquiries & applications	396	4	14
ASB (Location)	328	6	36
Domestic Waste	304	9	28
Private Hire Driver complaint	181	6	21
Smoke - domestic	160	6	21
Void buildings	94	10	34

## Appendix 7 Councillors and Members of Parliaments (MP).

For the year to date 1<sup>st</sup> April 2022 to 24<sup>th</sup> January 2023 the number of enquiries set out in the tables below have been received by Community Protection from Councillors and MPs.

There are corporate standards as regards how elected member enquiries and MP enquiries are dealt with. This includes a first response to Councillors of five working days. Whilst enquiries that go to the Council via [EandEmembers@walsall.gov.uk](mailto:EandEmembers@walsall.gov.uk) are responded to at a rate of around 90% within the time scale required by the Chief Executive many Councillors contact staff directly and these can be harder to monitor and response times may vary.

MPs in general contact the authority via the Chief Executive's Office or [EandEmembers@walsall.gov.uk](mailto:EandEmembers@walsall.gov.uk) and therefore the response rates of 20 working days is relatively consistent.

Often Councillor and MP enquiries result from difficult or complex scenarios and can involve several services or agencies which can sometimes delay response or resolution however it is acknowledged that response times need to be better. The Head of Community Safety and Enforcement has been part of a corporate working group looking at making the response to Councillor enquiries more efficient and it is hoped this programme will assist with improving response times.

	No of Enquiries	Waste	ASB and Nuisance	Highways	Licensing	UE/Transit	Misc.
<b>Cllr</b>							
22/23	216	80	69	36	3	2	26
21/22	243	107	54	54	10	6	10
20/21	170	74	45	21	8	6	16
19/20	123	58	16	24	11	8	6
<b>MP</b>							
22/23	131	34	41	13	1	1	41
21/22	61	21	26	11	0	0	3
20/21	68	25	28	5	0	1	9
19/20	14	7	4	2	0	0	1

	Average no of days to respond	Average no of days to complete
<b>Councillor</b>		
22/23	9	34
21/22	9	23
20/21	20	37
19/20	9	48
<b>MP</b>		
22/23	10	24
21/22	29	55
20/21	55	79
19/20	66	116

7 February 2023

## Feedback from Overview and Scrutiny Committees

**Portfolios:** All

**Wards:** All

### 1. Summary of report

This report provides a short summary of the activity of the Council's Overview and Scrutiny Committees.

### 2. Recommendation

**That, subject to any comments Members may wish to make, the feedback from Overview and Scrutiny Committees be noted.**

### 3. Report

#### *Children's Services Overview and Scrutiny Committee*

The Committee met on 8 December 2022 and considered:

- Early Help Young Carers Support;
- Private fostering.

Prior to SOC a further meeting is taking place on 30 January 2023 to consider:

- Corporate Financial Performance
- Draft Revenue Budget and Draft Capital Programme 2023/24
- Locality Working & Family Hubs
- Family Hubs

#### *Education Overview and Scrutiny Committee*

The Committee met on 12 January 2023 and considered:

- 2022 Educational Attainment and Ofsted School Inspection
- Schools White Paper, Schools Bill and Education Investment Areas
- Update on Children's Strategic Alliance and Walsall Learning Alliance (WR4C)
- Corporate Financial Performance 2022/23
- Draft Revenue Budget and Draft Capital Programme 2023/24 – 2026/27

### *Economy and Environment Overview and Scrutiny Committee*

The Committee has not met since the previous meeting of SOC.

Prior to SOC, a meeting is taking place on 2 February 2023 to consider:

- Willenhall, Darlaston and Aldridge Railway Stations
- Corporate Financial Performance 2022/23
- Draft Revenue Budget and Draft Capital Programme 2023/24 – 2026/27
- Evaluation of Walsall Council Bonfire and Firework Events 2022

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

The Committee met on 15 December and considered:

- Waiting times for elective care;
- Maternity services.

The Committee also met on 19 January 2023 and considered:

- Primary Care Access
- Adult Social Care Reform – Walsall Adult Social Care CQC Assurance Readiness
- Corporate Financial Performance 2022/23
- Draft Revenue Budget and Draft Capital Programme 2023/24 – 2026/27

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## Scrutiny Overview Committee – Recommendation Tracker (22/23)

Committee Meeting Date	Agenda Item	Action/Recommendation	Officer responsible	Status	Target Completion Date	Notes
15 March 2022	Fly Tipping Enforcement	A report on the use of 'electric refuse collection vehicles' be brought to a future meeting.	Dave Brown	In progress	n/a	Feedback provided to members (Sent 20.04.2022). Date for report to be agreed in new municipal year.
16 June 2022	Areas of Focus	A work programme for the municipal year be produced and be circulated to members of the Committee.	Craig Goodall	Complete	7 July 2022	Work programme drafted. Individual items to be scheduled.
		The suggested items of children's play strategy and associated children's health be referred to the Children's Overview and Scrutiny Committee.	Craig Goodall	Complete	26 July 2022	Members of the Children's Overview and Scrutiny Committee considered the item for inclusion on the Committee work program.
		That a working group be established to investigate the issue of School Gates Parking	Craig Goodall	Complete	27 July 2022	First meeting held on 27 July, with further meeting on 21 September 2022.

10 October 2022	Registered providers of social housing	<p>1. Scrutiny is concerned at the time taken to decide on planning applications delaying much needed housing as pointed out by Registered Social Housing landlords. The Scrutiny Overview Committee therefore asks Cabinet to look at the resources required to speed up the Planning process and further recommends that the Head of Planning and Development Control bring a report to the Committee on this issue at its meeting on 12 December 2022.</p> <p>2. The Scrutiny Overview Committee calls for the Executive Director of Economy, Environment and Communities to attend a meeting in-person to report on steps to ensure that available land for housing development is utilised.</p> <p>3. The Scrutiny Overview Committee requests Cabinet to examine whether they feel there is a need for increased competition in the social housing sector within Walsall.</p>	Simon Neilson Craig Goodall	Complete	12 December 2022	<p>Recommendations reported to Cabinet on 19 October.</p> <p>Cabinet agreed to provide reports requested to SOC on 12 December 2022.</p>
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		<p>Walsall Housing Group provide Members with the following information:</p> <p>Number of right to buy and right to acquire sales;</p> <p>Contact details for community housing officers;</p> <p>Details of 'pin drop'.</p>	WHG	In progress	30 November 2022	Majority of information provided to Members in October 2022. Community Housing Officers shared 1 December 2022. Further details awaited on pin drop.
		<p>GreenSquareAccord provide Members with the following information:</p> <p>The Councillor enquiry email address;</p> <p>The number of right to buy sales;</p> <p>The energy costs savings for residents in the Darlaston 'wrapped house';</p> <p>How many new homes have been built and are planned to be built in Walsall;</p> <p>How many housing first schemes are there in Walsall;</p> <p>The number of care schemes and managed agent properties operating in Walsall.</p>	GreenSquareAccord	Complete	n/a	Information provided to Members via email in October 2022.



	Effectiveness of Scrutiny	Financial scrutiny training be made available for all Council Members prior to December budget-scrutiny scrutiny committee meetings.	Craig Goodall	Complete	30 November 2022	All Members invited to Centre for Governance and Scrutiny Finance Scrutiny Seminar that took place on 17 October 2022.
10 November 2022	Council Plan Markers of Success Q1	<p>Officers provide Members with the following:</p> <p>The full data set which informed the presentation, as submitted as an appendix to the October 2022 Cabinet report;</p> <p>The weblink to the Local government Association's 'LG Inform' database and benchmarking system;</p> <p>Statistics regarding contamination rates in recycling services, on a ward-by-ward basis, or as close to a ward-by-ward basis as is possible.</p> <p>That future quarterly reports on Council Plan Markers of Success incorporate and apply national benchmarking criteria, or benchmarking criteria from similar Local Authorities;</p>	Karen Griffiths	In progress	31 January 2023	

		That the Council Plan Markers of Success be added to the Committee's work programme on following the end of Quarter 2;	Craig Goodall	Complete	2 December 2022	Added to work programme.
	Effectiveness of Overview & Scrutiny	An in-person budget scrutiny training session, open to all Members of the Council, be provided by the Executive Director for Resources and Transformation prior to the draft revenue and capital budget being presented to Overview and Scrutiny Committees in January 2023.	Deborah Hindson Craig Goodall	Complete	11 January 2023	Training session provided on 16 January 2023.
		That external training for overview and scrutiny members takes place annually and that all members should be required to attend.	Craig Goodall	In progress	30 June 2023	
12 December 2022	Watmos Community Homes Constitution Change	That the report, when sent to Council, be amended to clarify whether tenant board members will always have a majority on voting matters;	Elise Hopkins	Complete	23 December 2022	Report considered at Council amended accordingly.
		That information regarding the skills matrices identified as required for future Board appointments and the Watmos succession plan, be provided to Members.	Watmos	In progress	16 March 2023	

	Customer Engagement	That an update on Member enquiries be provided at the meeting of the Committee on 7 February 2023, subject to the Member-Officer working group having met prior to that date	Elise Hopkins Craig Goodall	In Progress	7 February 2023 / 16 March 2023	Working group did not meet in time for comprehensive feedback on 7/2/23.
		That data be shared with Members regarding: <ul style="list-style-type: none"> <li>a. Demographics of users and issues raised at Walsall Connected;</li> <li>b. A detailed breakdown on the time it takes calls to be answered across the Council.</li> </ul>	Elise Hopkins	In Progress	16 March 2023	
	Planning Services Performance & Resources to Deliver New Housing	That a breakdown of housing by type, as set out in paragraph 3.3 to the report, be provided to Members.	Alison Ives	In Progress	16 March 2023	

## Scrutiny Overview Committee – Area of Focus – 2022-23

	4 October 2022	10 November	12 December	7 February	16 March	20 April
<p><b>Economic Growth, for all people communities and businesses</b></p> <p><i>Lead OSC: Economy &amp; Environment</i></p>			Planning			
<p><b>People have increased independence, improved health and positively contribute to their communities</b></p> <p><i>Lead OSC: Social Care &amp; Health</i></p>						
<p><b>Internal focus, all Council services are efficient</b></p> <p><i>Lead OSC: Scrutiny Overview Committee</i></p>	Effectiveness of scrutiny	<p>Council Plan performance report</p> <p>Quarter 2 Financial Monitoring</p> <p>Effectiveness of scrutiny</p>	Council Customer Engagement inc. member queries and responses	Draft Revenue & Capital Budget 2023/24	<p>Council Plan performance report</p> <p>Customer Engagement &amp; member queries follow-up</p>	Voting reforms, voter ID and raising awareness.
<p><b>Children have the best possible start and are safe from harm, happy, healthy and learning well</b></p> <p><i>Lead OSCs: Children's &amp; Education</i></p>						
<p><b>Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion</b></p> <p><i>Lead OSC: Scrutiny Overview Committee</i></p>	<p>Social Housing</p> <p>School gate parking</p>		WATMOS	Enforcement		

### Items to be scheduled

Notes: Council Plan themes can be cross cutting for all Overview and Scrutiny Committees. Lead Overview and Scrutiny Committees identified for reference

## Scrutiny Overview Committee – Area of Focus – 2022-23

### To be scheduled

- a) To Invite Chief Executives of registered housing providers including Walsall Housing Group to present to Committee;
- b) Housing strategy;
- c) Section 106 and the Infrastructure Levy;
- d) Role of Council Officers and their consultations;
- e) Proud workstreams (CX to attend);
- f) Recruitment and employee retention.
- g) West Midlands Police

### Via Email

Quarterly Financial Monitoring



**Walsall Council**

## **FORWARD PLAN OF KEY DECISIONS**

**Council House,  
Lichfield Street,  
Walsall, WS1 1TW**  
[www.walsall.gov.uk](http://www.walsall.gov.uk)

**9 January 2023**

## 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 [craig.goodall@walsall.gov.uk](mailto:craig.goodall@walsall.gov.uk) and can also be accessed from the Council’s website at [www.walsall.gov.uk](http://www.walsall.gov.uk). The Cabinet is allowed to make urgent decisions which do not appear in the forward plan, however, a notice will be included on the agenda for the relevant Cabinet meeting which explains the reasons why.

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

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

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

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

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

**FORWARD PLAN OF KEY DECISIONS  
FEBRUARY 2023 TO MAY 2023 (09.01.23)**

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
141/22 (10.10.22)	<p><b>Corporate Financial Performance 2022/23:</b></p> <p>To report the financial position based on 9 months to December 2022, including the impact of Covid-19.</p>	Cabinet  Non-key decision	Vicky Buckley  <a href="mailto:Vicky.Buckley@walsall.gov.uk">Vicky.Buckley@walsall.gov.uk</a>	Corporate Management Team and Internal Services	Cllr Bird	8 February 2023
142/22 (10.10.22)	<p><b>Corporate Budget Plan 2023/24 – 2026/27, incorporating the Capital Strategy and the Treasury Management and investment Strategy 2023/24:</b></p> <p>To recommend the final budget and council tax for approval by Council.</p>	Cabinet  Council  Key decision	Vicky Buckley  <a href="mailto:Vicky.Buckley@walsall.gov.uk">Vicky.Buckley@walsall.gov.uk</a>	Council tax payers, business rate payers, voluntary and community organisations  Internal Services	Cllr Bird	8 February 2023  Council 23 February 2023
150/22 (7.11.22)	<p><b>Payments Project Contract Award:</b></p> <p>To award a contract to Capita/Pay360 Ltd (soon to be Access Group Ltd) for the provision of Pay 360 Licences and Capita/Pay360 Ltd services.</p>	Cabinet  Key Decision	Janice Freeman-Phillips  <a href="mailto:Janice.Freeman-Phillips@walsall.gov.uk">Janice.Freeman-Phillips@walsall.gov.uk</a>	Internal Services	Cllr Bird	8 February 2023



155/22 (7.11.22)	<p><b>Council Plan: Review of Achievements 2021/22:</b></p> <p>To note the Review of Achievements for 2021/22, highlighting successes and progress towards achieving our Council priorities.</p>	<p>Cabinet Non-key decision</p>	<p>Meresh Kumari (<a href="mailto:meresh.kumari@walsall.gov.uk">meresh.kumari@walsall.gov.uk</a>)</p> <p>Elizabeth Connolly (<a href="mailto:elizabeth.connolly@walsall.gov.uk">elizabeth.connolly@walsall.gov.uk</a>)</p>	Internal Services	Cllr Bird	8 February 2023
7/23 (9.1.23)	<p><b>TUPE transfer of Black Country Local Enterprise Partnership Economic Intelligence Team:</b></p> <p>To consider the transfer of the Black Country LEP Economic Intelligence Team to Walsall Council.</p>	<p>Cabinet Key Decision</p>	<p>Stephen Gunther (<a href="mailto:Stephen.Gunther@walsall.gov.uk">Stephen.Gunther@walsall.gov.uk</a>)</p>	Internal Services	Cllr Bird	8 February 2023
107/22 (6.6.22)	<p><b>Procurement of Corporate Landlord Strategic Partner:</b></p> <p>To seek approval to the appointment of a strategic partner to support the programme of capital schemes related to the council's property portfolio.</p>	<p>Cabinet Key Decision</p>	<p>Nick Ford (<a href="mailto:Nick.Ford@walsall.gov.uk">Nick.Ford@walsall.gov.uk</a>)</p>	Internal Services	Cllr Andrew	8 February 2023
1/23 (9.1.23)	<p><b>Derelict Sites Intervention:</b></p> <p>That various key derelict sites be appraised and prioritised for intervention and that authority be delegated to pursue Compulsory Purchase Orders where appropriate.</p> <p><i>This will be a private report containing exempt information.</i></p>	<p>Cabinet Key Decision</p>	<p>Philippa Venables (<a href="mailto:Philippa.Venables@walsall.gov.uk">Philippa.Venables@walsall.gov.uk</a>)</p>	Internal Services	Cllr Andrew	8 February 2023

129/22 (5.9.22)	<b>Update on Resilient Communities Safer Streets Programme:</b>  To report back on Safer Streets activity and recommend any adjustments/additions to the programme.	Cabinet  Non-key Decision	Paul Gordon  <a href="mailto:Paul.Gordon@walsall.gov.uk">Paul.Gordon@walsall.gov.uk</a>	Internal Services	Cllr Perry	8 February 2023
8/23 (9.1.22)	<b>We Are Walsall 2040:</b>  To consider the draft We are Walsall 2040 strategy and consultation framework.	Cabinet  Key Decision	Karen Griffiths  <a href="mailto:Karen.Griffiths@walsall.gov.uk">Karen.Griffiths@walsall.gov.uk</a>	Internal Services	Cllr Perry	8 February 2023
151/22 (7.11.22)	<b>Introduction of Council Tax Premium on unoccupied but furnished properties:</b>  Levy the premium on properties that are unoccupied and unfurnished for more than 12 months. Effective from 1 April 24	Cabinet  Council  Key Decision	Mark Fearn  <a href="mailto:Mark.Fearn@walsall.gov.uk">Mark.Fearn@walsall.gov.uk</a>	Part of budget consultation	Cllr Ali	8 February 2023  Council 23 February 2023
156/22 (7.11.22)	<b>Healthy Lifestyles Contract and Smoking Cessation Contract Extensions:</b>  To delegate authority to the Director of Public Health and the Portfolio Holder for Health and Wellbeing. This will allow them to extend contracts on behalf of the Council and to subsequently authorise the variations to the contractual arrangements for the services should this be required at any time during the term, in line with Public Contract Regulations and the Council's Contract Rules.	Cabinet  Key Decision	Joe Holding  <a href="mailto:Joe.Holding@walsall.gov.uk">Joe.Holding@walsall.gov.uk</a>	Internal Services	Cllr Flint	8 February 2023

2/23 (9.1.23)	<p><b>Adult Social Care Market Sustainability Plan:</b></p> <ol style="list-style-type: none"> <li>1. To consider the outputs of Phase 2 Fair Cost of Care Exercise in Walsall and note the potential implications for Adult Social Care fee rate setting and budgets.</li> <li>2. To note the content of the final Market Sustainability Plan briefing paper.</li> <li>3. To seek delegated authority for the Portfolio holder, Adult Social Care and the Executive Director, Adult Social Care to approve the final Market Sustainability Plan submission to Department for Health and Social Care.</li> </ol>	Cabinet  Key Decision	Tony Meadows  <a href="mailto:Tony.Meadows@walsall.gov.uk">Tony.Meadows@walsall.gov.uk</a>	Adult Social Care service providers  Internal Services  Local Integrated Care Board	Cllr Pedley	8 February 2023
3/23 (9.1.23)	<p><b>Determination of the Scheme for coordinated admissions, and the Admission Arrangements for Community and Voluntary Controlled Primary Schools for the 2022/23 academic year:</b></p> <p>To approve the Scheme for coordinated admissions and the Admission Arrangements for Community and</p>	Cabinet  Key Decision	Alex Groom  <a href="mailto:Alex.Groom@walsall.gov.uk">Alex.Groom@walsall.gov.uk</a>	Internal Services	Cllr Statham	8 February 2023

	Voluntary Controlled Primary Schools for the 2022/23 academic year:					
152/22 (7.11.22)	<p><b>Renewal of the Council's Oracle Cloud Licenses:</b></p> <p>To renew the Council's Oracle cloud Licenses required for the operation of the Council's One Source system for HR, Payroll, Finance and Procurement from May 2023</p>	Cabinet Key Decision	Ian Tuft <a href="mailto:Ian.Tuft@walsall.gov.uk">Ian.Tuft@walsall.gov.uk</a>	Internal Services	Cllr Bird Cllr Ferguson	22 March 2023
162/22 (5.12.22)	<p><b>Approval of the Black Country Joint Committee Collaboration Agreement:</b></p> <p>Delegate authority to the Executive Director for Resources and Transformation to enter into legal agreements with WMCA relating to BC LEP Legacy funds.</p>	Cabinet Key Decision	Kelly Valente <a href="mailto:Kelly.Valente@walsall.gov.uk">Kelly.Valente@walsall.gov.uk</a>	Internal services	Cllr Bird	22 March 2023
145/22 (7.11.22)	<p><b>Town Centre Theatre Project:</b></p> <p>To agree next steps for the Town Deal Theatre project, setting out funding implications and options.</p> <p><i>This will be a private session report containing commercially sensitive information.</i></p>	Cabinet Key Decision	Philippa Venables <a href="mailto:Philippa.Venables@walsall.gov.uk">Philippa.Venables@walsall.gov.uk</a>	Internal services	Cllr Andrew	22 March 2023
4/23 (9.1.23)	<p><b>West Midlands Local Transport Plan Settlement and Transport Capital Programme 2023/24:</b></p> <p>To approve the West Midlands Local Transport Plan Settlement and Transport Capital Programme 2023/24.</p>	Cabinet Key Decision	Matt Crowton <a href="mailto:Matt.Crowton@walsall.gov.uk">Matt.Crowton@walsall.gov.uk</a>	Internal Services	Cllr Andrew	22 March 2023

5/23 (9.1.23)	<b>Sandwell Local Plan – Issues and Options Consultation:</b>  To approve Walsall’s response to the Sandwell Local Plan consultation.	Cabinet  Key Decision	Neville Ball  <a href="mailto:neville.ball@walsall.gov.uk">neville.ball@walsall.gov.uk</a>	Internal Services	Cllr Andrew	22 March 2023
153/22 (7.11.22)	<b>Walsall’s Homelessness and Rough Sleeping Strategy 2022 to 2027:</b>  To approve Walsall’s Homelessness and Rough Sleeping Strategy, 2022 to 2027.	Cabinet  Key Decision	Neil Hollyhead  <a href="mailto:Neil.HollyHead@walsall.gov.uk">Neil.HollyHead@walsall.gov.uk</a>	Internal services, service users, external stakeholders	Cllr Ali	22 March 2023
6/23 (9.1.23)	<b>Borough Playing Pitch Strategy:</b>  To adopt and publish the Walsall Playing pitches strategy and the Black Country strategic framework	Cabinet  Key Decision	Liz Stuffins  <a href="mailto:Liz.Stuffins@walsall.gov.uk">Liz.Stuffins@walsall.gov.uk</a>	Internal Services	Cllr Flint	22 March 2023
140/22 (10.10.22)	<b>High Needs Funding Formula:</b>  To approve changes to the High Needs Funding Formula, as agreed by Schools Forum, to be used for the allocation of Dedicated Schools Grant – High Needs Block to schools in Walsall for the 2023/24 financial year	Cabinet  Key Decision	Richard Walley  <a href="mailto:Richard.Walley@walsall.gov.uk">Richard.Walley@walsall.gov.uk</a>	Internal Services, Schools Forum	Cllr M. Statham	22 March 2023
154/22 (7.11.22)	<b>Early Years Funding Formula:</b>  That Cabinet approves the Early Years Formula, as agreed by Schools Forum, to be used for the allocation of funding to early years providers in Walsall	Cabinet  Key Decision	Richard Walley  <a href="mailto:Richard.Walley@walsall.gov.uk">Richard.Walley@walsall.gov.uk</a>	Schools Forum  Internal Services	Cllr M. Statham	22 March 2023



**Black Country Executive Joint Committee**  
**Forward Plan of Key Decisions Published up to May 2023**

<b>Date Created</b>	<b>Key Decision</b>	<b>Contact Officer</b>	<b>Main consultee</b>	<b>Date of meeting</b>
	<b>Land and Property Investment Fund (LPIF)</b>			
03/10/2022	<p><b>Willenhall Garden City - Phase 1 (Moat Street and Villiers Street)</b></p> <p>Approval for the Accountable Body (Walsall Council) to proceed to enter into internal Grant Agreement with Walsall Council, to deliver the BCLEP funded elements of the Willenhall Garden City – Phase 1 (Moat street and Villiers Street) with delivery to commence in the 2023/24 financial year.</p>	<p>Simon Neilson  <a href="mailto:Simon.neilson@walsall.gov.uk">Simon.neilson@walsall.gov.uk</a></p>	Walsall Council	01/02/2023
03/10/2022	<p><b>Dudley Brownfield Land Programme</b></p> <p>Approval for the Accountable Body for the Land and Property Investment Fund (Walsall Council) to proceed to enter into a Grant Agreement with Dudley Council, to deliver the</p>	<p>Helen Martin  <a href="mailto:Helen.Martin@dudley.gov.uk">Helen.Martin@dudley.gov.uk</a></p>	Dudley Council	01/02/2023

Date Created	Key Decision	Contact Officer	Main consultee	Date of meeting
	Land and Property Investment Fund (LPIF), funded elements of the Dudley Brownfield Land Programme with delivery to commence in the 2023/24 financial year.			
07/11/2022	<p><b>Wolverhampton Stowheath Redevelopment for Housing</b></p> <p>Approval for the Accountable Body for the Land and Property Investment Fund (Walsall Council) to proceed to enter into a Grant Agreement with Wolverhampton City Council, to deliver the Land and Property Investment Fund (LPIF), funded elements of the Stowheath Redevelopment for Housing project with delivery to commence in the 2023/24 financial year.</p>	<p>Richard Lawrence  <a href="mailto:Richard.Lawrence@wolverhampton.gov.uk">Richard.Lawrence@wolverhampton.gov.uk</a></p>	<p>City of Wolverhampton Council</p>	<p>01/02/2023</p>
	<b>Non-Key Decision</b>	<b>Growing Places Fund Delegated Authority for Noting</b>		



Date Created	Key Decision	Contact Officer	Main consultee	Date of meeting
05/12/2022	<p><b>Dudley Zoo Visitor and Education Centre Development Phase Project</b></p> <p>To note that the Executive Director for Economy, Environment and Communities within Walsall Council in his role of the Chair of the Working Group has used his Delegated Authority to approve the Accountable Body for the Growing Places Fund (Walsall Council) to proceed to amending the Grant Agreement with the Dudley and West Midlands Zoological Society Ltd, to deliver the Growing Places Fund (GPF) funded elements of the Dudley Zoo Visitor and Education Centre Development Phase project with delivery to commence in the 2022/23 financial year.</p>	<p>Simon Neilson  <a href="mailto:Simon.neilson@walsall.gov.uk">Simon.neilson@walsall.gov.uk</a></p>	Walsall Council	01/02/2023
	<b>Non-Key Decision</b>	<b>Black Country Growth Hub for Noting</b>		

Date Created	Key Decision	Contact Officer	Main consultee	Date of meeting
05/12/2022	<p><b>Black Country Growth Hub</b></p> <p>To note that the Accountable Body for the Growth Deal (Walsall Council) has received Walsall Council's Cabinet approval to proceed to a Grant Agreement to the value of £231,000, with the Black Country Consortium Ltd to deliver the Black Country Growth Hub Funding for 2022/2023.</p>	<p>Simon Neilson  <a href="mailto:Simon.neilson@walsall.gov.uk">Simon.neilson@walsall.gov.uk</a></p>	Walsall Council	01/02/2023
	<p><b>Black Country Executive Joint Committee Governance</b></p>			
05/12/2022	<p><b>Approval of the Black Country Joint Committee Collaboration Agreement</b></p> <p>Approval of future arrangements for the Black Country Joint Committee, and approval of the revised Black Country Joint Committee Collaboration Agreement setting out how</p>	<p>Simon Neilson  <a href="mailto:Simon.neilson@walsall.gov.uk">Simon.neilson@walsall.gov.uk</a></p>	Walsall Council	19/04/2023

Date Created	Key Decision	Contact Officer	Main consultee	Date of meeting
	legacy funds, including Enterprise Zones, will be dealt with.			
	<b>Land and Property Investment Fund (LPIF)</b>			
05/12/2022	<p><b>Music Institute - Cable Plaza Site (Main Scheme)</b></p> <p>Approval for the Accountable Body for the Land and Property Investment Fund (Walsall Council) to proceed to amending its Grant Agreement with Dudley Council, to deliver the Land and Property Investment Fund (LPIF), funded elements of the Music Institute - Cable Plaza Site (Main Scheme) project.</p>	<p>Helen Martin  <a href="mailto:Helen.Martin@dudley.gov.uk">Helen.Martin@dudley.gov.uk</a></p>	Dudley Council	19/04/2023

## WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: FEBRUARY 2023 - JULY 2023

Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Meeting 10 February 2023</b>					
<b>Regional Activity &amp; Delivery Update</b>	<b>Purpose:</b> To provide an update on the activity and delivery across the region since the last meeting.	n/a	Laura Shoaf	No	n/a
<b>Review of the West Midlands Growth Company</b>	<b>Purpose:</b> To review the West Midlands Growth Company.	n/a	Julie Nugent	No	Governance
<b>WMCA Budget 2023/234</b>	<b>Purpose:</b> To approve the WMCA's 2023/24 budget.	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Race Equalities Taskforce Action Plan</b>	<b>Purpose:</b> To approve the action plan.	Cllr Kerrie Carmichael	Ed Cox	No	Inclusive Communities
<b>Local Transport Plan</b>	<b>Purpose:</b>	Cllr Ian Ward	Anne Shaw	No	Transport
<b>Wednesbury - Brierley Hill Metro Extension Funding Mitigation Measures</b>	<b>Purpose:</b> To consider the latest progress in securing the mitigation measures for addressing the funding gap identified for phase 1 of the project and to close the funding gap for the full scheme.	Cllr Ian Ward	Linda Horne	Yes	Transport

Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Meeting 24 March 2023</b>					
<b>Regional Activity &amp; Delivery Update</b>	<b>Purpose:</b> To provide an update on the activity and delivery across the region since the last meeting.	n/a	Laura Shoaf	No	n/a
<b>Financial Monitoring 2022/23</b>	<b>Purpose:</b> To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Inclusive Communities Strategy</b>	<b>Purpose:</b> To agree the scope and design of a programme.	Cllr Kerrie Carmichael	Ed Cox	No	Inclusive Communities
<b>City Region Sustainable Transport Settlement - Metro Line 1 Business Case</b>	<b>Purpose:</b> To consider the business case for essential renewal work to core elements of the existing line, including sections of key systems to ensure they continued to function correctly and avoided interruption to the service on the current routes.	Cllr Ian Ward	Anne Shaw	No	Transport
<b>Meeting 9 June 2023</b>					
<b>Regional Activity &amp; Delivery Update</b>	<b>Purpose:</b> To provide an update on the activity and delivery across the region since the last meeting.	n/a	Laura Shoaf	No	n/a
<b>Appointment of WMCA Boards and Committees 2023/24</b>	<b>Purpose:</b> To approve consider the appointments to boards, chairs and meetings dates for 2023/24.	n/a	Satish Mistry	No	Governance

Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Overview &amp; Scrutiny Committee Annual Report</b>	<b>Purpose:</b> To consider a report setting out the activity of overview & scrutiny during 2022/23.	n/a	Satish Mistry	No	Governance
<b>Financial Monitoring 2022/23</b>	<b>Purpose:</b> To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Meeting July 2023</b>					
<b>Regional Activity &amp; Delivery Update</b>	<b>Purpose:</b> To provide an update on the activity and delivery across the region since the last meeting.	n/a	Laura Shoaf	No	n/a
<b>Financial Monitoring 2022/23</b>	<b>Purpose:</b> To outline the latest financial position of WMCA and provide an update on any current financial matters affecting WMCA.	Cllr Bob Sleigh	Linda Horne	No	Finance