# Cabinet

## Wednesday 28 October 2020 at 6.00 p.m.

Meeting via Microsoft Teams: Public access: https://youtu.be/37DgJOFuJW4

**Portfolios**

Councillor M.A. Bird,
Leader of the Council

Councillor G. Perry,
Deputy Leader and
Resilient Communities

Councillor A. Andrew
Deputy Leader and
Regeneration

Councillor C. Towe,
Education and skills

Councillor R. Martin,
Adult social care

Councillor S. Craddock,
Health and wellbeing

Councillor T. Wilson,
Children's

Councillor B. Chattha
Personnel and
business support

Councillor O. Butler,
Clean and green

**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 | 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.<br><br>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Regulations (Consolidation) Act 1992. |
| Contracts | 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:<br><br>(a)      under which goods or services are to be provided or works are to be executed; and<br><br>(b)      which has not been fully discharged. |
| 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 | Any tenancy where (to a member's knowledge):<br><br>(a)      the landlord is the relevant authority;<br><br>(b)      the tenant is a body in which the relevant person has a beneficial interest. |
| Securities | Any beneficial interest in securities of a body where:<br><br>(a)      that body (to a member's knowledge) has a place of business or land in the area of the relevant authority; and<br><br>(b)      either:<br><br>(i)      the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or<br><br>(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. |

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

## Access to information: Exempt information

## Part 1

## Descriptions of exempt information: England

1.      Information relating to any individual.

2.      Information which is likely to reveal the identity of an individual.

3.      Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4.      Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

5.      Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

6.      Information which reveals that the authority proposes:

    (a)     to give any enactment a notice under or by virtue of which requirements are imposed on a person; or

    (b)     to make an order or direction under any enactment.

7.      Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

8.      Information being disclosed during a meeting of a Scrutiny and Performance Panel when considering flood risk management functions which:

    (a)     Constitutes a trades secret;

    (b)     Its disclosure would, or would be likely to, prejudice the commercial interests of any person (including the risk management authority);

    (c)     It was obtained by a risk management authority from any other person and its disclosure to the public by the risk management authority would constitute a breach of confidence actionable by that other person.

# Agenda

**Part I – Public session**

1.  Apologies

3.  Declarations of interest

4.  **Local Government (Access to Information) Act, 1985 (as amended)**:

    To agree that the public be excluded from the private session during consideration of the agenda items indicated for the reasons shown on the agenda.

5.  Petitions.

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

6.  Questions

    (Note: 30 minutes will be allowed for pre-submitted questions from non-executive members and the public.  All questions will have been submitted at least 7 clear days before the meeting

    Answers will be provided at the meeting - no supplementary questions will be allowed.)

**Leader of the Council: Councillor Bird**

**Key decisions**

**Overview and Scrutiny reports**

**Part II – Private session**

**Deputy Leader and Regeneration: Councillor Andrew**

**Non Key decision**

22.    Disposal of a Council property on Lichfield Street, Walsall

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

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# Wednesday 9 September 2020 at 6.00 p.m.

**Virtual meeting via Microsoft Teams**

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

## Present

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

## Welcome

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

## 3603  Minutes

Councillor Bird moved approval of the minutes of the meeting on 12 August 2020 which was put to the vote by way of a roll-call of Cabinet members

The motion subsequently declared carried and it was:

**Resolved** (unanimously)

That the minutes of the meeting held on 12 August 2020 copies having been sent to each member of the Cabinet be approved and signed as a correct record.

## 3604  Declarations of interest

There were no declarations of interest.

## 3605  Local Government (Access to Information) Act, 1985

There were no items to be considered in private session.

3606 **Petitions**

The following petitions were submitted:

Councillor Andrew:
- Traffic calming in Doe Bank Lane
- Injunction to stop unauthorised encampments on land in Bentley

Councillor Hicken:
- Road safety in Wrighton Close, Willenhall

3607 **Questions**

No questions from the public had been received.

3608 **Forward plan**

The forward plan as at 7 September 2020 was submitted:

(see annexed)

**Resolved** (by assent)

That the forward plan be noted.

3609 **Impact of Covid-19 – Residents survey**

Councillor Bird presented the report:

(see annexed)

Councillor Bird moved the approval of the recommendations which was seconded by Councillor Craddock.

The motion was put to the vote by way of a roll-call of Cabinet members and subsequently declared carried and it was:

**Resolved** (unanimously)

That Cabinet agrees to a Borough wide residents' survey, its purpose, topics to be included and associated methodology and timeframe.

3610 **Corporate Financial Performance 2020/21 and Covid-19**

Councillor Bird presented the report:

(see annexed)

Councillor Bird highlighted the financial challenges facing the Council and moved the approval of the recommendations which was seconded by Councillor Andrew.

The motion was put to the vote by way of a roll-call of Cabinet members and subsequently declared carried and it was:

**Resolved** (unanimously)

That Cabinet:

(1)     Note the additional funding allocated to Walsall as set out in sections 4.5 and 4.6 of this report, and that this will be sufficient to cover the additional costs of supporting the council's Covid-19 response in the short term, based on the 'reasonable' case scenario and implementation of recommendation (7).

(2)     Note the conditions on the newly released Local Authority Emergency Assistance Grant, and that officers will seek to optimise use of this to release part of the 19 May Cabinet approved allocation for shielding / food parcel support, as outlined in 4.6 (iv).

(3)     Note the forecast impact of Covid-19 to July 2020 as set out in section 4.7 to 4.27, including:

   (i)     The loss of income as set out in sections 4.14 to 4.17.
   (ii)    The additional costs approved through Cabinet, Gold and Silver Control as set out at sections 4.18 to 4.23 and Appendix 1.
   (iii)   The estimated financial impact on the delivery of 2020/21 approved savings, as set out in sections 4.24 to 4.26.

(4)     Note a number of non Covid-19 related demand and other service pressures totalling c£1.8m as set out in 4.28 to 4.33, and actions being taken to address these.

(5)     Note, in summary, total pressures in 2020/21 ranging from c£27m to c£47m, which, after applying the unringfenced Covid-19 Government grant and subject to confirmation of the grant for loss of income being in line with estimates, results in net pressures of between £4m to £23m (subject to any further 'unknowns'). This is set out in sections 4.34 to 4.36.

(6)     Note and approve the following actions which, under the 'reasonable' case scenario will ensure a balanced budget for 2020/21 as set out within section 4.35 of the report:

   (i)     That continued action be taken by Executive Directors to address the remaining £1.8m of non Covid-19 service pressures;
   (ii)    Realignment of £2.4m of growth included within the 2020/21 budget which is no longer required;

(7)     Note that, given the unprecedented situation, and therefore uncertainty concerning future impact, that there is a risk that cost pressures/income losses are significantly above the 'reasonable' case scenario and, whilst it

is unlikely that the 'worse case scenario' will arise in full, it is prudent to plan for this scale of impact. As such, Cabinet are asked to note and approve the following actions to plan for this:

(i)     That officers make plans to accelerate delivery of Walsall Proud Programme (WPP) benefits wherever possible;

(ii)    That the S151 officer review, revise and where appropriate centralise relevant budgets which may have been under-utilised during the lockdown period;

(iii)   The S151 officer to review, revise and where appropriate, release a proportion of existing earmarked reserves, in consultation with the Leader of the Council (portfolio holder for finance), and in accordance with existing delegations;

(iv)    That the S151 officer review, revise and where appropriate utilise the council's approved Use of Flexible Capital Receipts Strategy, in consultation with the Leader of the Council, to capitalise the costs of transformation.

(v)     The S151 officer to allocate general fund reserves, in consultation with the Leader of the Council (portfolio holder for finance) and in accordance with existing delegations and the medium term financial strategy, noting that this may require replenishment of general fund reserves during the 2021/22 budget setting process.

(8)     Note that, by agreeing these actions now to address this shortfall, this will allow a greater focus on assessing the impact of Covid-19 on 2021/22 and identifying options to address that impact as 2021/22 is a much more challenging position.

(9)     Note the updated benefits range in relation to WPP and approve an amendment to the investment cost to benefit ratio from 1:3 to 1:2.5 as set out in 4.27.


3611    **Corporate Plan Quarter 1**

Councillor Bird presented the report:

(see annexed)

**Resolved** (by assent)

That Cabinet review and endorse the performance information provided in the appendix.


3612    **Towns Fund Acceleration Programme and Town Deal Board**

Councillor Andrew presented the report:

(see annexed)

Councillor Andrew highlighted the opportunity and moved the approval of the recommendations which was seconded by Councillor Bird.

The motion was put to the vote by way of a roll-call of Cabinet members and subsequently declared carried and it was:

**Resolved** (unanimously)

(1) That Cabinet approves the formation of the Town Deal Board in accordance with government guidance (appendix 1), to represent both Bloxwich and Walsall areas, supported by an Advisory Board for each area.

(2) That Cabinet approves the projects selected for the Bloxwich and Walsall Town Fund areas (map in appendix 2), as set out within the attached project tables (appendix 3), as the Bloxwich and Walsall Towns Fund Acceleration programme, to take up the £1.5million available.

(3) That to ensure delivery before the 31.03.2021, Cabinet delegate's authority to the; Executive Director for the Economy, Environment & Communities in consultation with the Deputy Leader & Regeneration Portfolio holder to agree the final membership and operating arrangements for the Town Deal Board/s, and any necessary changes to the contents that form the Towns Fund Acceleration programme.

3613 **Residential and nursing care services for older people, complex care and mental health services**

Councillor Martin presented the report:

(see annexed)

Councillor Martin moved the approval of the recommendations which was seconded by Councillor Bird.

The motion was put to the vote by way of a roll-call of Cabinet members and subsequently declared carried and it was:

**Resolved** (unanimously)

(1) That Cabinet approves the award of the new contracts for Residential and Nursing for Older People, Complex Care and Mental Health from 1 October 2020 to 31 March 2023.

(2) That Cabinet delegate authority to the Interim Executive Director of Adult Social Care (ASC) to award contracts on behalf of the Council to providers who apply for and meet the requirements of the Residential and Nursing Application Process as detailed in 4.2 below and to subsequently authorise the variation, sealing or signing of any associated contracts, deeds or other related documents.

(3)     That Cabinet approves the extension of the CBS Framework from 1 April 2021 to 31 March 2023 and delegates authority to the Interim Executive Director of Adult Social Care to subsequently authorise the variation, sealing or signing of any associated contracts, deeds or other related documents.

(4)     That Cabinet approves the extension of contracts for the Transitional beds from 1 October 2020 to 30 September 2021 and delegates authority to the Interim Executive Director of Adult Social Care to subsequently authorise the variation, sealing or signing of any associated contracts, deeds or other related documents.

(5)     That Cabinet notes the recommendations of this report will not change the current fee rates payable by the Council for all the above services. Furthermore, the quality expectations of Providers to improve and/or maintain good outcomes for all service users remains.

## 3614    Resilient Communities working group

In introducing the item the Leader announced that he had appointed Councillor Garry Perry as Deputy Leader for Resilient Communities with the authority to engage other portfolio work on behalf of the Leader.  He noted that Councillor Andrew would continue as the statutory Deputy Leader who was empowered to act in his absence.

Councillor Perry thanked the Leader for appointing him to the role and the other Portfolio Holders for their support.

The report of the Scrutiny Overview Committee was submitted:

(see annexed)

Councillor Perry explained how the Resilient Communities model had developed during the COVID-19 pandemic and the positive impact it had.

**Resolved** (by assent)

That the report of the Scrutiny Overview Committee be noted and a report responding to the recommendations submitted to the next meeting.

## 3615    Covid-19 working group

The report of the Scrutiny Overview Committee was submitted:

(see annexed)

Councillor Perry responded to the working group report by explaining the response to the adversity caused by the pandemic.  He noted the significant number of responses made by Making Connections to support the local community.  Other

Portfolio Holders reported support provided which included: housing homeless residents, supporting looked after children, enabling the Council workforce to work remotely and keeping care homes supplied with personal protective equipment.

**Resolved**

That the report of the Scrutiny Overview Committee be noted and a report responding to the recommendations submitted to the next meeting.

The meeting terminated at 7.29 p.m.

Chair:

Date:

# Walsall Council

# FORWARD PLAN OF KEY DECISIONS

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

**5 October 2020**

# FORWARD PLAN

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

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

Cabinet responsibilities are as follows

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

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

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

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

(1)     A key decision is:

(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 £250,000.

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

**Dates of meetings**

2020   28 October
         9 December

2021   10 February
         17 March
         21 April

# FORWARD PLAN OF KEY DECISIONS

## NOVEMBER 2020 TO FEBRUARY 2021 (5.10.20)

| 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** |
| 43/20 *(7.9.20)* | **Corporate Financial Performance and Covid-19 update** – To report the financial position and impact on Covid-19 | Cabinet<br><br>(Non key decision) | Vicky Buckley 01922 652326 vicky.buckley@ walsall.gov.uk | Internal | Councillor Bird | 9 December 2020 |
| 44/20 *(7.9.20)* | **Draft Revenue Budget and Capital Programme 2020/21 – 2023/24** – To provide an updated outline budget plan and options for further consultation, and update on consultation to date | Cabinet<br><br>(Non key decision) | Vicky Buckley 01922 652326 vicky.buckley@ walsall.gov.uk | Council tax payers, Business rate payers, voluntary and community organisations | Councillor Bird | 9 December 2020 |
| 32/20 *(3.8.20)* | **Treasury Management mid-year position statement**: To note and forward to Council the mid-year position statement for treasury management activities 2020/21, including prudential and local indicators | Cabinet<br><br>(Non key decision) | Richard Walley 07500 819796 richard.walley@ walsall.gov.uk | Internal | Councillor Bird | 9 December 2020 |
| 36/20 *(7.9.20)* | **Corporate Plan delivery Quarter 2**: To report performance monitoring information relating to the priorities and outcomes included in the Corporate Plan | Cabinet<br><br>(Non key decision) | Helen Dudson helen.dudson@ walsall.gov.uk | Internal | Councillor Bird | 9 December 2020 |
| 33/20 *(7.9.20)* | **Black Country Joint Committee Collaboration Agreement**: To enter into the Supplementary Deed of Variation to the BCJC Collaboration Agreement | Cabinet<br><br>(Key decision) | Kelly Valente 07768 387580 kelly.valente@w alsall.gov.uk | Internal | Councillor Bird | 9 December 2020 |
| 3/20 *(6.1.20)* | **Strategic development at Moxley Road, Darlaston  Private session:** Report contains information relating to the | Cabinet | Joanne Nugent 01922 654752 | Internal | Councillor Andrew | 9 December 2020 |

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| | | | joanne.nugent@walsall.gov.uk Joel Maybury 01922 654748 | | | |
|---|---|---|---|---|---|---|
| 8/20 (3.2.20) | **Black Country Transport Team Collaboration Agreement**: To approve the agreement to facilitate the delivery of a strategic transportation function across the four Black Country local authorities | Cabinet (Non key decision) | Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk | Internal | Councillor Andrew | 9 December 2020 |
| 27/19 (8.7.9) | **A34 Walsall to Birmingham SPRINT (Bus Rapid Transit) scheme – Phase 1**: To approve the sprint scheme | Cabinet (Key decision) | Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk | Internal | Councillor Andrew | 9 December 2020 |
| 68/19 (2.12.19) | **West Midlands Enhanced Partnership Scheme**: To approve a plan to improve bus travel in the A34 Walsall to Birmingham corridor through delivery of a new SPRINT service. | Cabinet (Key decision) | Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk | Internal | Councillor Andrew | 9 December 2020 |
| 43/18 (8.10.18) | **Lighting Invest to Save:** To consider proposals for a major investment in the highway lighting infrastructure by replacing all existing lighting with energy efficient LED lighting | Cabinet (Key decision) | Paul Leighton 07831 120871 paul.leighton@walsall.gov.uk | Public, Walsall Public Lighting Ltd., industry companies, internal | Councillor Andrew | 9 December 2020 |
| 30/20 (3.8.20) | **Bloxwich and Walsall Town Deal Acceleration Programmes:** To update Cabinet on the successful application and approve the necessary delegation to finalise and submit the Town Deal Investment Plans to the government on or before the deadline of 29 January 2021 | Cabinet (Key decision) | Mark Lavender 07951 620333 mark.lavender@walsall.gov.uk | Internal | Councillor Andrew | 9 December 2020 |
| 49/20 (5.10.20) | **Council tax reduction or discount exemption penalties**: To introduce financial penalties for failure/late notification of changes of circumstances that would affect a resident's entitlement | Cabinet (Non key) | Mark Fearn mark.fearn@walsall.gov.uk | Internal | Councillor Andrew | 9 December 2020 |

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| 35/20 (7.9.20) | **Preparing for Adulthood policy**: To approve a new policy to deliver timely and robust plans for young people preparing for adulthood | Cabinet (Key decision) | Jeanette Knapper jeanette/knapper@walsall.gov.uk | Internal, SEND Improvement Board, Health operational partners and CCG | Councillor Martin | 9 December 2020 |
|---|---|---|---|---|---|---|
| 48/20 (5.10.20) | **Access and Inclusion**: Response to report and recommendations of Education Overview and Scrutiny Committee | Cabinet (Non key) | Sharon Kelly 01922 652895 sharon.kelly@walsall.gov.uk | Internal | Councillor Towe | 9 December 2020 |
| 50/20 (5.10.20) | **Public Health contracts:** To approve extension of existing public health core contracts and commence consultation to reconfigure lifestyle services | Cabinet (Key decision) | Stephen Gunther stephen.gunther@walsall.gov.uk Adrian Roche adrian.roche@walsall.gov.uk | Internal | Councillor Craddock | 9 December 2020 |
| 26/20 (3.8.20) | **Information Governance Framework policy**: To approve the framework policy which has been updated throughout the Covid-19 lockdown to include the changes required for mobile working alongside the Council's technology changes. | Cabinet (Key decision) | Paul Withers paul.withers@walsall.gov.uk | Internal | Councillor Chattha | 9 December 2020 |
| 45/20 (7.9.20) | **Corporate Financial Performance and Covid-19 update** – To report the financial position based on 9 months to December 2020 and impact on Covid-19 | Cabinet (Non key decision) | Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk | Internal | Councillor Bird | 10 February 2021 |
| 46/20 (7.9.20) | **Corporate Budget Plan 2020/21 – 2023/24, and Treasury Management and investment Strategy 2021/2022**: To approve the final budget and Council tax for approval by Council | Cabinet (Key decision) | Vicky Buckley 01922 652326 vicky.buckley@walsall.gov.uk | Council tax payers, Business rate payers, voluntary and community organisations | Councillor Bird | 10 February 2021 25 February 2021 |
| 47/20 (7.9.20) | **Corporate Plan delivery – Quarter 3 monitoring**: To report performance monitoring information relating to the priorities and outcomes included in the Corporate Plan | Cabinet (Non key decision) | Helen Dudson helen.dudson@walsall.gov.uk | Internal | Councillor Bird | 10 February 2021 |

| 51/20 (5.10.20) | **High Needs Funding Formula**: To approve changes to the formula to be used for the allocation of High Needs Dedicated Schools Grant funding for the 2021/22 academic year | Cabinet

(Key decision) | Andy Crabtree Mohammed Irfan 01922 652330 | Schools Forum | Councillor Towe | 10 February 2020 |

**Cabinet – 28 October 2020**

**Walsall Proud Programme – Enabling Technology supporting Customer Access Management to deliver Customer Relationship Management (CRM) technology for the Customer Experience Centre**

**Portfolio:** Councillor Bird, Leader of the Council

**Related portfolios**: All

**Service:** ICT, Resources and Transformation

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

### 1. Aim

1.1 In order to progress the Customer Access Management workstream of the Proud Programme, there is a requirement for the Council to appoint a partner to deliver the Customer Relationship Management (CRM) technology and build digital self-serve processes to improve the customer experience. This report seeks Cabinet approval to delegate authority to the Interim Executive Director for Resources and Transformation to award and enter into a contract with a business and systems integration partner.

### 2. Summary

2.1 This report is to address a specific delivery requirement for the procurement of essential services to configure and implement CRM technology to support the Customer Access and Management work stream (CAM). This entails engagement with a partner who will:

- Work with ICT to build the CRM solution including integrations with other key council systems (system integration)

- Work with The Customer Access Management workstream to map customer interaction and automate a number of council processes to make them accessible via the web (business integration)

- Transfer skills and expertise to Council staff to enable the Council to be progressively more self-sufficient in the future (systems and business integration)

2.2 CAM is an integral part of the Walsall Proud Programme; the CAM work stream will deliver against the following Proud promises:

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

2.3 The technology required to support Walsall Proud Programme work streams is being delivered through the Proud work stream known as Enabling Technology. The Enabling Technology work stream is aligned to and is cross-cutting across all work streams within the Walsall Proud Programme and will strive to deliver technology solutions to timescale, budget and quality. Delivery of the customer platform will enable CAM to meet its delivery objectives and benefits.

2.4 The Enabling Technology work stream has been actively working with CAM over the past 11 months to establish an approach to technology delivery options and solutions to support the evolving Customer Experience Centre (CXC). The key solutions which are currently being specified are known collectively as 'The Integrated Customer Platform' are:

- Customer Relationship Management solution (CRM) – capability to record information about customer contact and to maintain progress against customer requirements, via integration with back office IT systems, enabling self-service opportunities for customers (outlined in this report).
- Service Channel Management solution (SCM) – capability for handling incoming communications to the Customer Experience Centre via Telephone, Email and Social Media. This project is already underway.
- Business Insights (BI) – capability to analyse information from existing IT systems to build greater insight into our services and customers' requirements.
- A new web site including improved functionality and content management.
- An online payments system to support the new web site functionality currently being defined.

Overarching the key solutions will be the ability to integrate applications and data and make digital processes easier for customers to access.

2.5 The next key technology capability which the Customer Access and Management work stream requires the Enabling Technology work stream to deliver is a customer relationship management solution (CRM). In order to meet the requirements of the Proud Programme, the first phase of CRM functionality including a number of customer facing digital processes is required by 1 April 2021.

2.6 The council does not currently have an integrated customer platform. Customer information is currently stored in a number of disparate systems which do not communicate with each other.

2.7 The CRM solution will provide the Customer Experience Centre and council services with the software required to record, manage and view information about customer contact with the council as they access a wide range of services. The software will be cloud hosted for resilience and will enable customers to 'self-serve'

on simple processes freeing up capacity within the Customer Contact Centre and enable services to focus on handling more complex customer needs.

2.8 This is a key decision because based on soft market testing, the anticipated lifetime contract value exceeds the £250,000 threshold for "significant" expenditure. The Customer Access and Management work stream and the underpinning CRM platform is also likely to have a positive impact on the delivery of council services in two or more wards within the borough as set out in the Council's Constitution.

2.9 This is a key enabling technology supporting the work of the Customer Access Management workstream. In order to achieve a delivery date for the CRM platform of 1 April 2021, a contract must be awarded to the successful bidder no later than 5 January 2021. The requirements on the Council under the Public Contracts Regulations 2015, together with the corresponding timing and sequencing of the implementation plan and Cabinet timetable, does not allow sufficient time to conclude the procurement process in time to enable a December 2020 Cabinet led contract award decision. Approval is therefore sought under this report to delegate authority to award the contract for the provision of Customer Relationship Management Business and System Integration Services, following the conclusion of a compliant procurement process.

## 3. Recommendations

3.1 That Cabinet delegate authority to the Interim Executive Director for Resources and Transformation in consultation with the Leader of the Council, to award a contract for the provision of Customer Relationship Management Business and System Integration Services, for an initial term of 2 years with the option to extend for up to a further 2 years, in 12 month increments.

3.2 That Cabinet delegate authority to the Interim Executive Director for Resources and Transformation to enter into the contract, and to subsequently authorise the sealing, signing or variation of any deeds, contracts or other related documents for such services, within the approved budget envelope.

## 4. Report detail - Know

4.1 Customer Access and Management (CAM) was established as a key capability for the council's future Ways of Working at the outset of the Walsall PROUD Programme. The key CAM activities were then defined and designed in 2019, as part of the council's functional model setting out how council activities will be organised in the future ways of working.

4.2 The implementation of the next steps for CAM transformation commenced in July 2020. To support the next steps, the Enabling Technology work stream is required to deliver the foundation of a Customer Relationship Management (CRM) platform and a number of automated processes in readiness for 1 April 2021; it should be noted that this milestone will not deliver the full CRM functionality – this will be built and integrated into other systems as the CAM work stream progresses.

4.3    A CRM platform will allow the creation of a 'golden customer record'.  The CRM platform will support the development of the council's Customer Experience Centre (CXC).

4.4    In line with the ICT Strategy, the new CRM platform will be cloud based (software as a service) and will utilise Microsoft technologies.  These CRM technologies are relatively new to the Council and we do not currently have the skills or expertise in-house to configure the CRM platform. Therefore we require specialist CRM Business and System Integration Services to undertake this work.

4.5    The purchase of appropriate Microsoft Licences is a key requirement, which is inextricably linked to this contract award. The licences are however not a component part of this contract award and will be compliantly procured via a separate contract, funding for which has previously been approved by Cabinet.

4.6    Work is underway to understand and build in-house ICT capability to support and further develop the CRM platform in the future.

4.7    A new CRM platform would be required regardless of the Walsall Proud Programme as the current systems used for managing customer contact are not integrated and rely on interrogating data held in a number of disparate business systems, which leads to a dis-jointed experience for customers.

4.8    The Customer Experience Centre will support the following Proud objectives:

- better use of resources (will be achieved by developing and training staff)
- automated recognition of customers (will be achieved by using identifiers such as phone number)
- pre-population of records with relevant customer data and notes, saving time and improving accuracy whilst remaining in compliance with GDPR requirements
- detailed capture of customer contact across council services, providing insights into types and volumes of contact per channel and service type
- adherence to Service Level Agreements and an enhanced capability to balance resources against demand levels

4.9    The procurement is for the engagement of a combined Business and Systems Integration partner who can deliver both the business process re-design and systems integration activity.  This will minimise the risk of having multiple delivery partners and ensures the synergy required to successfully complete this work within a timely fashion.  The successful partner will:

- Work with ICT to build the Customer Relationship Management (CRM) solution including integrations with other key council systems (system integration)

- Work with the Customer Access Management workstream to map customer interaction and automate a number of council processes to make them accessible via the web (business integration)

- Transfer skills and expertise to Council staff to enable the Council to be progressively more self-sufficient in the future (systems and business integration)

4.10 The Walsall Proud Programme will require the Council and its Officers to work flexibly within its governing processes and procedures whilst also providing Cabinet with a high level of assurance of compliance with the Council's Contract Rules and the Public Contracts Regulations 2015.

## 5. Council Corporate Plan priorities

5.1 The Walsall Proud Programme is fundamental to the successful delivery of all priorities, particularly on improving our Customers experience, employee satisfaction and an internal focus on efficiency.

## 6. Risk management

6.1 Effective governance arrangements are in place for the Walsall Proud Programme to allow for successful delivery of the programme. These consist of Walsall Proud Programme Board, Commercial Group, Design Authority, Customer Access & Management Steering Group.

6.2 The Enabling Technology work stream are working closely with the Walsall Proud Programme, Procurement and Legal Services to ensure that procurement activity is carried out safely and in compliance with both the Public Contracts Regulations 2015 and the Council's Contract Rules.

## 7. Financial implications

7.1 On 18 December 2019, Cabinet approved a variation to the 2019/20 capital programme which included £1,500,000 for the lifetime of the Enabling Technology workstream. Further funding of £10,200,000 for this workstream was approved on 12 February 2020. Funding will be made available from the transformation fund set up to deliver the Proud Programme benefits. An estimate of £6,250,000 has been allocated in the budget for the first 3 years of the contract. It is anticipated that at this point, the council will have sufficient skills and expertise to maintain and build on this technology. Indicative final figures for the first phase of the contract will not be known until the end of December 2020 when the successful tenderer is identified and the procurement moves to contract award.

7.2 The call off of each of the four intended phases of the contract by the council, will be based on the tender prices and rates which are tendered by the successful tenderer. Each phase will involve the council commissioning the modelling and configuration within the CRM system of a specific number of the council's business processes (based on 3 different levels of complexity), which the successful tenderer will then undertake in close collaboration with the Council (in particular ICT and the CAM workstream). The phases will therefore collectively encompass all of the Council's key business processes (numbering approximately 200 in total) in so far as these can be incorporated within the proposed CRM system.

## 8. Legal implications

8.1 The terms and conditions of contract will be negotiated as part of the competitive dialogue process. Legal Services have been engaged to support this process to ensure that suitable contracting arrangements are put in place and will continue to be involved to advise about and assist with negotiations, so that the contract will be in a form approved by the Head of Legal and Democratic Services as required under the council's Contract Rules and otherwise in accordance with the Public Contracts Regulations 2015.

## 9. Procurement Implications/Social Value

9.1 Via the Enabling Technology work stream of the Proud Programme, ICT is working closely with the CAM workstream leads and Procurement to define the high-level requirements for Customer Relationship Management Business and System Integration Services.

9.2 The procurement exercise and associated contract award will be conducted in accordance with the Public Contracts Regulations 2015, the Public Services (Social Value) Act 2012 and Walsall Council's Social Value Policy and Contract Rules.

9.3 In order to maximise innovation and benefit opportunity, based on best practice within this specialist marketplace, the procurement will be carried out using a Competitive Dialogue process. This process will enable the Council to shortlist up to 5 suppliers based on satisfactory due diligence and initial capability assessment. The Council will then enter into a second stage detailed competitive dialogue with the shortlisted bidders in order to establish the best value solution, which meets the Council's needs and objectives in addition to maximising added value

9.4 Subject to satisfactory completion, it is anticipated that the procurement process will conclude contract award around early January. The contract award decision will be published in accordance with regulatory and constitutional requirements

## 10. Property implications

10.1 There will be property implications related to the Customer Access and Management work stream for example when the Customer Experience Centre is developed; the Customer Access and Management work stream will report any property implications to Cabinet.

## 11. Health and wellbeing implications

11.1 The technology that will be delivered by the CRM platform will support employees in delivering their day to day business and services and will enhance their time at work by simplifying and automating processes freeing them up to undertake work which will add value to the citizens of Walsall.

11.2 ICT endeavour to ensure that all new technology allows for end users individual and unique characteristics and requirements; for example deploying lighter weight or smaller equipment or equipment with larger displays, larger monitors, dual

monitors, software to enlarge screen reading or to read aloud, different mouse/keyboard layouts, voice recording software, software configuration to enhance screen displays etc.

## 12. Staffing implications

12.1   There will be a requirement for the successful tenderer to train and upskill existing council staff in the use and support of the new technology that will be introduced by the CRM platform.

12.2   Staffing implications outside of training are being addressed in the overarching Customer Access and Management work stream.

## 13. Reducing Inequalities

13.1   An Equality Impact Assessment reference 29/19 commenced on 29 July 2019 for the Customer Access and Management work stream, this will continue to be reviewed by the CAM Steering Group as necessary and considered as part of the decision making process.

13.2   A separate Equality Impact Assessment reference 55/19 is being carried out for the Enabling Technology work stream which will encompass "supportive technology".

13.3   The Council is currently undertaking a programme of work to ensure that the services which are offered via the Council's website (digital services) comply with the Government Digital Standard (GDS). This standard has 14 requirements which when implemented will give assurance that users with protected characteristics have the same opportunity as others to access online services.  The GDS Service Standard can be viewed here https://www.gov.uk/service-manual/service-standard.

The GDS standards are:

- Understand users and their needs
- Solve a whole problem for users
- Provide a joined up experience across all channels
- Make the service simple to use
- Make sure everyone can use the service
- Have a multidisciplinary team
- Use agile ways of working
- Iterate and improve frequently
- Create a secure service which protects users' privacy
- Define what success looks like and publish performance data
- Choose the right tools and technology
- Make new source code open
- Use and contribute to open standards, common components and patterns
- Operate a reliable service

13.4   All invitations to tender for ICT solutions refer to the Council's Vision; this being *that Inequalities are reduced and all potential is maximised.  We are led by the*

*communities we serve who help shape the services we provide and we help those communities to make a positive difference to their own lives through active civic engagement and co-operation.*

Shortlisted bidders will be required to outline how their proposal takes into consideration the Council's objectives of reducing inequalities and increasing accessibility.

## 14. Consultation

14.1    Following Cabinet approval on 23 October 2019 to commence consultation/engagement to inform and shape future ways of working, the CAM Steering Group have completed consultation through Member workshops, customer focus groups, operational workshops, manager workshops and an online survey.  Feedback from this consultation is recorded in EqIA reference 29/19.

14.2    Further specific consultation regarding CRM technology will be carried out as required within EqIA reference 55/19.

## 15. Decide

15.1    Cabinet is requested to approve the recommendation made in section 3 of this report.

## 16. Respond

16.1    In the event that Cabinet delegate authority to award a contract to the Interim Executive Director of Resources and Transformation, ICT will continue to work closely with all stakeholders to ensure that the CRM platform is implemented as required by the Customer Access and Management work stream.

## 17. Review

17.1    Monitoring, review and reporting progress of the CAM work stream will continue to be undertaken through current Proud PMO governance procedures.

**Background papers**

CAM Cabinet Report
CAM Draft EqIA ref 29/19
SCM Draft EqIA ref 55/19

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Deborah Hindson
Executive Director

20 October 2020

Councillor Bird
Portfolio holder

20 October 2020

**Cabinet – 28 October 2020**

**Approval for the: Extension of the Walsall Impact Programme**

**Portfolio:**          Councillor Mike Bird, Leader of the Council.

**Related portfolios**: Councillor Adrian Andrew, Deputy Leader and Regeneration.

**Service:**          Resources & Transformation

**Wards:**          **All**

**Key decision:**     **Yes**

**Forward plan:**     **Yes**

1.     **Aim**

     Securing £3,021,628 of additional European Union (EU) and government funding for the current Walsall Impact programme, together with an extension of through to December 2023 will enable Walsall Council and its delivery partners to continue to support young people throughout Walsall aged 16 – 29, who are Not in Employment, Education or Training into positive outcomes.

2.     **Summary**

2.1   In 2014, Walsall Council led the development of a Black Country partnership with the sole aim of securing the 16-29 Youth Employment Initiative (YEI) contract for the Black Country. Success in 2016 resulted in the Black Country securing approval for £34million of EU and government funding to deliver the (YEI) contract, with Dudley Council appointed as Accountable Body.

2.2   Cabinet granted approval in 2016 for the Walsall Impact programme to take up its allocation of £6,063,656 to support 3504 beneficiaries. Followed on the 5 September 2018 by Cabinet accepting an increase in budget to £7,449,930 and an extension of two years through to July 2021. This increased Impact's capacity to support up to 4461 young people, who are Not in Employment, Training or Education (NEET) into positive Education & Employment outcomes.

2.3   The Department for Work & Pensions have offered all existing EU providers extensions to their programmes, with the UK Government underwriting all contracted EU programmes. The Black Country has accepted the offer and has successfully submitted its proposals and secured the offer of an extension to the current Black Country Impact programme through to December 2023.

2.4   This report sets out the case for and seeks approval to take up the offer of an additional £3,021,628, a revised total of £10,471,558, to continue and extend the current Impact programme through to December 2023. Increasing Impacts capacity by around 30%, providing 5800 places for Walsall's 16 – 29 year olds who are NEET.

## 3. Recommendations

3.1 That Cabinet approves acceptance of the additional £3,021,628 of European Union and Government grant funding, creating a total budget of £10,471,558 to support the Walsall Impact programme, administered by Dudley Council in their role as the Department for Work & Pensions appointed Accountable Body.

3.2 That Cabinet approves the extension of the Walsall Impact programme through to December 2023, to fully utilise the grant available and provide 1339 additional places, so that an estimated total 5,800 young can receive the support they need to progress into positive outcomes and all results can be evidenced and claimed.

3.3 That Cabinet delegate's authority to the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader of the Council, to sign, amend and enter into the appropriate agreements with Dudley Council, together with any subsequent negotiations as required to secure the funding and ensure delivery of the Walsall Impact contract and associated programmes.

## 4. Report detail – know

4.1 In 2014, Walsall Council led the development of a Black Country partnership with the sole aim of securing the 16-29 Youth Employment Initiative (YEI) contract for the Black Country. Subsequently the four Black Country Councils of Dudley, Sandwell, Walsall and Wolverhampton, together with the Wolverhampton Voluntary Sector Council (Talent Match), entered a competitive bidding process. This resulted in success during 2016, securing £34million to support the Black Country the Youth Employment Initiative (YEI) contract; with Dudley Council appointed as Accountable Body.

4.2 Subsequently called Impact, Cabinet granted approval in 2016 for the Walsall (YEI) programme to take up its £6,063,656 of new funding to support up to 3504 qualifying 16 – 29 year olds into positive outcomes. On the 5 September 2018 Cabinet granted a further approval to accept an extension, consisting of £7,449,930 (an increase of £1,386,274) creating the capacity to support up to 4461 young people into positive Education & Employment outcomes through to March 2021.

4.3 The Department for Work & Pensions have offered all existing contracted EU provision extensions to their programmes, with the UK Government underwriting all subsequently contracted EU programmes. This report sets out the case for and seeks approval to take up an additional £3,021,628, a total grant available of £10,471,558 to continue with, and extending the current Impact programme through to July 2023, as its active phase and December 2023 for its winding up and final claim processing and submission, as set out within the following table.

4.3.1. **Programme Extension Request Details**

| Walsall Impact Porgramme - Timeframe Details | Grant | | Match | | Total programme value | |
|---|---|---|---|---|---|---|
| Initial Approval - Sept 2016 - July 2019 | £ | 6,063,656 | £ | 2,250,000 | £ | 8,313,656 |
| Extension 1 Sept 2016 - July 2021 | £ | 7,449,930 | £ | 2,737,584 | £ | 10,187,514 |
| Extension 2 Sept 2016 - July 2023 | £ | 10,471,558 | £ | 3,930,431 | £ | 14,401,989 |
| **Variance to original commitment** | **£** | **4,407,902** | **£** | **1,680,431** | **£** | **6,088,333** |
| **Claimed up to Dec 2019** | £ | 3,809,290 | £ | 1,888,273 | £ | 5,697,563 |
| **Grant available and Match Requirement - Through to July 2023** | £ | 6,662,268 | £ | 2,042,158 | £ | 8,704,426 |

4.4 The Impact programme is unique in EU terms, as for every £1 in match successfully evidenced; Walsall Council can draw down £2 of EU / Government funding. If we are to draw down all available funding Walsall council needs to evidence matching funding totalling £3.93m, as set out in the above table, 4.3.1.

4.5 So far up to Dec 19 Walsall Council has successfully evidenced 1.89m of match funding, leaving a balance of £1.814m to be recorded and evidenced before programme completion in July 2023, followed by its winding up through to December 2023. The Programme Management team have worked with Service Managers and Finance Leads across all directorates, who together have produced the following table that sets out the match funding profiles as agreed together with each directorate to generate the balance required of £1.814m.

4.5.1 – Walsall Impact Match Funding Table

| Walsall Impact Programme - Proposed (Extension) Match Funding Profiles Jan 2020 - July 2023 | | | | | |
|---|---|---|---|---|---|
| Directorate / Area | 2020 | 2021 | 2022 | 2023 (Q1 and Q2) | Totals |
| Economy, Environment & Communities (Employment & Skills) | £103,537 | £121,550 | £126,795 | £65,529 | £417,411 |
| Adult Social Care | £93,275 | £98,850 | £103,403 | £53,204 | £348,732 |
| Money Home Job (Service Area) | £181,423 | £202,449 | £210,595 | £108,146 | £702,613 |
| Children's Services | £88,280 | £99,410 | £104,029 | £53,860 | £345,579 |
| **Sub Totals** | **£466,515** | **£522,259** | **£544,822** | **£280,739** | **£1,814,335** |
| 15% Match Provided by the Department of Work & Pensions | £69,977 | £78,339 | £81,723 | £42,111 | £272,150 |
| **Totals** | **£536,492** | **£600,598** | **£626,545** | **£322,850** | **£2,086,485** |

4.6 Directorates/service areas listed are on track to evidence the £466,515 for 2020, leaving a balance around £1.35m to be recorded / evidenced as set out above for 2021, 2022 and the first two quarters of 2023. Government through the Department for Work & Pensions (DwP) also provides matching funding at 15%, which is included within table 4.5.1 above.

4.7     As with previous years the sources of match change and flex as structures and roles and responsibilities also change and evolve; the capturing of matching funding will as before adapt to circumstances and any structural changes as required. The production of match funding captured monthly is monitored on a quarterly basis by the Programme Management team, with changes and adaptions negotiated with directorate nominees and reported into the cross directorate Impact Management Group meetings.

4.8     Partners are key to both delivery and the production of matching funding, for example, the match funding provided by Wolverhampton Council for Voluntary Organisations (CVO) through its Talent Match programme funds additional services through their Impact contract with Dudley Council, the programmes Accountable Body. These services are available to Walsall Councils Impact participants, adding choice and diversity.

*Context*

4.9     The Impact programme aims to support 16 – 29 year old's who are Not in Employment Education or Training (NEET) on their journey into positive outcomes, including; training, education, apprenticeships and employment. By accepting the extension through to July 2023, this opens up an additional £3,021,628 of EU and government grant to continue with, and increase the number of places from 4461 by around 30% to 5800.

4.10    All council directorates; Economy & Environment, Children's, Resources and Transformation and Adult Social Care (including Public Health), are actively collaborating in its delivery by identifying existing staff who support young people and generate matching funded activity. By capturing this, the funding drawn down from Government and the EU, at an intervention rate of £2 of funding per £1 of match provided by Walsall Council, funds all Impact activities.

4.11    This active and mature council partnership is not only delivering effective services for young people, but aiding the transformation of services through the Proud programme by improving the culture and ways we work together to maximise participant success through the alignment of pathways and support.

4.12    The Resources and Transformation Directorate through the Head of Programme Management provides management oversight and co-ordination for the Impact programme. Achieved through a mix of direct management and accounting through dedicated staff, together with collective decision making through the Impact Strategic and Operational groups, which have representatives from all Directorates together with finance colleagues.

4.13    Flexibility and creativity are at the heart of the Impact programme, staff have the freedom within eligibility guidelines to change delivery methods and techniques to ensure that participant's needs are met, and outcomes achieved. To ensure EU compliance the Accountable Body (Dudley Council) has established a Dynamic Purchasing Model, a tendering process that has assembled a range of suppliers that we can call off to meet participant needs etc. If items are not covered, we are able to meet their needs through spot purchasing in accordance with EU eligibility rules and our procurement procedures and processes.

4.14 The Impact programme has provided tailored support to thousands of participants, recruited from groups established as a priority for the EU, government and Walsall Council, including; long term unemployed, those who are inactive in the labour market, people with disability or health problems, those who live in single person households with dependent children and migrants. Further details, together with outcomes achieved per category are set out within Attachment 1, and summarised in the table below:

Table 4.14.1 – Recruitment & Outcome Levels February 2016 - June 2020

| Directorate / Service Team | | Participants | Positive Outcomes | % |
|---|---|---|---|---|
| Economy, Environment & Communities )Programme Management & Employment & Skills). | | 1288 | 440 | 34% |
| Adult Social Care | | 343 | 106 | 31% |
| Childrens Services (Information Advice & Guidance & Money Home Job). | | 1872 | 482 | 26% |
| Other Partners (Walsall College / Providers etc.) | | 467 | 161 | 34% |
| Totals | | 3970 | 1189 | 30% |

4.15 So far from the 3970 participants recruited, 1189 (average of 30%) have achieved a range of positive outcomes as set out within the Impact Dashboard (Attachment 2) and summarised in the table below;

Table 4.15.1 – Participant Outcome Destinations February 2016 - June 2020

| Patcicpant Outcomes | | Numbers | % |
|---|---|---|---|
| Supported into Education | | 630 | 52.99% |
| Supported into Employment | | 533 | 44.83% |
| Supported into Training | | 16 | 1.35% |
| Supported into a Study Programme | | 9 | 0.76% |
| Suppoted into an Internship | | 1 | 0.08% |
| Totals | | 1189 | 100% |

4.16 Within the English Indices of Deprivation 2019, Walsall is ranked (out of 326), overall as the 25th most deprived local authority, placed as the 11th most deprived in terms of Employment, Skills & Training. Since the start of 2020 the numbers of working age residents now seeking work and claiming unemployment benefits has almost doubled (May 2020) to 15,170. Younger people are showing that they are more likely to be unemployed and claiming benefits than older age groups. Demonstrated by the claimant rates (May 2020) for those aged 18-24 almost doubling from 7.6% to 14.1% affecting 3,240 young people, and for those aged 25–29, increasing from 5.7% to 11.3%. With the average overall rate in Walsall for those aged 16–64 being 8.8%.

4.17  These figures begin to capture the negative effects on the young people (16-29 year olds) of Walsall from a range of factors arising from COVID-19 and the subsequent lockdown, which has badly effected economic output and employment levels. The effects on local people and employers are yet to be fully understood as the range of government interventions end over the coming weeks and months. Based upon the trend that is developing its highly likely that the interventions and support provided through the Impact programme will be required now more than ever, if we are to engage and support the young people of the borough into positive outcomes.

4.18  The Impact programme utilises social media, not only to recruit participants but also to celebrate their successes. This will continue throughout the extension, and will be included within relaunched Walsall.com website and driven by the appointed Impact Communications / Marketing officer.

4.19  To enable young people to communicate with us and enrol, in addition to on-line platforms the Impact Hub (based in the Crossings at St Pauls), lunched in July 2017. This Walsall Town centre venue developed and staffed by partners has provided successful, allowing us to engage with and recruit young people, this approach will continue, evolve and develop as part of the Impact extension.


*Council Corporate Plan priorities*

4.20  The Impact programme will also continue to contribute significant outcomes and outputs towards, the following Corporate Plan Priorities;

- Economic Growth for all people, communities and businesses, contributing towards the outcomes of;

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

- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion, contributing towards the outcomes of:

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

4.21  The Marmot Review ('Fair Society, Healthy Lives') presented a national strategic review of health inequalities post 2010. It concluded that reducing inequalities will require action on six policy objectives, being:
1. Give every child the best start in life.
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.
3. Create fair employment and good work for all.
4. Ensure a healthy standard of living for all.

5.  Create and develop healthy and sustainable communities.

6.  Strengthen the role and impact of ill-health prevention.

The Economic Growth Programme has the potential to make significant contributions towards these policy objectives.


*Risk management*

4.22   There is a risk that Walsall Council could be subject to claw back of EU / Government funding if claims contain ineligible activity. There is also a risk that we are unable to claim the full funding required to deliver the programme, as matching funding is not realised or claimed in accordance with EU rules. These risks will continue to be managed and mitigated through the well-resourced and effective Programme Management team, who work jointly with finance colleagues and the Black Country EU Technical Assistance Team to ensure they do not happen.

4.23   There is a risk that Walsall Council fails an external Audit, and as a result risks a loss of reputation and / or a fine. This will continue to be managed and mitigated through the work of the programme management team's officers working with partners to ensure that all paperwork is complete and in accordance with EU rules and requirements. Complemented by external inspections / audits by contracted EU specialists of Impact files, to ensure that this is the case.

4.24   Audits are carried out regularly by Dudley Council as part of their role as Accountable Body for the Impact programme. Throughout which we have received positive feedback regarding both our compliance and processes adopted. The audit checks include both the participant journey and financial spend. To complement these audits and to ensure we reduce risk, internal checks, including the introduction of our quality framework and as required the services of external EU funding / audit experts / advisors.

4.25   There is a risk that we do not deliver against the outcomes and outputs we are committed to as part of the agreement with the EU, putting our value for money / contract status at risk. This will be managed and mitigated through our experienced delivery staff, who hold a track record of successful Impact / EU programme delivery.


*Financial implications*

4.26   Table 4.3.1 sets out the funding for previous phases of the Impact programme through to July 2021, together with the funding available from the EU and government to support the proposed two year extension through to July 2023, including the resources required to wind up the programme by December 2023.

4.27   Funding is available but claiming it is dependent upon the on-going generation of matching funding totalling £3,930,431. so far up to December 19 Walsall Council has successfully evidenced 1.89m of match funding, leaving a balance of £1.814m to be recorded and evidenced before programme completion in July 2023 and winding up by December 2023.

4.28    Table 4.5.1 sets out the annual match funding requirements from January 2020 to meet our balance requirement of £1.814m, noting that council directorates are on track to evidence the £466,515 for 2020. This leaves a balance around £1.35m to evidence for 2021, 2022 and the first two quarters of 2023. Government through the Department for Work & Pensions (DwP) also provides matching funding at 15%, which is also included within the table.

4.29    Funding can only be claimed against eligible activity, and must be evidenced in accordance with EU funding rules. To ensure that we comply with these requirements project officers work with finance colleagues to ensure that all claims submitted are eligible, add up and come with the required evidence. All claims are then submitted to the Accountable Body for Impact, Dudley MBC, who also complete validation checks prior to submission for payment by government.

4.30    The Impact programme is self financing and will recover any relevant/ associated costs. Walsall Council is also able to claim 15% overhead costs against salary costs claimed, this funding is held by finance and ring fenced for the Impact programme to meet any other non-funded costs as a result of the programme; such as compliance, unforeseen eligible expenditure and redundancy etc.


*Legal Implications*

4.31    To implement the Impact Phase 1 programme, the Black Country Councils of; Dudley Council, Sandwell Council, Walsall Council, and Wolverhampton Council, together with the Wolverhampton Voluntary Sector Council (Talent Match), entered into a Collaboration Agreement. This agreement sets out all party's roles and responsibilities, including their powers, duration, and termination and dispute arrangements, together with outcomes, outputs, eligibility and legal requirements.

4.32    For any amendments or extensions to the collaboration agreement, or any proposed alternatives, officers from Legal Services will be engaged and advise on the contents etc. to ensure that prior to signing it is appropriate and if not the appropriate changes and amendments are sought and included.


*Procurement Implications/Social Value*

4.33    The Dynamic Purchasing Model (DPM), administered by the Accountable Body for the programme, Dudley Council, allows Walsall Council to access and pay for a range of services and activities as required by Impact participants. Examples of this include: training courses, specialist services, travel, protective clothing / tools and counselling & guidance. If required additional service providers can be added to the DPM to meet participant's needs, again through Dudley Council. If items or services are required at short notice Walsall councils officers can spot purchase in accordance with EU eligibility and Walsall Council procurement rules and procedures.


4.34    It is not anticipated that Walsall Council will be expected to enter into contracts with providers for services, as the DPM will be utilised. However if these contracts

are required, officers form both Procurement and Legal services will be consulted / engaged to ensure the appropriate procedures are followed, value for money is achieved and that the right agreements set into place.

### *Property Implications*

4.35    Where there are property implications, the renting of space, such as the Impact Hub in St Pauls, Asset Management and Legal services personnel are engaged to provide advice and guidance to ensure that the best value for money agreements are reached and the interests of the Council are protected. This approach will be utilised throughout the Impact programme, including that no obligations are entered into that go beyond the terms of funding available and that all costs are met etc.

### *Health and Wellbeing implications*

4.36    The Council has a statutory duty to promote health and wellbeing, colleagues from Public Health are actively involved in the Walsall Impact programme and together all directorates involved in its delivery actively promote and deliver activities that support health and wellbeing to the participants of the Impact programme

### *Staffing implications*

4.37    Fixed term contracts of those employees supporting the Impact programme will be extended. Where new staff are recruited these will be appointed on the appropriate fixed term or temporary contracts. HR colleagues will advise and support these processes.

### *Reducing Inequalities*

4.38    The Equality Impact Assessment (attachment 3) – Is attached to this report.

4.39    The Impact project proactively supports individuals who face social and financial exclusion, by working with young people to address a range of issues that prevent an active and positive engagement in society. Individuals are supported to overcome key barriers including health, housing, confidence and skills deficits through personalised and targeted support. The project also works with employers to address workplace barriers that could prevent an individual joining the workforce, including disability awareness advice and guidance and ongoing in work support following placement.

### *Consultation*

4.40    All council directorates have been consulted and actively involved in the development and finalisation of the Impact extension proposals and associated requirements.

4.41    The governance arrangements for the Impact programme include the steering group, involving senior representatives from all directorates involved in delivery together with finance colleagues. Complemented by the Operations group, which again involves all directorates' operational staff.

4.42 Throughout previous phases of the Impact programme, Corporate Management Team and Cabinet members have been briefed on progress and invited to local events to meet and engage with programme participants and service providers etc. This will be continued throughout all future phases of the Impact programme.

**5.0    Decide**

5.1 If Cabinet accept the offer of the £3,021,628 of additional European Union and Government grant funding, this will create a total budget of £10,471,558 and through this external funding, continued support for the Walsall Impact programme.

3.2 Acceptance of the contract extension will create the additional time required through to July 2023, to fully utilise the grant available and provide additional places, so that an estimated 5,800 young can receive the on-going support they need to progress into positive outcomes.

3.3 By delegating authority to the Executive Director for Resources & Transformation in consultation with the Leader of the Council, to sign, amend and enter into the appropriate agreements with Dudley Council and negotiate and accept any future amendments as required, will secure the funding and ensure successful delivery of the Walsall Impact programme.

**6.0    Respond**

6.1 If approved by Cabinet it will allow Walsall Council to accept the offer of the £3,021,628 of additional European Union and Government grant funding, and to proceed quickly with the implementation of Impact extension. Complemented by officers setting into place the necessary contracts, agreements and operational arrangements to deliver the project through to July 2023, and the winding up by December 2023.

**7.0    Review**

7.1 Progress is reviewed regularly by the Impact Steering group, with meetings held regularly (at least 8 held per year), which have representatives from each directorate, reported on quarterly in detail through the production of reports and information dashboards.

7.2 Evaluations built into the Impact programmes budgets support / allow officers and external advisors to capture and review how the programme is progressing and the quality of service provided for its participants. This process helps to shape future provision, ensuring its delivering what participants really need and is progressing their development and progression into positive outcomes.

**Background papers**

**Attachments**

Attachment 1 – EU Recruitment and Outcome Group Categories and current performance Details.

Attachment 2 – Impact Programme Outcome & Performance Dashboard

Attachment 3 – Equality Impact Assessment

**Author**

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Head of Programme Management
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✉ mark.lavender@walsall.gov.uk

Deborah Hindson
Interim Executive Director of Resources
and Transformation (S151 Officer)
20 October 2020

Councillor M Bird
Leader of the Council

20 October 2020

## Attachment 1 – EU Recruitment and Outcome Group Categories and current performance Details

| Walsall - Impact Programme Peformance 2015 - June 2020 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Output Indicators** | **2015 - 2017** | **2018** | **2019** | **2020 (Q2)** | **Total** | | **Target** | **Variance** | **%** |
| **YEI 09** – Unemployed (including long term unemployed) participants (YEI) | 1563 | 451 | 383 | 57 | **2454** | | 2431 | 23 | 101% |
| **YEI 010** Long-term unemployed participants **(subset of YEI09)** | 540 | 187 | 166 | 325 | **1218** | | 730 | 488 | 167% |
| **YEI 03** – Participants (aged 25-29) who are unemployed or inactive (not in education or training) | 460 | 166 | 128 | 397 | **1151** | | 1339 | -188 | 86% |
| **YEI 08** – Participants (below 25 years of age) who are unemployed or inactive (not in education or training) | 1515 | 632 | 497 | 100 | **2744** | | 3122 | -378 | 88% |
| **YEI 012** – Participants with disabilities or health problems. | 584 | 249 | 226 | 47 | **1106** | | 703 | 403 | 157% |
| **YEI 013** – Participant who lives in a single adult household with dependent children | 97 | 56 | 82 | 112 | **347** | | 484 | -137 | 72% |
| **O5** Migrants, people with a foreign background, minorities (incl marginalised communities such as the Roma) | 504 | 199 | 202 | 0 | **905** | | 747 | 158 | 121% |

| **Result Indicators** | **2015 - 2017** | **2018** | **2019** | **2020** | **Total** | | **Target** | **Variance** | **%** |
|---|---|---|---|---|---|---|---|---|---|
| **YEI CR01** – Unemployed participants who complete the YEI supported intervention | 244 | 268 | 146 | **38** | **696** | | 1112 | -416 | 63% |
| **YEI CR02** – Unemployed participants who receive an offer of employment, continued education, apprenticeship or traineeship upon leaving | 145 | 100 | 120 | **29** | **394** | | 727 | -333 | 54% |
| **YEI CR03** – Unemployed participants who are in education/training, gaining a qualification, or in employment, including self-employment, upon leaving | 141 | 115 | 119 | **29** | **404** | | 550 | -146 | 73% |
| **YEI CR04** – Long-term unemployed participants who complete the YEI supported intervention | 113 | 268 | 113 | **27** | **521** | | 518 | 3 | 101% |
| **YEI CR05** – Long-term unemployed participants who receive an offer of employment, continued education, apprenticeship or traineeship upon leaving | 42 | 77 | 78 | **17** | **214** | | 319 | -105 | 67% |
| **YEI CR06** – Long-term unemployed participants who are in education/training, gaining a qualification, or are in employment, including self-employment, upon leaving | 39 | 94 | 77 | **17** | **227** | | 259 | -32 | 88% |
| **YEI CR07** – Inactive participants not in education or training who complete the YEI supported intervention | 108 | 374 | 134 | **45** | **661** | | 1200 | -539 | 55% |
| **YEI CR09** – Inactive participants not in education or training who are in education/training, gaining a qualification, or are in employment, including self-employment, upon leaving | 75 | 278 | 135 | **45** | **533** | | 744 | -211 | 72% |

**Attachment 2 – Impact Programme Outcome & Performance Dashboard as attached to cabinet report.**

**Add Dashboard here**

# Attachment 3 – Equality Impact Assessment

<div style="border: 1px solid black">Ref No.</div>

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

| | | | | |
|---|---|---|---|---|
| **Proposal name** | Impact – Youth Employment Programme Extension | | | |
| **Directorate** | Economy & Environment Directorate | | | |
| **Service** | Programme Management | | | |
| **Responsible Officer** | Deborah Hindson | | | |
| **Proposal planning start** | August 2016 | **Proposal start date (due or actual date)** | August 2016 | |
| **1** | **What is the purpose of the proposal?** | **Yes / No** | **New / revision** | |
| | Policy | **No** | | |
| | Procedure | **No** | | |
| | Guidance | **No** | | |
| | Is this a service to customers/staff/public? | **Yes** | **Revision** | |
| | If yes, is it contracted or commissioned? | **Contracted** | **Revision** | |
| | Other - give details | | | |
| **2** | **What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?** | | | |

In 2014, Walsall Council officers led the development of a Black Country partnership with the sole aim of securing the 16-29 Youth Employment Initiative (YEI) contract for the Black Country. Success in 2016 resulted in the Black Country securing approval for £34million of EU and government funding to deliver the (YEI) contract, with Dudley Council appointed as Accountable Body.

Cabinet granted approval in 2016 for the Walsall Impact programme to take up its allocation of £6,063,656 to support 3504 beneficiaries. Followed on the 5 September 2018 by Cabinet accepting an increase in budget to £7,449,930 and an extension of two years through to July 2021. This increased Impact's capacity to support up to 4461 young people, who are Not in Employment, Training or Education (NEET) into positive Education & Employment outcomes.

The Department for Work & Pensions have offered all existing EU providers extensions to their programmes, with the UK Government underwriting all contracted EU programmes. The Black Country has accepted the offer and has successfully submitted its proposals and secured the offer of an extension to the current Black Country Impact programme through to December 2023.

This report sets out the case for and seeks approval to take up the offer of an additional £3,021,628, a revised total of £10,471,558, to continue and extend the current Impact programme through to December 2023. Increasing Impacts capacity by around 30%, providing 5800 places for Walsall's 16 – 29 year olds who are NEET.

| | |
|---|---|
| **3** | **Who is the proposal likely to affect?** |

| People in Walsall | Yes / No | Detail |
|---|---|---|
| All | Yes | Subject to eligibility criteria all people aged 16 – 29 will be able to access and benefit from the projects, employment opportunities and service changes / improvements arising from the Impact Programme and the implementation of its services.  Specific groups may also access and benefit from targeted support through appointed specialists service providers. |
| Specific group/s | No | |
| Council employees | Yes | |
| Other (identify) | Yes | |

| 4 | **Please provide service data relating to this proposal on your customer's protected characteristics.** |
|---|---|
| | For the first phases of the Impact programme, customer characteristics are available for gender and age groups but not yet for protected groups.

For future phases of the Impact programme will look at how these customer characteristics could be captured, with a view to doing so. |

| 5 | **Please provide details of all engagement and consultation undertaken for this proposal.  (Please use a separate box for each engagement/consultation).** |
|---|---|

The development of the Walsall Impact Programme involved consultation with stakeholders and community groups / members, together with local employers as part of its drafting. This also included on-going dialogue with the Economy & Environment Directorates customers, who include: local employers, local people and the providers of services associated with this proposal.

Consultation was also carried out with key stakeholders and community representatives as part of the development of the Black Countries European Investment Strategy, this looks at developing and delivering interventions that promote Social Inclusion throughout identified geographical areas, assigned by the European commission.

As part of the phase Impact extension, we will look to expand the groups of stakeholders to bring a greater insight into barriers/issues experienced by potential beneficiaries with equality characteristics (people with disability, gender considerations, ethnicity, people with ESOL needs, people with qualifications from abroad, families with care needs…etc.

The programme will also continue to develop effective strategies for engagement with those who are further from the job market (e.g. Asian women) as well as those from new communities who perceive being 'exploited' or discriminated in the job market.

As part of the development of strategies for implementation and the work carried out through the Economic Growth & Impact programmes, we will ensure that no person or persons are discriminated against.

Officers will look at how the project can attract and support people with significant barriers to education and employment, whether this is linguistic, cultural or caring resp., those with lack of aspiration, White boys who are least performing at schools, those from deprived areas where there's a lack of role models, those with mental health needs…etc. into the programme.

The teams involved in service design and delivery operate on-going engagement with service users (often Local People) and customers (often Local Businesses and Employers), two examples of this on-going engagement and consultation are:

**Consultation Activity**

Please see previous section.

| Type of engagement/consultation | Business Community Feedback | Date | On-going |
|---|---|---|---|
| Who attended/participated? | **Walsall Business Community / Employers** | | |
| Protected characteristics of participants | All as set out in section 7 | | |
| As part of on-going consultation with local employers and business owners, team members discuss issues, needs and barriers to employment. Comments are collected and used to inform service delivery and changes and to identify companies who are positively supportive of ensuring a diverse workforce etc. | | | |

| Type | Service User Feedback | Date | On-going |
|---|---|---|---|
| Audience | **Individuals who use or benefit from our services** | | |
| Protected characteristics | All as set out in section 7 | | |
| Feedback | | | |
| We seek the views and comments of service users so that we are able to respond to specific needs and requirements and also adapt our delivery to meet the needs of those with protected characteristics. | | | |

| 6 | **Concise overview of all evidence, engagement and consultation** |
|---|---|

Consultees expressed a desire to ensure that members within local communities, especially those furthest from the labour market within the protected characteristic's receive support to overcome barriers to work including: specific support for those in age groups shown to be vulnerable or holding a higher than average unemployment rates, those possessing low / no skills or experiencing wider problems that are limiting their access to employment.

Service users expressed a desire to undertake training and support that was tailored to meeting both their employment ambitions and their individual needs, that could overcome barriers they are experiencing, so that they are able to move forward and meet their individual goals.

| 7 | How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed. | | | |
|---|---|---|---|---|
| | **Characteristic** | **Affect** | **Reason** | **Action needed Yes / No** |
| | **Age** | | | |
| | **Disability** | | | |
| | **Gender reassignment** | | | |
| | **Marriage and civil partnership** | Yes    All groups within the 16 – 29 age group may be positively affected through Improved access to training and employment opportunities. As set out within section 5 we will look to develop engagement strategies / actions that will hopefully ensure that our cohorts of beneficiaries are from groups with different equality characteristics to match representative local population The action will be to develop approaches that improve access to the Impact programme for beneficiaries that are from different equality characteristics. | | |
| | **Pregnancy and maternity** | | | |
| | **Race** | | | |
| | **Religion or belief** | | | |
| | **Sex** | | | |
| | **Sexual orientation** | | | |
| | **Other (give detail)** | | | |
| | **Further information** | | | |

| 8 | Does your proposal link with other proposals to have a cumulative effect on particular equality groups?  If yes, give details. | (Delete one) **Yes** |
|---|---|---|

The Impact programme will link into and also assist with the delivery of many complementary programmes, including Walsall Works, Economic Growth Programme, Town Deal and any complementary programmes operated through the current European Programme.

It's not possible to quantify the impact on any particular equality group, however as we aim to support up to 5800 16-29 year olds who are NEET (Not in Employment Education or Employment) through a range of service providers in the delivery of solutions, pathways and services to place beneficiaries into positive outcomes. We expect this to have positive effect on equality groups.

All services will be available for all people throughout the borough, subject only to the eligibility criteria set by the funding organisation, in this case the EU.

The proposal will also utilise existing council reserves harnessing these to support local businesses to create new jobs etc. and local people to apply and successfully gain them.

| 9 | Which justifiable action does the evidence, engagement and consultation feedback suggest you take? | |
|---|---|---|
| | **A** | **No major change required**<br><br>Yes |
| | **B** | **Adjustments needed to remove barriers or to better promote equality**<br><br>**No** |
| | **C** | **Continue despite possible adverse impact**<br><br>No |
| | **D** | **Stop and rethink your proposal**<br><br>No |

| Action and monitoring plan | | | | |
|---|---|---|---|---|
| **Action Date** | **Action** | **Responsibility** | **Outcome Date** | **Outcome** |
| | | | | |
| Start in Sept 2020 | Evaluate / understand with the help of key stakeholders the likely (positive) impact the Impact programme may have on protected groups. | Performance Management within the Resources & Transformation Directorate. | July 2023 | Understand and, if possible, define the positive impact on protected groups |
| | | | | |
| Start in Sept 2020 | Develop recruitment approaches that improve access to the Impact programme for beneficiaries that are from different equality characteristics. | Performance Management within the Resources & Transformation Directorate. | April 2023 | Understand and, if possible, define the positive impact on protected groups |
| | | | | |

| Update to EqIA | |
|---|---|
| **Date 04.09.20** | **Detail Participant numbers and outcome details summary** |

The following tables set out the numbers of beneficiaries recruited and supported across the council directorates involved. Together with the types of outcomes achieved.

Recruitment & Outcome Levels February 2016 - June 2020

| Directorate / Service Team | | Participants | Positive Outcomes | % |
|---|---|---|---|---|
| Economy, Environment & Communities )Programme Management & Employment & Skills). | | 1288 | 440 | 34% |
| Adult Social Care | | 343 | 106 | 31% |
| Childrens Services (Information Advice & Guidance & Money Home Job). | | 1872 | 482 | 26% |
| Other Partners (Walsall College / Providers etc.) | | 467 | 161 | 34% |
| **Totals** | | **3970** | **1189** | **30%** |

So far from the 3970 participants recruited, as set out above 1189 (average of 30%) have achieved a range of positive outcomes as summarised in the table below;

Participant Outcome Destinations February 2016 - June 2020

| Patcicpant Outcomes | | Numbers | % |
|---|---|---|---|
| Supported into Education | | 630 | 52.99% |
| Supported into Employment | | 533 | 44.83% |
| Supported into Training | | 16 | 1.35% |
| Supported into a Study Programme | | 9 | 0.76% |
| Suppoted into an Internship | | 1 | 0.08% |
| **Totals** | | **1189** | **100%** |

**Contact us**

Consultation and Equalities
Change and Governance

Telephone 01922 655797
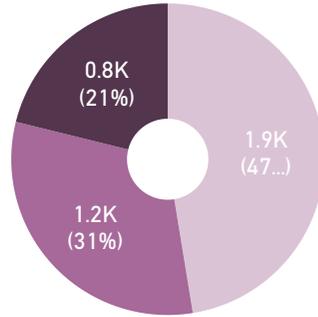Textphone 01922 654000
Email equality@walsall.gov.uk
Inside Walsa

# Walsall Council Impact dashboard

10/02/2016    25/06/2020

Walsall Council

## Sex

2.2K 54.1%   1.8K 45.2%

**3970**
Total Participants

**2.0%** Homeless

**2.2%** Care Leaver

**3.2%** Ex-Offender

## Age Group

- 16-19
- 20-24
- 25-29

- 0.8K (21%)
- 1.9K (47...)
- 1.2K (31%)

## Qualifications at enrolment

| | |
|---|---|
| Level 2 (5 GCSE A*-... | 1.2K |
| Level 1 (GCSE D-G/... | 0.8K |
| No qualifications (b... | 0.6K |
| Level 3-4 (2 + AS/A... | 0.6K |
| Entry Level (primary... | 0.3K |
| Awaiting results (Pl... | 0.2K |
| English Level 2 (GC... | 0.0K |
| Maths Level 2 (GCS... | 0.0K |
| Maths and English ... | 0.0K |

## Employment Aspirations at Engagement

Software Engineering, Site Manager within Construction, ICT Customer Services / Repair, Road Maintenance, Estate Agent, Professional Footballer, Computer Gaming, Other - See Paperwork, Gain Qualifications, Groundworks, Multi Operative Tradesman, Social Worker, Zoo Keeper, Mental Health Profession, Make-Up artist, Interior Design, Casino, Football Coach, Psychology and Counselling, Paediatric Nurse, Photography, Veterinarian, Performing Arts, Art and Design, Solicitor (Law), Gas Engineer, Gardener / Landscape, Air Cabin Crew, Anything, NHS Nursery, Part Time - Due to Childcare, Midwife, Teaching assistant, Paramedic, LGV Driving, Nurse, Digital Marketing/Media, **Warehousing**, Software Animation, Blacksmith, HGV Driver, Roofer, Cleaning, Self Employed, Police Officer, Hairdressing, Apprenticeship, Prison Officer, Primary School Teacher, Electrical Engineering, Healthcare Assistant, Electrician, Law and Order, Waiter or Waitress, Fashion and Clothing, Nail Technician, **Engineering**, **Education Course**, Housekeeping, Gaming Environment, Training, Funeral Services, Pharmacist, Hospitality, Musician, Travel and Tourism, Security Officer, Biomedical Sciencetist, **Hair&Beauty**, Driving, **Childcare**, Housing/Letting Officer, Dental Nurse, Social Care - Children, Public Services, NHS Nursery, Taxi Driver, **Rail Transport Operative**, Construction, Science, Unsure at present, Truck Driver, **Business Administration**, Actor / Theatre, Sports, Graphic Designer, **Mechanics / Motor**, **Catering**, Plumbing, Artist, Journalist, Equestrian, Outside Adventures, Customer Service, Bricklaying, Business Management, Beauty Therapist, **Retail Assistant**, Dance Instructor, CSCS card for Access to employment, Youth Worker, Welding, Creative&Digital, Carpentry, Fire Service, **ICT**, Painting and Decorating, Personal Trainer, Film Industry, Mobile Hairdresser, Social Care - Children, Public Services, Counselling, Voluntary Work, Sports Coach - Specific Area, Accountant, Finance, Manufacturing, Marketing, **Social Care - Adults**, **Not Sure**, Animal Care, Forensic Science, **Building Trade (Any Role)**, Teacher, Armed Forces, FLT - Warehousing, **SIA Training - Security Guard**, MOT Tester, Politics, H.R - Human Resources, Property Management, Support Worker, Sports and Fitness, Tattoo Artist, Hands on work, Criminology, Scaffolding, FLT Licence, Motor Vehicle Industry, Computer Science, ICT - Specific Area, Motor Vechile Sale Person, Secure Full Time Employment, Business Owner, Logistics, Chef/Cook, Early Years & Care, Anything to help get up the career ladder, Animal Science, Legal Services, Demolition, University, Physiotherapist, Barbering, Network Rail, Paediatrician, Part Time Employment, Recycling Industry, Education, Labouring, Security Dog Handling Industry

## Participants by Borough Ward

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Localities

| East | North | Other | South | West |
|---|---|---|---|---|

| 16% | 30% | 8% | 24% | 22% |

## Ethnicity

| Ethnicity | Count | % |
|---|---|---|
| White | 2875 | 72.69% |
| BAME | 1080 | 27.31% |

yes 1.24K

no 2.73K

**10.1%** Lone Parents

**31.2%** Disabled Participants

### Participant disablity

| Participant disablity | Count | % |
|---|---|---|
| mental health difficulties | 375 | 32.50% |
| other medical condition | 189 | 16.38% |
| dyslexia | 170 | 14.73% |
| autism spectrum disorder | 125 | 10.83% |
| moderate learning difficulty | 84 | 7.28% |
| social and emotional difficulties | 49 | 4.25% |
| other physical disability | 48 | 4.16% |
| asperger's syndrome | 45 | 3.90% |
| disability affecting mobility | 40 | 3.47% |
| visual impairment | 29 | 2.51% |

## Impact participant outcomes

**29.9%** Positive Outcome

**13.4%** Employment    **16.1%** Education    **0.4%** Training
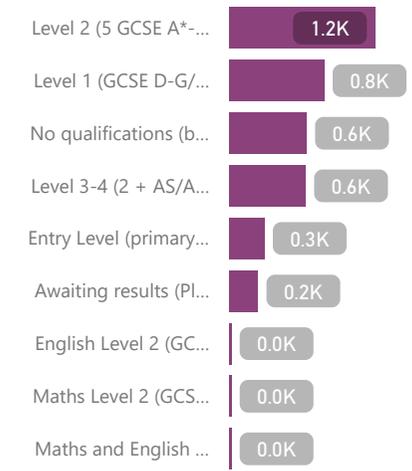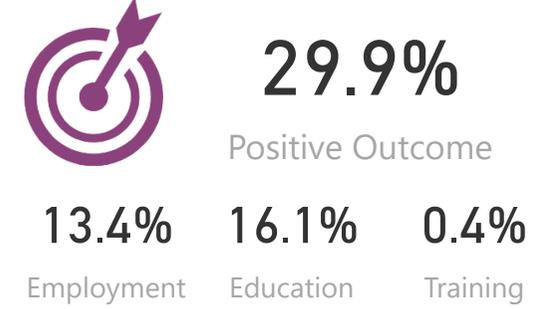
| Outcome | Qty | % |
|---|---|---|
| Education | 630 | 52.99% |
| Employed | 533 | 44.83% |
| Training | 16 | 1.35% |
| Study Programme | 9 | 0.76% |
| Internship | 1 | 0.08% |
| **Total** | **1189** | **100.00%** |

### Months on programme
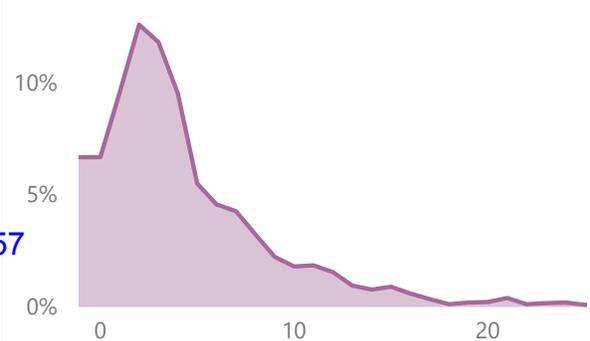
| Outcomes | Qty | % |
|---|---|---|
| Walsall College | 231 | 19.43% |
| Juniper Training | 74 | 6.22% |
| Nova Training | 57 | 4.79% |
| Walsall Adult Community College | 53 | 4.46% |
| Nacro | 49 | 4.12% |
| Skills training uk | 46 | 3.87% |
| Wolverhampton College | 34 | 2.86% |

# Walsall Service Area Milestones

**Walsall Council**

## Money Home Job

Participants: 675  
Outcomes: 159

### Employment status

| | |
|---|---|
| short-term unemp | 42.07% |
| long-term unemp | 40.44% |
| inactive | 17.48% |
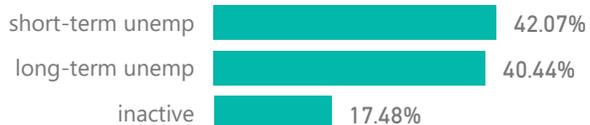
**10.1%**

Homeless | Ex-Offender | Lone Parent

#### Completed YEI Support Intervention

| Status | Qty | % |
|---|---|---|
| completed | 252 | 39.62% |
| early exit | 384 | 60.38% |
| **Total** | **636** | **100.00%** |

#### Months on programme

| Months | No | Yes | Total |
|---|---|---|---|
| 00-01 | 12.28% | 0.81% | **13.09%** |
| 02-03 | 25.69% | 6.62% | **32.31%** |
| 04-05 | 16.64% | 5.33% | **21.97%** |
| 06-07 | 7.75% | 4.04% | **11.79%** |
| 08-09 | 4.36% | 2.10% | **6.46%** |
| 10-11 | 2.75% | 1.29% | **4.04%** |
| 12+ | 6.46% | 3.88% | **10.34%** |
| **Total** | **75.93%** | **24.07%** | **100.00%** |

## Employment and Skills

Participants: 1288  
Outcomes: 440

### Employment status

| | |
|---|---|
| short-term unemp | 44.02% |
| long-term unemp | 33.39% |
| inactive | 22.59% |
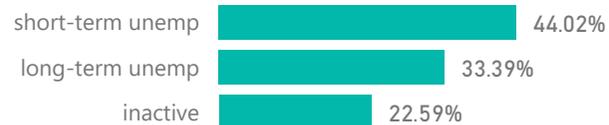
**9.9%**

Homeless | Lone Parent

#### Completed YEI Support Intervention

| Status | Qty | % |
|---|---|---|
| completed | 832 | 71.11% |
| early exit | 338 | 28.89% |
| **Total** | **1170** | **100.00%** |

#### Months on programme

| Months | No | Yes | Total |
|---|---|---|---|
| 00-01 | 9.43% | 2.63% | **12.06%** |
| 02-03 | 19.31% | 10.61% | **29.92%** |
| 04-05 | 11.88% | 8.07% | **19.95%** |
| 06-07 | 6.44% | 4.71% | **11.15%** |
| 08-09 | 4.08% | 4.08% | **8.16%** |
| 10-11 | 3.99% | 1.99% | **5.98%** |
| 12+ | 6.62% | 6.17% | **12.87%** |
| **Total** | **61.74%** | **38.26%** | **100.00%** |

## Adult Social Care

Participants: 343  
Outcomes: 106

### Employment status

| | |
|---|---|
| long-term unemp | 39.94% |
| inactive | 33.24% |
| short-term unemp | 26.82% |

**5.5%**

Homeless | Lone Parent

#### Completed YEI Support Intervention

| Status | Qty | % |
|---|---|---|
| completed | 171 | 57.00% |
| early exit | 129 | 43.00% |
| **Total** | **300** | **100.00%** |

#### Months on programme

| Months | No | Yes | Total |
|---|---|---|---|
| 00-01 | 1.12% | 0.37% | **1.49%** |
| 02-03 | 10.82% | 5.22% | **16.04%** |
| 04-05 | 22.39% | 5.22% | **27.61%** |
| 06-07 | 8.96% | 8.58% | **17.54%** |
| 08-09 | 8.96% | 5.22% | **14.18%** |
| 10-11 | 4.10% | 2.99% | **7.09%** |
| 12+ | 9.70% | 6.34% | **16.04%** |
| **Total** | **66.04%** | **33.96%** | **100.00%** |

## IAG Children's Services

Participants: 1197  
Outcomes: 323

### Employment status

| | |
|---|---|
| inactive | 59.23% |
| short-term unemp | 21.05% |
| long-term unemp | 19.72% |

**12.4%**

Lone Parent

#### Completed YEI Support Intervention

| Status | Qty | % |
|---|---|---|
| completed | 570 | 51.77% |
| early exit | 531 | 48.23% |
| **Total** | **1101** | **100.00%** |

#### Months on programme

| Months | No | Yes | Total |
|---|---|---|---|
| 00-01 | 4.95% | 1.05% | **5.99%** |
| 02-03 | 26.07% | 11.70% | **37.77%** |
| 04-05 | 17.51% | 6.37% | **23.88%** |
| 06-07 | 9.61% | 3.33% | **12.94%** |
| 08-09 | 5.04% | 1.71% | **6.76%** |
| 10-11 | 2.85% | 0.86% | **3.71%** |
| 12+ | 4.47% | 4.47% | **8.94%** |
| **Total** | **70.50%** | **29.50%** | **100.00%** |

**Cabinet – 28 October 2020**

**Approval of the:   Extension of the Walsall Inclusive Economic Growth Programme**

**Portfolio:**          Councillor Mike Bird, Leader of the Council.

**Related portfolios**: Councillor Adrian Andrew, Deputy Leader and Regeneration.


**Service:**     Resources & Transformation

**Wards:**     **All**

**Key decision: Yes**

**Forward plan: Yes**

**1.     Aim**

To secure an extension of the current Inclusive Economic Growth Programme (IEGP) through to 2023, so the current staff, services, development and investment activity can continue to support the growth of Walsall's economy, and local people into sustainable employment. Together with staff continuing to secure external funding capable of assisting in the delivery of the Councils Corporate Plan's priorities, underpinned by effective programme management.


**2.     Summary**

2.1     On the 4 April 2012, Cabinet approved the creation of the Inclusive Economic Growth Programme (IEGP), effectively bringing together previously approved funding streams into one cohesive budget, so that these funds could be fully utilised and targeted to stimulate economic growth; ultimately creating more jobs and opportunities for local people.

2.2     Subsequently Cabinet reviewed the performance of the IEGP and as a result of continued success in attracting external resources and the delivery of outcomes, issued extensions on the: 17 December 2014, and the 21 June 2017; with the latter providing additional resources and an extension through to the end of March 2021.

2.3     This report asks Cabinet to note the continued success in attracting external resources and in the delivery of outcomes, and seeks approval to retain resources and through these, extend the IEPG through to the 31 March 2023 for the main programme. With some resources in support of the Walsall Impact and Community Grants programmes through to December 2023.

## 3.    Recommendations

3.1    That Cabinet notes the continued success in attracting external resources and the progress made in the delivery of significant economic outcomes that benefit both the people, the place and the businesses of Walsall.

3.2    That Cabinet approves the retention of resources as set out within in section 4.24 of this report, at £13,193,939, to support the services and staff that form the Inclusive Economic Growth Programme (IEPG), including use of the first three years of Enterprise Zone Historic costs from 2020/21 recovered from the BC LEP at £147,000 per year.

3.3    That Cabinet approves the extension of the Inclusive Economic Growth Programme (IEPG) through to the 31 March 2023, and through to the 31 December 2023 for those staff required to complete the Walsall Impact and Community Grants programmes.

3.4    That Cabinet delegate's authority to the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader of the Council and Regeneration Portfolio Holder. To make the appropriate revisions or additions to the Inclusive Economic Growth Programme's design, costs, income, contents, duration and flexibility as required; together with the reinvestment of any identified reserves, and the use of any additional funding secured.

## 4.    Report detail – know

4.1    On the 4 April 2012, the Inclusive Economic Growth Programme (IEPG) effectively brought together previously approved funding streams into one cohesive budget, so that these funds could be utilised and targeted to stimulate economic growth, ultimately creating more jobs and opportunities for local people.

4.2    Cabinet reviewed the performance of the IEGP and as a result of continued success in attracting resources and the delivery of outcomes, issued extensions on the: 17 December 2014, and the 21 June 2017; with the latter providing £2million of additional resources and an extension through to the 31 March 2021.

4.3    This report asks Cabinet to note the continued success in attracting external resources and the delivery of significant outcomes, and seeks approval to retain these resources; and by utilising them extend the IEPG through to the 31 March 2023 for the main programme, with some resources approved to support the Impact programme through to December 2023.

4.4    The June 2017 Cabinet report set out the outcomes achieved by the IEPG up to March 2016, mirroring this approach, table 4.4.1 below sets out achievements through to March 2020 and those anticipated through to March 2021 and 2023. Categorised under the headings of; People, Place, Business and External Funding / Income focussed outcomes, it is clear that council staff working together with key local, Black Country and regional partners are achieving significant outcomes and outputs; that contribute towards the Economic Growth for the people, communities and the businesses of Walsall.

## Table 4.4.1 – Inclusive Economic Growth Programme (IEGP) Outcomes / Outputs.

| | Details | Outcomes & Outputs Achieved / Anticipated | | | | |
|---|---|---|---|---|---|---|
| | Key Outcomes / Outputs | Up to March 2016 (reported to Cabinet) | April 2016 - March 2020 | Anticipated during 2020/21 | Combined Totals | Outcomes / Outputs Anticipated - April 2021 - 2023 |
| **People Focussed Outcomes** | People supported into Apprenticeships (All - including Pre and Full) | 1534 | 364 | 116 | **2014** | 175 |
| | People enrolled onto an EPG Supported programme (Impact / Walsall Works etc.) | Not Reported | 9705 | 250 | **9955** | 3400 |
| | People Placed / Supported into Employment | 5235 | 1690 | 130 | **7055** | 1200 |
| | People supported through / into training/ traineeships / work placements etc. | Not Reported | 3560 | 250 | **3810** | 2200 |
| | Local Jobs created through Investment in Local Economy (links directly to Investment secured) | 3114 | 948 | 120 | **4182** | 2496* |
| **Place Based Outcomes** | Additional Homes Delivered | Not Reported | 1072 | | **1072** | 1267* |
| | Floor Space Delivered in square mts (new and refurbished) | 124,170 | 25,567 | | **149,737** | £135244* |
| | Investment Secured (public and private) | £464,000,000 | £167,000,000 | | **£631,000,000** | £329,000,000** |
| **Business Focussed Outcomes** | Businesses Assisted | 1298 | 591 | 100 | **1989** | 240 |
| | Businesses Creation Supported | Not Reported | 35 | 0 | **35** | 12 |
| | Business / Enquiries Managed | 2064 | 340 | 180 | **2584** | 180 |
| | Investment Enquiries Handled / Engagements | 347 | 57 | 12 | **416** | 24 |
| | Value of new business / investment enquiries realised / constructed within Walsall | £24,200,000 | Not Reported | Not Reported | **£24,200,000** | Not Reported |
| | Organisations supported to access EU funds through External Funding / Technical Assistance Teams | Not Reported | 1108 | 50 | **1158** | 400 |
| **Income / External Funding** | Local Growth Fund (LGF) Approved Projects | Not Reported | £60,194,165 | | **£60,194,165** | £0 |
| | DfT Retained Approved funding for M6 Junction 10. | Not Reported | £29,650,000 | | **£29,650,000** | £0 |
| | Combined Authority / (LPIF) Property Investment Funding Secured | Not Reported | | £36,851,338 | **£36,851,338** | £7,500,000 |
| | Enterprise Zone Funding bids / potential for Walsall Projects | Not Reported | Being Developed | | **£0** | |
| | EU/ Lottery resources secured / attracted into the Borough of Walsall through External Funding Team | Not Reported | £16,618,959 | | **£16,618,959** | £13,268,500 |
| | EU/ Government Funded Impact (Youth Employment Initiative) Programme | Not Reported | £7,449,930 | £3,021,628 | **£10,471,558** | £0 |
| | Town's Fund (Town Deal) | Not Reported | £1,500,000 | | **£1,500,000** | £50,000,000 |
| | New Business Rate and Council Tax income generated | Not Reported | £2,400,000 | | **£2,400,000** | £5,000,000* |
| | Income / External Funding Totals | | | | **£157,686,020** | **£70,768,500** |

Notes – *Outputs dependent upon securing additional public and private investment.
**Represents the total value of our current Project Pipeline seeking investment.

4.5    The previous table 4.4.1 sets out the outputs and outcomes achieved and forecast through to March 2021 and 2023. In 2017, Cabinet received tables setting out the anticipated outcomes they could expect following approval of the Inclusive Economic Growth Programme (IEGP) extension through to March 2021. Table 4.5.1 below sets out at the time of drafting how the IEGP is performing.

Table 4.5.1 – IEPG Achievement Against Anticipated (2021) Outcomes

| Key Outcomes/Outputs | Outcomes Anticipated (Up to March 2021) | Outcomes achieved; Actuals and Anticipated |
|---|---|---|
| External Funding Secured to Support People & Businesses | £20million | £27million |
| Apprenticeships (16 – 24 year olds) (Pre & Full Apprenticeships) | 477 | 480 |
| People Placed/Supported into Employment | 1,246* | 1820* |
| New Public & Private Sector Investment Secured | £700million* | £720million* |
| Combined Authority / Local Growth Funding Secured | £50million* | £97million* |
| Businesses Assisted | 1,298 | 1315 |
| Jobs Created or Safeguarded | 8797* | 4182* |
| New Business Secured by local companies (Through 'Meet the Buyer' events etc.) | £14million | No longer captured |
| New Council Tax and Business Rates revenue income generated. | £12million* | £2.4million* |

*Represents all year's outcomes achieved since the beginning of the IEGP, as they occur over time through large-scale capital investment secured and multi-year delivery.

4.6    All people focussed outcomes have not only been achieved, but surpassed through the range of services available. The levels of revenue and capital investment secured have also exceeded those anticipated and are resulting in Jobs Created or Safeguarded and additional Council Tax / Business Rate income generated. These are below anticipated 2021 levels due to delays, largely due to the complexities associated with large-scale projects arising from historic ground conditions, multiple ownership and planning / external funder's requirements.

*Context*

4.7    Walsall has a number of development opportunity sites that once remediated will be capable of creating 1000's of new jobs and homes for local people. Walsall Town Centre and the Walsall to Wolverhampton Growth Corridor are just two areas where ours, the Black Country and our regional partner's investment and intervention is focused. In July 2019 Cabinet supported ten catalytic interventions contained within the Walsall Town Centre Masterplan, and in February 2020 Cabinet approved additional resources and expertise to support its delivery. Alongside other activity set against the Walsall Development Pipeline; this includes housing- led interventions in locations such as Willenhall and north and west of

Walsall Town Centre that are supported by Devolution funding, and employment generating projects in the west of the Borough.

4.8    Opportunities for employment and industrial development are available, for example; within the Darlaston element of the Black Country Enterprise Zone (BCEZ), together with sites in the vicinity of M6 Junction 10. The BCEZ comes with a range of added-value benefits including the retention of all Business Rates generated by the Local Enterprise Partnership (LEP) for reinvestment. Phoenix 10 is one of these sites, being the largest employment site in the Black Country with the capacity to deliver circa 620,000 square foot of industrial floor space. Funding is now in place to remediate the land and a development partner is now in a formal legal agreement to commence the project, starting with consultation upon and submission of a planning application in 2020/21.

The Council is also seeking to secure investment in Walsall Town Centre having submitted a multi-million pound funding application to the government's Future High Street Fund Programme and ensuring synergies with other funding opportunities including those set out in paragraph 4.9 below and operated regionally/ sub regionally.

4.9    With the Walsall economy, along with the rest of country suffering from the negative effects of COVID-19, government has begun to stimulate the market place through a range of funding opportunities. It is vital that Walsall Council and its key stakeholders and partners are able to respond to secure all resources on offer and ensure their delivery. A recent example of this includes the opportunity to submit bids into the Town's Fund, with £25million available for each of the eligible Bloxwich and Walsall town areas. Cabinet considered the approaches, governance and projects to utilise the £1,5million of Acceleration Programme funding available, approving these arrangements and the formation of the Town Deal Board in September 2020.

4.10    The Programme Management Service (Resources & Transformation Directorate), together with the Regeneration, Housing and Economy Service (Economy, Environment and Communities Directorate) have developed staff teams, funded through the EGP who hold the skills, experience and capabilities to bid for, deliver and manage large and complex projects.

For example, the Programme Management service area's staff teams deliver;

- Walsall Impact Programme, EU funded, provides support and training for 1000's of 16-29 year olds who are Not in Employment, Education or Training (NEET).
- Community Grants Programme, supporting local community groups / associations across the Black Country to access / receive small EU funded grants.
- External Funding Team provides bidding expertise, guidance and support in the drafting and submission of bids for external funding.
- Single Accountable Body role for the Black Country Local Enterprise Partnership
- Economic data / information, Communications & Marketing services.
- Programme Management for key projects and services.
- Walsall Economic and Town Deal Board secretariats.
***Council Corporate Plan priorities***

4.11   Economic Growth for all people, communities and businesses together with the development of prospering and resilient communities are two of the priorities within the corporate plan that the Economic Growth Programme (IEGP) can actively contribute towards, achieved through;

- Supporting our young (16-29) people into employment & training through the continued delivery of the Impact programme.
- Supporting local people to find and secure employment through the Walsall Works, Apprenticeship, Jobs Brokerage / Matching Programme.
- Providing support to local businesses to provide or access the support / finances, they need to flourish.
- Supporting our businesses to access new markets, supply chains and business opportunities matched to our capital programme… Keeping the Walsall £ local.
- Through our successful External Funding Team identifying, bidding for and securing significant levels of external funding to support key priorities and service delivery in support of economic development and our communities.
- Supporting the delivery of community based services that supports local people into positive outcomes, one example being the Community Grants programme.
- Delivering the Accountable Body role for the Local Enterprise Partnership's Local Growth Fund, Local Property Investment Fund and Enterprise Zones, estimated at around £400million across the Black Country.
- Securing external Capital resources capable of bringing forward development sites attractive to the market, resulting in significant levels of new employment floor space capable of creating 1000's of new jobs and creating the conditions for the delivery of a diverse tenure of homes to meet local needs.
- Bids for both internal and external capital funding capable of reclaiming and developing sites that maximise the numbers of new jobs created and safeguarded have, and will continue to be submitted and once approved delivered.

4.12   The IEGP will also continue to contribute significant outcomes and outputs towards, the following Corporate Plan Priorities;

- Economic Growth for all people, communities and businesses, contributing towards the outcomes of;

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

- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion, contributing towards the outcomes of:

  - Housing meeting all people's needs, is affordable, safe and warm

- People are proud of their vibrant town, districts and communities.

4.13 The Marmot Review ('Fair Society, Healthy Lives') presented a national strategic review of health inequalities post 2010. It concluded that reducing inequalities will require action on six policy objectives, being:
1. Give every child the best start in life.
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.
3. Create fair employment and good work for all.
4. Ensure a healthy standard of living for all.
5. Create and develop healthy and sustainable communities.
6. Strengthen the role and impact of ill-health prevention.

The Economic Growth Programme has the potential to make significant contributions towards these policy objectives.

*Risk management*

4.14 There is a risk that employers, developers, landowners and investors within the Borough could reject the offer of support from the Inclusive Economic Growth Programme (IEGP) and therefore, not work with the Council to create the conditions within which jobs are created. To mitigate this risk, the Regeneration, Housing and Economy service area (Economy, Environment and Communities) will work jointly with the private sector, understanding their needs, building confidence and creating programme designs that meets their needs within identified timeframes.

4.15 There is a risk that local people will not receive the support they need; both the Programme Management and Regeneration, Housing and Economy service areas will mitigate this risk by working jointly the right providers of services based on understanding people's individual needs, building confidence and creative programme designs that meets these requirements, and places them into work.

4.16 There is a risk that action taken will not support and encourage inward investment, this will be mitigated through joint working with specialist organisations, such as the West Midlands Growth Company, who will support the Council to maximise the attraction of Foreign Direct Investment (FDI).

4.17 There is a risk that local people and businesses may not receive the services they ask for and need. Service teams will mitigate this through a constant dialogue with our two key customer groups (local people and employers) and the use of data and information from our customers to shape our service delivery moving forward.

4.18 There is a risk that externally approved funding will not be delivered in accordance with approvals or grant agreements issued to the council by the funding bodies, resulting in claims for funding being rejected or claw back if found in breach of conditions. This will be mitigated by the Programme Management Team, within the Resources & Transformation Directorate, who hold a significant track record in successfully managing capital and revenue programme resources at all levels.

4.19 There is a risk that as a significant number of staff delivering services operated by the Programme Management and Regeneration, Housing and Economy service area's are funded through the Inclusive Economic Growth Programme (IEGP). That without sustainable funding being identified before mid 2023, these services will have to close. Officers will continue to bid for funding to continue or evolve the IEGP and to successfully deliver those services required.

4.20 There is a risk that elements of the external funding included within the funding tables (attachment 1) are not realised, putting the IEPG at risk. All funding is in place and contracted except for three elements as set out within the notes section of Attachment 1, all of which are undergoing the final stages of their approval and contracting is expected to complete before the end of 2020/21 over the coming months. To mitigate any risks from any funding not being approved /realised, the associated expenditure funding plans will be changed to remain within financial limits through the curtailing of programmes that failed to secure funding. Further details on these funding streams is also set out within section 4.26 of this report.

*Financial implications*

4.21 One of the guiding principles of the Inclusive Economic Growth Programme (IEGP) is to utilise wherever possible external funding to deliver services that support Corporate Plan priorities. This objective has been met, with significant levels of revenue and capital resources secured, supporting services delivered through staff supported by the IEGP, with 34 staff in Programme Management within Resources & Transformation, and 41 staff funded via the programme in Regeneration, Housing and Economy,  part of the  Economy, Environment and Communities Directorate.

4.22 Should the Council be successful in attracting additional funding through staff supported by the IEGP, or by others who wish to call upon the expertise held, these resources will form part of the Inclusive Economic Growth Programme. Subject to acceptance by the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader / Portfolio Holder for Regeneration.

4.23 The financial figures associated with this report have been set out and agreed with Finance colleagues who confirm that the budgets are available and that the spend tables prepared are accurate. With the mainstream budgets included, taking into account saving reductions as approved by Cabinet, with £550,000 included to cover redundancy / costs should the programme end during 2023, together with any unforeseen costs throughout the programme. This would leave the remaining mainstream funding only to deliver services, details included in Attachment 1

4.24 Table 4.24.1 below sets out the funding approved by Cabinet in 2017 against the funding requested to support the extension of the current IEGP through to 2023.


Table 4.24.1 -  IEGP Funding Steams

| Inclusive Economic Growth Programme (IEGP) Income | Approved in 2017 | Proposed |
|---|---|---|
| | | |
| Council Mainstream Funding Approved | £6,190,108 | £4,170,133 |
| Income Already Secured | £3,798,817 | £6,411,689 |
| Existing Economic Growth Programme Resources Held | £2,452,708 | £2,612,117 |
| | | |
| Sub Total | **£12,441,633** | **£13,193,939** |
| | | |
| Additional Revenue Funding Request | **£2,000,000** | **£0** |
| | | |
| IEG Programme Income Totals | **£14,441,633** | **£13,193,939** |

In 2017, Cabinet approved £1million of revenue support for a duration of two years, a total of £2million. With success in almost doubling the amounts of external funding secured and by retaining all funding as set out within table 4.24.1 above as part of the IEGP. This creates a budget of £13,193,939 capable of funding the extension of the current Economic Growth Programme through to 2023.

4.25 Once approved the budget will support the activities as set out within table 4.25.1 below, including; extending the Impact and Walsall Works programmes, bidding for additional funding, supporting business growth and diversity, and development activity supporting housing and employment floor space construction. Together with the delivery of Accountable Body responsibility for a range of council projects and the Black Country Local Enterprise Partnership. The figures contained in Table below for the Regeneration, Housing and Economy service reflect proposed changes to the service areas team responsibilities as part of the Walsall Proud Programme.

Table 4.25.1 – Proposed 2023 IEGP Budget Categories

| Inclusive Economic Growth Programme (IEGP) Expenditure | Approved in 2017 | Proposed |
|---|---|---|
| | | |
| Programme Management Service Teams - Staffing Costs | £4,227,005 | £5,275,648 |
| Programme Management Service Delivery / Other Costs | £999,080 | £662,676 |
| Walsall Works Costs | £475,000 | In below |
| Sub Total | **£5,701,085** | **£5,938,323** |
| Regen, Housing and Economy Teams - Staffing Costs | £7,130,277 | £5,970,006 |
| Regen, Housing and Economy Teams - Other Costs | £1,332,644 | £735,610 |
| Sub Total | **£8,462,921** | **£6,705,616** |
| Contingency & Redundancy Cost Provision | £277,627 | £550,000 |
| IEG Programme Expenditure Totals | **£14,441,633** | **£13,193,939** |

4.26 Funding tables (attachment 1) include two income streams also included within a Cabinet report (Approval of the Supplemental Deed of Variation to the Black Country Joint Committee Collaboration Agreement) being presented on the 21 October 2020 that will support the IEGP. Within which paragraph 4.32 proposes

the recovery of historic Enterprise Zone revenue costs totalling £1,470,316 by Walsall Council over a ten-year period, together with paragraph 4.33 proposing the allocation of £250,000 per year for five years to support the on-going development of Walsall's project pipeline.

4.27    The Black Country Local Enterprise Partnership (BC LEP) approved the recovery of historic and future revenue costs by BC Councils at its meeting on 24 August 2020, on their way to being considered by the Black Country Joint Committee (BCJC) for approval during 2020/21. For the IEGP £147,000 per year has been included of the Enterprise Zone recovery funding, together with £250,000 of the pipeline development funding for each of the; 2020/2021, 2021/2022 and 2022/23 financial years. It is recommended to Cabinet that these are accepted into the IEGP, with any future historic Enterprise Zone refunds beyond 2022/23 considered for use to support further extensions of the IEGP in due course.

4.28    The ability to capture and calculate the Social Return on Investment is now a key IEGP priority, essential if we are to demonstrate the full benefits of the work staff teams, service providers and partners are delivering in supporting local people into a range of positive outcomes. Walsall Works and the Impact programme are making a difference to thousands of people's lives, as they support beneficiaries into training, volunteering and employment.

Service teams are now capturing the Social Return on Investment, the following example taken from the Impact programme and included as Attachment 2 sets out the further details and case studies for participants, summarised as:

-   The process begins with identifying the mentoring and interventions that take place between the participants and the advisors. Followed by linking these to the Corporate Plan and social value priorities. Together with the evidencing of participant progress through paperwork that records the journey each has taken along with the barriers overcome and the outcomes achieved.

-   The fiscal savings attached to each barrier can then be calculated to demonstrate an estimated saving to public service. Once the participants have completed their training etc. and entered a positive outcome, the value or savings attributable are calculated, based upon the evidence provided.

-   These values and definitions are derived from the Housing Association Charitable Trust model. For example; *'an Impact participant engaging in regular volunteering would have a saving of £3,249'.*
Attachment 2 also gives examples of the social, financial and health benefits that can be achieved through the support and interventions provided by the Walsall Impact programme. Together with a number of case studies that set out the significant savings that are possible; for example, the four case studies illustrated alone could provide a social return in investment calculated at £133,341.

### *Legal Implications*

4.29    Any contracting and future expenditure will need to be in accordance with both existing and future legal and procedural requirements and fall within approved

spending limits and authorisations. Advice will sought from Legal Services / appointed advisors as required throughout the programme.

4.30  Legal Services will be consulted with and involved in the drafting, approval and execution of any contracts and funding agreements, where required in accordance with the Council's Contract Rules. Legal Services / appointed advisors will be consulted as required in relation to any potential State aid issues that may arise.

4.31  All externally approved funding will be delivered in accordance with approvals or grant agreements issued to the council by the funding bodies. Officers within the council will ensure these are complied with to mitigate any potential claw back.

### *Procurement Implications/Social Value*

4.32  Existing approved arrangements will be utilised where possible to support service delivery, examples include;

- the Dynamic Purchasing System (DPS), administered by the Accountable Body for the Impact programme, Dudley Council, allows Walsall Council to access and pay for a range of services and activities as required by Impact participants.

- the Strategic Advisor- Development pipeline procured via an OJEU compliant framework and undertaken contractually by Arcadis providing a multi-disciplinary and technical service to support development related activity including the preparation of pre development business cases to secure funding and investment.

Examples of this include: training courses, specialist services, travel, protective clothing / tools and counselling & guidance. If required additional service providers can be added to the DPS to meet participant's needs, again through Dudley Council. If items or services are required at short notice Walsall councils officer can spot purchase in accordance with EU eligibility and Walsall Council procurement rules and procedures.

4.33  Where Walsall Council enters into contracts with providers for services, officers form both Procurement and Legal services will be consulted / engaged to ensure the appropriate procedures are followed, value for money is achieved and that the right agreements set into place.

4.34  As set out within section 4.28 and  Attachment 1 to this report, IEGP staff are now capturing the Social Return on Investment for participants as part of the value chain for the programmes. This allows the potential savings on the public purse to be calculated and published as part of the outcomes achieved.

### *Property Implications*

4.35  There are no direct property implications arising from this report. However, the Councils current and future asset portfolio is likely to have a critical role in the successful delivery of the IEGP and achievement of its outcomes through the development related activity IEGP will support.

Also, specific projects will call upon both the Council's and third party owner's property to delivery our services. For example , the renting of space, such as the Impact Hub in St Pauls, Asset Management and Legal services personnel are engaged to provide advice and guidance to ensure that the best value for money agreements are reached and the interests of the Council are protected. This approach will be utilised throughout the Impact programme, including that no obligations are entered into that go beyond the terms of funding available and that all costs are met etc.

### *Health and Wellbeing implications*

4.36    The Inclusive Economic Growth Programme (IEGP) will through its staff and service delivery make positive contributions towards the Health and Wellbeing of local community members and employers staff. This will include assistance with the removal of health barriers to employment through joint working with key agencies (e.g. Public Health) to develop and deliver initiatives that help to ensure that local people are fit and able to accept employment when offered and then remain in it.

4.37    The work of the Inclusive Economic Growth Programme (IEGP) will take into account and contribute towards meeting the six policy objectives from the Marmot review, as set out earlier in section 4 of this report.

### *Staffing implications*

4.38    Council staff will manage and administer all aspects of this programme and work to understand the needs of customers, with all costs budgeted for as set out previously. Fixed term contracts of those employees currently supporting the programme will be extended as additional resources are attracted, the need for staffing will be reviewed and the appropriate approvals sought, and contracts put into place in accordance with council procedures.

4.39    There are currently 75 council staff supported by or funded completely through the EGP, if the EGP extension is not approved or the Council fails to secure funding to extend the programme post 2023 staff supported will be at risk of redundancy. Within the budget for the IEGP £550,000 has been included to cover redundancy costs, this figure will be continually reviewed, ensuring that it is sufficient to meet these costs. For any mainstream staff affected by redundancy, these costs will continue to be met from council budgets line with current procedures and policies.
### *Reducing Inequalities*

4.40    The Equality Impact Assessment (attachment 3) – Is a continuation of a previous EqIA and has been revised and attached to this report.

4.41    The Inclusive Economic Growth Programme has an overall objective to reduce inequalities by having a positive impact on residents by improving their soci-economic positions and actively reducing barriers. For example, the Walsall Impact project proactively supports individuals who face social and financial exclusion, by working with young people to address a range of issues that prevent an active and positive engagement in society. Individuals are supported to overcome key barriers including health, housing, confidence and skills deficits through personalised and targeted support. The project also works with employers

to address workplace barriers that could prevent an individual joining the workforce, including disability awareness advice and guidance and ongoing in work support following placement.

*Consultation*

4.42    A wide range of organisations and partners, such as local colleges, training providers and housing associations have been involved in the delivery of past services, and also acted as key partners. Council staff are continually working with these organisations to seek advice on how to structure the provision as part of the (Inclusive) Economic Growth Programme (EGP).

4.43    The Economy Environment & Communities Directorate continually review service content and delivery from customers' perspectives, taking into account their needs, views and requirements to ensure that we are offering solutions that really work and maximise the chances of success and the outcomes achieved

## 5.0    Decide

5.1    If Cabinet accept the proposal to extend Inclusive Economic Growth Programme through to 2023, and utilise the existing external and mainstream budgets available totalling £13,193,939, including retaining the historic Enterprise Zone funding currently undergoing approval. This will sustain the delivery of services, generating significant additional outcomes and outputs, as set out within table 4.4.1.

5.2    This will also support staff with the ability to seek out, bid for and secure external funding to support the Council's Corporate Plan, supporting local people into work and the development of our local economy.

5.3    By delegating authority to the Executive Director for Resources & Transformation in consultation with the Leader and Deputy Leader / Portfolio Holder for Regeneration to make revisions or additions to the Inclusive Economic Growth Programme. This will ensure that timely changes are be made to support its continued success, and changes to its contents, the use of any identified reserves, and the use of any additional funding secured.

## 6.0    Respond

6.1    If approved by Cabinet it will allow Walsall Council to continue with the delivery of Inclusive Economic Growth Programme and its key programmes, projects and initiatives currently underway, through to 2023. Together with continued bidding for additional external funding capable of supporting the councils ambitions as set out within the Corporate Plan.

## 7.0    Review

7.1    Progress against agreed milestones and targets is reviewed regularly by the service teams and their respective directorate management structures. Where external funding is accepted, each externally funded contract or agreement sets

out clearly what's expected and when, this responsibility sits with the staff teams responsible and is monitored and reported as required. For example; Walsall Works and Impact produce monitoring reports an dashboards, which are reported to their respective management boards, with at least 8 held per year.

7.3     For the role played by the Programme Management Team, as the Black Country Local Enterprise Partnerships (LEP) Accountable Body a formal and monthly reporting process exists that feeds into a number of advisory boards and the LEP Board and the Black Country Joint Committee.

7.2     Evaluations built into the IEGP's budgets support / allow officers and external advisors to capture and review how the programme is progressing and the quality of service provided for its participants. This process helps to shape future provision, ensuring its delivering what participants really need and is progressing their development and progression into positive outcomes. Detailed records of achievement are held by each service area as evidence of outcomes and performance as summarised in Attachment 4

**Background papers**

Previous Cabinet Reports approved on the: 17 December 2014, and the 21 June 2017.

**Attachments**

Attachment 1 - IEGP Extension & Investment Plans Financial Tables
Attachment 2 – Black Country Impact Walsall – Social Return on Investment Paper.
Attachment 3 – Inclusive Economic Growth Programme Equality Impact Assessment
Attachment 4 – Evidence sources / kept associated with key outcomes and outputs

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Deborah Hindson                            Councillor M Bird
Interim Executive Director of Resources     Leader of the Council
and Transformation (S151 Officer)
20 October 2020                             20 October 2020

## Attachment 1 - IEGP Extension & Investment Plan Financial Tables

## INCOME DETAILS

| Inclusive Economic Growth Programme - Income Details | | | | | |
|---|---|---|---|---|---|
| **Financial year** | **20/21** | **21/22** | **22/23** | **23/24** | **Totals** |
| **Council Mainstream Funding** | | | | | |
| Programme Management | £79,846 | £79,846 | £79,846 | | £239,538 |
| Regeneration & Development | £976,865 | £976,865 | £976,865 | | £2,930,595 |
| Investment | £1,000,000 | | | | £1,000,000 |
| EE management funding for consortium | | | | | £0 |
| **Sub Total Mainstream funding** | **£2,056,711** | **£1,056,711** | **£1,056,711** | | **£4,170,133** |
| **Income** | | | | | |
| **Programme Management** | | | | | |
| LA ERDF  Income excl WMBC | £23,379 | £18,419 | £0 | | £41,798 |
| LA ESF Income excl WMBC (other LA income) | £4,662 | £0 | £0 | | £4,662 |
| Hestletine (LEP) | £21,259 | £0 | £0 | | £21,259 |
| ERDF (grant from DCLG) | £21,259 | £0 | £0 | | £21,259 |
| ESF (grant from DWP) | £37,388 | £24,559 | £0 | | £61,947 |
| Business Support | £13,114 | £5,028 | £0 | | £18,143 |
| Community Grants funding | £89,654 | £73,142 | £0 | | £162,796 |
| BC LA & Hestletine | | £35,136 | £67,676 | | £102,812 |
| LGF Capital/interest/LPIF/EZ | £441,770 | £446,276 | £300,228 | | £1,188,274 |
| Impact*** | £359,312 | £412,068 | £439,553 | £307,437 | £1,518,370 |
| NHLF | £25,682 | £50,895 | £53,246 | | £129,822 |
| Finance Contribution | £73,705 | £75,437 | £78,103 | | £227,245 |
| **TOTAL Programme Mangement Income** | **£1,111,183** | **£1,140,960** | **£938,807** | **£307,437** | **£3,498,387** |
| **Income** | | | | | |
| **Regeneration, Housing and Economy** | | | | | |
| View agreed grant | £150,000 | | | | £150,000 |
| Aim Income | £30,230 | | | | £30,230 |
| Impact*** | £301,286 | £333,896 | £351,045 | £85,251 | £1,071,477 |
| Walsall for All | £18,500 | | | | £18,500 |
| Walsall Works | | £61,936 | £61,936 | | £123,872 |
| Black Core Strat reserve | £51,568 | £51,700 | £51,900 | | £155,168 |
| NHLF | £5,398 | £11,329 | £11,329 | | £28,056 |
| EZ Historic* | £147,000 | £147,000 | £147,000 | | £441,000 |
| Black Country Dev Pipeline (EZ income)** | £250,000 | £250,000 | £250,000 | | £750,000 |
| **TOTAL Regeneration, Housing and Economy Income** | **£953,982** | **£855,861** | **£873,210** | **£85,251** | **£2,768,303** |
| VIEW End & Transition funds | | £145,000 | | | **£145,000** |
| **TOTAL COMBINED INCOME** | **£4,121,876** | **£3,198,531** | **£2,868,728** | **£392,687** | **£10,581,822** |

Notes

* EZ Historic income / costs were approved by the Black Country Local Enterprise Partnership (LEP) on the 24 August and will be considered by the Black Country Joint Committee (BCJC) for approval as soon as possible during 2020/21.

** Black Country Development Pipeline income / costs were approved by the Black Country Local Enterprise Partnership (LEP) on the 24 August and will be considered by the Black Country Joint Committee (BCJC) for approval as soon as possible during 2020/21.

*** Impact extension to current contract has been approved by DwP and is now going through contracting with the BC Accountable Body (Dudley Council), expected completion before December 2020.

## Attachment 1 (Cont'd) - IEGP Extension & Investment Plans Financial Tables

## EXPENDITURE DETAILS

| IEGP Expenditure Details | | | | | |
|---|---|---|---|---|---|
| **Financial year** | **20/21** | **21/22** | **22/23** | **23/24** | **Totals** |
| Programme Management Staffing Costs | -£1,571,106 | -£1,664,163 | -£1,586,114 | -£454,265 | -£5,275,648 |
| Walsall Works Spend | | | | | £0 |
| Programme Management Other | -£216,000 | -£242,338 | -£204,338 | £0 | -£662,676 |
| **Sub total P Mgt existing expenditure** | **-£1,787,106** | **-£1,906,500** | **-£1,790,452** | **-£454,265** | **-£5,938,323** |
| Programme Management - Expansion Request | | | | | |
| **TOTAL Programme Management Expenditure** | **-£1,787,106** | **-£1,906,500** | **-£1,790,452** | **-£454,265** | **-£5,938,323** |
| | | | | | |
| R&D Place Staffing Costs | -£1,694,883 | -£2,027,065 | -£2,126,979 | -£121,079 | -£5,970,006 |
| E&S Staffing Costs | | | | | £0 |
| Other - Place | -£249,044 | -£243,283 | -£243,283 | | -£735,610 |
| Other - E&S | | | | | £0 |
| **Sub total Regen, Housing & Economy - expenditure** | **-£1,943,927** | **-£2,270,348** | **-£2,370,262** | **-£121,079** | **-£6,705,616** |
| Regen, Housing & Economy - Expansion Request | | | | | |
| **TOTAL Regeneration, Housing and Economy** | **-£1,943,927** | **-£2,270,348** | **-£2,370,262** | **-£121,079** | **-£6,705,616** |
| **Other Costs** | | | | | |
| Contingency | -£50,000 | -£50,000 | -£50,000 | | -£150,000 |
| Savings to Find | | | | | £0 |
| Redundancy Costs | | | -£400,000 | | -£400,000 |
| **Other Costs - Totals** | **-£50,000** | **-£50,000** | **-£450,000** | **£0** | **-£550,000** |
| **TOTAL EXPENDITURE** | **-£3,781,032** | **-£4,226,848** | **-£4,610,714** | **-£575,344** | **-£13,193,939** |

## OVERALL POSITION

| Inclusive Economic Growth Programme | | | | | |
|---|---|---|---|---|---|
| **Financial years** | **20/21** | **21/22** | **22/23** | **23/24** | **Totals** |
| **INCOME IDENTIFIED SO FAR (from table above)** | **£4,121,876** | **£3,198,531** | **£2,868,728** | **£392,687** | **£10,581,822** |
| **Expenditure Variance (from table above)** | **£340,843** | **-£1,028,317** | **-£1,741,986** | **-£182,657** | **-£2,612,117** |
| Funding (IEGP Reserve) | -£340,843 | £1,028,317 | £652,671 | | £1,340,145 |
| Funding (Centrally held) | | | £1,089,315 | £182,657 | £1,271,972 |
| **TOTAL IEGP Funding held in Reserve / Centrally** | **-£340,843** | **£1,028,317** | **£1,741,986** | **£182,657** | **£2,612,117** |
| | | | | | |
| **VARIANCE +Over/-Shortfall** | **£0** | **£0** | **£0** | **£0** | **£0** |

**Attachment 2 –** Black Country Impact Walsall – Social Return on Investment

**Add pdf here**

**Attachment 3 –**

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

| Proposal name | The Inclusive Economic Growth Programme (IEGP) Extension. | | |
|---|---|---|---|
| Directorate | Resources & Transformation | | |
| Service | Performance Management and Regeneration and Development | | |
| Responsible Officer | Mark Lavender | | |
| Proposal planning start | 09.09.20 | Proposal start date (due or actual date) | 21.10.2020 |

| 1 | What is the purpose of the proposal? | Yes / No | New / revision |
|---|---|---|---|
| | Show which category the proposal is and whether it is new or a revision. | | |
| | Policy | No | |
| | Procedure | No | |
| | Guidance | No | |
| | Is this a service to customers/staff/public? | Yes | |
| | If yes, is it contracted or commissioned? | Yes (part) | Revision |
| | Other - give details | | **Revision** |

| 2 | What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change? |
|---|---|
| | The outcomes of the service revision is the extension and enhancement of the current successful Inclusive Economic Growth Programme in terms of duration and scope.<br><br>It aims to create new employment opportunities by supporting Walsall companies to form, expand or locate in Walsall, complemented by supporting local unemployed people to gain the skills employers need and then support for them to find and secure local employment. The Extended Inclusive Economic Growth Programme (IEPG) will also include the development of land and environments to encourage the growth of employment through new buildings to house employers and new homes for local people. |

| 3 | Who is the proposal likely to affect? | | |
|---|---|---|---|
| | **People in Walsall** | **Yes / No** | **Detail** |
| | **All** | **Yes** | **The opportunities are open to all people of working age.** |
| | **Specific group/s** | | |
| | **Council employees** | | |
| | **Other (identify)** | | |

| 4 | Please provide service data relating to this proposal on your customer's |
|---|---|

| | |
|---|---|
| | **protected characteristics.** |
| | The Inclusive Economic Growth Programme consist of a range of capital and revenue funded projects and programmes, which have a different effect of service users or beneficiaries, for example capital projects will set into place new facilities / roads and employment floor space. These developments will take into account customers' needs and characteristics as required to meet planning requirements and legislation etc. |
| | For revenue projects these for example support long term unemployed residents through mentoring and training into a range of positive outcomes including education and employment. Throughout their participation, the need of all participants will be taken into account and met where ever possible. |
| | The cabinet reports summarises the past and anticipated achievement levels. |
| 5 | **Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).** |
| | The development and continued delivery of the Inclusive Economic Growth Programme involves consultation with stakeholders and community groups / members, together with local employers and the training programmes participants. This also includes on-going dialogue with the Councils customers, who include: local employers, local people and the providers of services associated with this proposal. |
| | The Walsall Economic Board (WEB) consists of around 20 local (significant) employers who represent many key employment sectors across Walsall, the WEB supported the development of the programme and have been actively consulted as part of its expansion / development. |
| | As part of the development of strategies for implementation and the work carried out through the Inclusive Economic Growth Programme we will ensure that no person or persons are discriminated against. |
| | The teams involved in service design and delivery operate on-going engagement with service users (often Local People) and customers (often Local Businesses and Employers), two examples of this on-going engagement and consultation are: |

**Consultation Activity**

| Type of engagement/consultation | Business Community Feedback | Date | ongoing |
|---|---|---|---|
| Who attended/participated? | **Walsall Business Community / Employers** | | |
| Protected characteristics of participants | All | | |

**Feedback**

As part of on-going consultation with local employers and business owners, team members discuss issues needs and barriers to employment, together with issues hindering growth etc.

Comments are collected and used to inform service delivery, development and changes, and to identify key companies who are supportive of ensuring a diversity of employment and wish to take part in the programme etc.

| Type of engagement/consultation | Service User Feedback | Date | ongoing |
|---|---|---|---|
| Who attended/participated? | **Individuals who use or benefit from our services** | | |
| Protected characteristics of participants | All | | |

**Feedback**

We seek the views and comments of service users so that we are able to respond to specific needs and requirements and also adapt our delivery to meet the needs of those with protected characteristics. For example clients of the Impact and Walsall Works programmes are asked for feedback by their mentors and service providers, these details assist us to improve the quality and range of provision on offer.

| 6 | **Concise overview of all evidence, engagement and consultation** |
|---|---|

Consultees expressed a desire to ensure that members within local communities, especially those furthest from the labour market within the protected characteristic's receive support to overcome barriers to work including:

- access to affordable Childcare,
- specific support for those in age groups shown to be vulnerable or holding a higher than average unemployment rates,
- those possessing low / no skills or experiencing wider problems that are limiting their access to employment.
- Those with a disability

Service users expressed a desire to undertake training and support that was tailored to meeting both their employment ambitions and their individual needs, that could

| | overcome barriers they are experiencing, so that they are able to move forward and meet their individual goals. |
|---|---|

**7** How may the proposal affect each protected characteristic or group?
The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.

| Characteristic | Affect | Reason | Action needed Yes / No |
|---|---|---|---|
| Age | Affect - All groups will be eligible to enrol onto training programmes and also benefit from physical developments completed.<br><br>Reason - Positive outcomes – Improved access to training and employment opportunities.<br><br>Action needed - No | | |
| Disability | | | |
| Gender reassignment | | | |
| Marriage and civil partnership | | | |
| Pregnancy and maternity | | | |
| Race | | | |
| Religion or belief | | | |
| Sex | | | |
| Sexual orientation | | | |
| Other (give detail) | | | |
| Further information | | | |

**8** **Does your proposal link with other proposals to have a cumulative effect on particular equality groups?  If yes, give details.** | (Delete one) **Yes / No**

The programme will assist with the delivery of many complementary programmes, including the Local Growth Fund, current European Programmes (Impact) and those funded through the IEGP programme including Walsall Works.

It's not possible to quantify the impact on any particular equality group as this is to be determined. However all services will be available for all people throughout the borough, subject only to the eligibility criteria set by the funding organisations.

The proposal will also utilise existing council reserves harnessing these to support local businesses to create new jobs, and local people to apply and successfully gain them.

The addition of a new Customer Relationship Management IT system will help us to capture customers comments and their journey to better inform us of the effects on particular groups. This will feed into further documents and reviews of provision etc.

**9** **Which justifiable action does the evidence, engagement and consultation**

| | | feedback suggest you take? |
|---|---|---|
| | A | **No major change required** |
| | B | Adjustments needed to remove barriers or to better promote equality |
| | C | Continue despite possible adverse impact |
| | D | Stop and rethink your proposal |

| Action and monitoring plan | | | | |
|---|---|---|---|---|
| **Action Date** | **Action** | **Responsibility** | **Outcome Date** | **Outcome** |
| October 2020 | Implement the extension of the new programme, as approved by Cabinet. | Head of Programme Management & Head of Regeneration & Development. | April 2021 | Extension of all staff and processes / programmes in place and up and running to continue post April 2021, through to March 2023. |
| | | | | |
| | | | | |
| | | | | |

| Update to EqIA | |
|---|---|
| **Date** | **Detail** |
| 09.09.20 | EqIA updated to take on board proposed extension request to October 2020 cabinet meeting. |
| | |
| Use this section for updates following the commencement of your proposal. | |

**Contact us**

Community, Equality and Cohesion
Resources and Transformation

Telephone 01922 655797
Textphone 01922 654000
Email equality@walsall.gov.uk
Inside Walsall: http://int.walsall.gov.uk/Service_information/Equality_and_diversity

## Attachment 4 – Evidence sources / kept associated with key outcomes and outputs

| Key Outcomes/Outputs | Outcomes Achieved April 2016 – March 2020 | Evidenced Through | Comments |
|---|---|---|---|
| People supported into Apprenticeships (All including Pre & Full) | 364 | Signed individual employment contracts / grant agreements with employers & providers. | Information held as part of the Walsall Works and Impact contracts / records, audited by funding bodies regularly. These details form part of our claims submitted for the funding associated with these programmes. |
| People enrolled onto an IEGP Supported Programme | 9705 | Individual records or recruitment on programmes etc. | |
| People Placed / Supported into Employment | 1690 | Evidence from employers participating with providers. | |
| People supported through training, placements etc. | 3560 | | |
| Businesses Assisted | 591 | Records of engagements held by staff teams. Outcomes achieved through the teams supporting employers. | Records held by the Regeneration and Development Service area and the Performance Management teams. |
| Business Enquiries Managed | 340 | | |
| Business Creation Supported | 35 | | |
| Investment Enquiries Handled | 57 | | |
| Organisations supported to access EU funding. | 1108 | Records held by staff teams, including External Funding and Community Grants. | |
| EU / other external resources attracted into the borough of Walsall. | £157.6million | EU bids submitted / supported that achieved approval. | This is evidenced through a variety of means including EU funds and other bids |
| Jobs created or Secured (includes additional Safeguarded jobs as a result of development activity) | 948 | Evidence captured from the projects directly supported or delivered as capital infrastructure projects and schemes resulting in these outputs. | Records held by the Regeneration and Development Service area and the Performance Management teams. |
| Floor Space Delivered (New and Refurbished) | 25,567sqm | | |
| Investment Secured (Public & Private) | £167million | | |

# BLACK COUNTRY IMPACT WALSALL

# SOCIAL RETURN ON INVESTMENT

# Introduction

The Black Country Impact (BCI) programme currently being delivered across the Black Country in partnership with Dudley Council, Wolverhampton Council, Sandwell Country and Talent Match. The programme aims to address the barriers faced by individuals aged 16-29 years who are not in employment, education or training (NEET), including young people at risk of social exclusion and young people from marginalised communities.

Since September 2016, Black Country Impact Walsall has supported more than 4000 participants across the Black Country. All participants who have been supported have faced a range of barriers from homelessness, offending, substance misuse, leaving care, disabilities, mental health issues or lone parents to name a few. Often these young people have low levels of self-esteem, little or no basic skills and confidence.

The Impact Programme aims to support those individuals to secure positive outcomes including employment, traineeships, apprenticeships, training and further education. It is recognised that not all participants will achieve a positive outcome, however the programme aims to support young people to overcome their barriers, become more independent and move closer towards a positive outcome.

The programme at Walsall prides itself on the delivery method used which enables participants to receive a solution-focused, holistic support package which includes assistance from specialist services, both internal and external to the project. It also provides intensive mentoring support as well as access to information, advice and guidance, along with accredited training to support participants to achieve their aspirations leading to sustainable outcomes. We aims to help young people:

- Increase confidence, motivation and resilience
- Progress nearer and into sustainable employment

Black Country Impact will continue to engage with participants who require intense support to break down barriers with the view to progress them into sustainable outcomes until July 2021.

An application to extend the current programme has been submitted in the hope that future intensive support can be offered across the Black Country to support NEET residents until July 2023, with a particular focus on young people aged 16 – 29 who are:

- Members of or gang affiliation
- Lone parents or have caring responsibilities
- Have disabilities, learning difficulties or mental health issues
- Homelessness

## Social return on investment

As a delivery partner of the BC Impact programme it was important that we linked our Social Return on Investment framework to the Walsall Council corporate plan and Social value priorities:

- Economic Growth for all people and Communities
- People have increased independence, improved health and can positively contribute to their communities
- Children have the best possible start and are safe from harm, happy, healthy and learning well
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

We have identified that the mentoring and interventions that take place between the participants and advisors align well within the corporate plan and social value priorities. This can be evidenced via the participant paperwork which records the journey each participant has taken along with the barriers that have been overcome.

The fiscal savings attached to each barrier can be calculated to demonstrate an estimated saving to public services. **Appendix One details the outcomes measured, the value or saving attributable and the description**. It also gives guidance as to the evidence that is required. These values and definitions are derived from the Housing Association Charitable Trust model. For example*, an Impact participant engaging in regular volunteering would have a saving of £3,249.*

**Appendix Two** gives some examples of the social, financial and health benefit that can be achieved through the support and interventions provided by Black Country Impact Walsall in relation to the Council's Corporate Plan. For example, *preventing and tackling ill-health and supporting greater independence would lead to better health, reducing usage of health services and social care services. Long term reduction in sickness hours lost, costing employers/government.*

## Individual case studies

Using case studies completed (see appendix three) by our advisors for some of our participants with complex needs we have been able to calculate the individual social return on investment value

**Case Study 1** - Young male, unemployed for 2-3 years following an accident and suffering from anxiety and depression. He was at risk of being homeless due to his benefits claim being rejected, leading to getting into rent arrears. He wanted re train in a new field and explore new job opportunities which he could manage around his physical restrictions/his ankle which he was recovering from. He was supported with his benefits claim, helped to clear rent arrears and provided with budgeting to reduce further risk. He was also assisted into the supported housing team and then into an independent tenancy. He was also offered work employability support which resulted in securing part time employment with the automotive sector. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £57,583.15**

**Case Study 2** - Young female, unemployed for 3 years and claiming JSA. She aspired to work with the Adult Social care sector, however she had no qualifications or work experience. She also struggled with low self-esteem and confidence, lacking interview skills, poor time management and planning skills. After some intense work and support she gained new qualifications in Health & Social Care, First Aid and improved her punctuality and interview skills. As a result she has entered into a positive apprenticeship outcome within the NHS. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £17,565.27**

**Case Study 3** - Young male receiving support for Mental Health concerns and medical assessments. He struggled with new and social situations along with busy environments. He was supported with confidence and self-esteem skills along with employability skills and career IAG. He was offered a work experience placement to give the participant the opportunity to try something new, whilst enabling the employer to see his skills which he would normally fail to demonstrate during an interview. The participant went from feeling he was unemployable to securing a full time job. He has also confirmed that his confidence has improved so much that he now actively socialises with friends. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £28,094.82**

**Case Study 4** - Young male who was unemployed and facing various personal barriers including mental health. He volunteered for the St Johns Ambulance Service and receive extensive support with confidence building and employability skills. He was offered a part time position within the care sector. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £30,099.61**

**Case Study 5** - Young male who was unemployed and actively engaging in criminal activity. He was supported with employability skills, career advice and guidance along with sector specific training. He completed a two-week Pre Employment Training course with Fortel Construction. The course allowed participant to gain key construction skills along with a Level 1 in Health and Safety in a Construction Environment and more importantly a CSCS card, which would enable him to work on any construction site in the UK. Shortly after completing the course he starting working full time as a Ground Worker Operative. By using the HACT calculation and deducting Impact costs, the overall **SROI saving is £51,573.15**

The case studies demonstrate that the mentoring support provided gives participants confidence and self-belief in their own abilities to achieve and change their lives. The work experience and employability support assist them in preparing for job interviews and securing employment.

Whilst this report reflects a small number of case studies, the outcomes presented demonstrate the positive impact that the programme continues to have on people's lives. We also receive feedback on a regular basis directly from participants;

*"The Black Country Impact is very important to me as my mentor Helen has ensured I have received all the support and she has boosted my confidence levels she also helped me in finding the Princes Trust programme which was really beneficial to my career goals"*

*"I feel Black Country impact has supported me by putting me on the right track to becoming an electrician, if I'm stuck with anything I can always get contact to my supporter"*

*"BCI have helped me to find out what I now want to do, my area which I studied was graphics and at first I did not wish to study or pursue a career in this"*

## Data Analysis

The BC Impact programme started in September 2016, with an extension approved enabling phase 2 of the programme to start August 2018. The Steering group agreed that phase 2 would have an increased focus on quality and supporting young people with complex needs and so for the purpose of the data analysis within this report, we have included data for phase 2 only. Please see the below:

**This table shows the number of participants who have enrolled onto the programme during phase 2 (August 2018 until June 2020) and have gone into a positive outcome.**

|  | BC Impact Walsall Phase 2 Data | As a percentage |
|---|---|---|
| Total number of enrolments | 955 |  |
| Total number of positive outcomes | 373 | 39.06% |
| (Employment including apprenticeship) | 200 | 20.94% |
| (Training programmes and education) | 173 | 18.12% |

**This table shows the number of participants with a specific barrier, who have enrolled onto the programme during phase 2 (August 2018 until June 2020) and have gone into a positive outcome.**

| Barriers faced by participants engaged during phase 2 - 955 to date | Total number of participants enrolled | As a percentage of those engaged | Total number of participants who have since gone into positive outcome | As a percentage who have since gone into a positive outcome |
|---|---|---|---|---|
| Lone parent | 127 | 13.30% | 38 | 29.92% |
| Ex offender | 100 | 10.47% | 35 | 35.00% |
| Declared physical or learning disabilities or need | 210 | 21.99% | 74 | 35.24% |
| Declared mental health difficulties | 133 | 13.93% | 65 | 48.87% |
| Homeless | 23 | 2.41% | 8 | 34.78% |

| In Care or care leaver | 23 | 2.41% | 3 | 13.04% |
|---|---|---|---|---|
| Travelling community | 5 | 0.52% | 0 | 0.00% |

## Social Return on Investment ratio

It has been identified that although we can demonstrate individual calculations based on case studies and client feedback, we are not currently able to calculate an overall SROI ratio for the project as we are unable to successfully capture all SROI outcomes.

At present, the majority of our interventions are recorded individually within a paper based system, with only key information stored electronically for analysis. From this system we are able to identify positive outcomes into employment, education or training. We can also identify key thematic groups we are supporting such as care leaver or participants with previous criminal convictions. However the detail in relation to support offered and progress made would need to be manually analysed. With over 4000 participants who have been enrolled onto the project over the last four years, this would be a difficult and time consuming task.

Our current systems do allow us to capture key outcomes such as participants who have progressed into apprenticeships, employment or training, as well as the number of participants who have successfully completed employability interventions. You can see from the below information, we can evidence that for every £1 we have spent we have £2 SROI.

**Table shows current SROI outcomes to date for Phase 2 of BC Impact project**  **Table shows difference Project Spend and calculated SROI to date**

| SROI Outcomes | Total number | SROI Per Participant | Total SROI Per Outcome |
|---|---|---|---|
| Apprenticeships | 47 | £2353.00 | £110,591.00 |
| Training & Education | 173 | £9447.00 | £1,634,331.00 |
| Completed Interventions | 404 | £1567.00 | £633,068.00 |
| Full time employment | 130 | £14,433.00 | £1,876,290.00 |
| Part time employment | 20 | £1229.00 | £24,580.00 |

| Total Spend to date for Phase 2 (Q2 2020) | SROI for Phase 2 | Variation |
|---|---|---|
| £2,304,458.08 | £4,313,624.00 | £2,009,165.92 |

| Self-employment | 3 | £11,588.00 | £34,764.00 |
|---|---|---|---|
|  |  |  | £4,313,624.00 |

To improve our current Programme Management systems we have commissioned a bespoke Customer Relationship Management System (CRM) for the Impact programme at Walsall. This will also help to demonstrate the excellent work the project delivers and improve how we evidence the intervention delivered to the young person.   This system will not only record the outcomes for every participant but will also record all interventions that are provided, such as:

- Volunteering within the community
- Supporting health & wellbeing barriers such as substance misuse or mental health difficulties
- Support to establish stable housing and financial independence
- Building confidence and self esteem
- Providing specific training to meet the individual needs

It was been identified that even if a participant does not go into a sustainable outcome, the mentoring and intervention offered by the Impact programme can still demonstrate savings to public services overall. The aim is the once the CRM is in place we will be in a better position to calculate and evidence this.

## Appendix One:

Black Country Impact – Walsall - Social Value framework 2020

Social Return on Investment measurements and Definitions
Below Source data from *HACT (Housing association and charitable trust) and the ^unit cost data base

| OUTCOME | Value £££ | Description of Outcome | Evidence required |
|---|---|---|---|
| **Employment & Training** | | | |
| Full-time employment | £14,433* | Moving from unemployment into FT employment 30 hours or more | Record of Individual moving from unemployment into full time employment |
| Self-employment | £11,588* | Moving from unemployment into self-employment | Record of individual moving from unemployment to self-employment |
| Part-time employment | £ 1,229* | Moving from unemployment into part time employment 16 hours plus | Record of Individual moving from unemployment into part time employment |
| Government training scheme | £ 9,447* | Joined a recognised government training scheme | Record of individuals enrolling on government training courses |
| Apprenticeship | £2,353* | Enrolment on apprenticeship scheme | Record of individual enrolling onto apprenticeship |
| Vocational training | £1,124* | Enrolment on specific training | Record of individuals enrolling on specific training |
| Regular volunteering | £3,249* | Individual who regularly volunteers at least once per month for two months | Record of individuals who regularly volunteer |
| Regular attendance at voluntary or local organisation | £1,773* | Attends local and voluntary groups at least once per month for two months | Record of individuals regularly attending group |
| General training for job | £1,567* | Increase skills for a job | Record of individuals attending training |
| Employment training | £807* | On the job training | Record of individuals attending training |
| NEETS | £4,637* | Not in Employment, education or training | Record of individual engaging in employment, education or training. |

| OUTCOME | Value £££ | Description of Outcome | Evidence required |
|---|---|---|---|
| **Health & Wellbeing** | | | |
| Avoid repeat offending | £34,840^ | Record that interventions have avoided repeat offending and imprisonment | Record that intervention has avoided participant repeat offending and imprisonment |
| Alcohol misuse | £3,413* | An individual has received support to tackle alcohol dependency issues and reduced dependency. | Record that individual no longer has a problem with alcohol |
| Smoking cessation | £4,010* | Smoking cigarettes has reduced and/or ceased as a result of interventions. | Record that individual no longer smokes cigarettes |
| YP with drug issues | £16,894* | Drugs misuse or addiction has reduced and/or ceased as a result of interventions. | Record that the individual no longer has a problem with drug misuse |
| Relief from anxiety/depression | £36,766* | Individual receives support and as a result participant feels the anxiety and depression is no longer having a negative impact on their life. | Record that individual no longer suffers with anxiety or depression |
| Improvements in confidence | £13,080* | Use of questionnaires or other measures which evidence changes in behaviours or confidence. | Evidence of improvement in confidence |
| Feel in control of life | £15,849* | Participant feels in control of their life | Evidence of increase in feeling of control |
| Rough sleeping to secure housing | £24,467* | Rehoused from rough sleeping | Record of intervention completed |
| Temporary accommodation to secure housing | £8,019* | Participant has moved from temporary accommodation to permanent housing provision | Record that individual has moved from temp accommodation to secure housing |

## Appendix Two:

Outline of Financial, Social and Health Benefits in relation to the corporate plan to support offer to Walsall residents.

| Social Value Theme | Outcome | Financial Benefit | Social Benefit | Health Benefit |
|---|---|---|---|---|
| **Economic Growth for all people and Communities** | Helping local people to increase their skills and improve their employability | Reducing the time participants are claiming income and housing benefits | Raised aspirations, motivation, confidence and self-esteem. Improving health, integration and relationships | Improvements to both mental and physical health |
| | Creating and sustaining employment for local people | Increase in income tax, national insurance contributions and VAT payments. Possibly reduce usage of health and social care services. | Integration, cohesion, health, relationships | |
| **People have increased independence, improved health and can positively contribute to their communities** | Reducing Social Isolation | Families and communities working together reducing the need for public services | Integration, cohesion, health, relationships. Reduction in social isolation, better community involvement raising community accountability. | Improvements to mental health. Possibly decrease usage of medication due to natural well-being tools such an exercise, socialising, eating well. |
| | Preventing and tackling ill-health and supporting greater independence | Better health, reducing usage of health services. Also reduction of usage of social care and police services as a result of less criminal activity or inappropriate behaviour. Long term reduction in sickness hours lost, costing employers/government. | Integration, cohesion, health, relationships | Improvements to both mental and physical health |
| | Improving the health and wellbeing of local people | | Integration, cohesion, health, relationships. Reduction in social isolation. | Improvement to health for the individual and family members |

| | | | | |
|---|---|---|---|---|
| **Children have the best possible start and are safe from harm, happy, healthy and learning well** | Supporting Walsall's Looked After Children and Care Leavers | Increase in income tax, national insurance contributions and VAT payments. Possibly reduce usage of health and social care services / care plans | Become more independent and less socially isolated. Engage in positive activities and increase community involvement and community accountability. Create positive relationships, disengage from criminal / potential criminal activity. Reduced risk of CSE | Reduce risk of CSE, improvements to both mental and physical health |
| | Increasing the support for vulnerable young people | | integration, cohesion, health, relationships | Improvements to both mental and physical health |
| **Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion** | Improving local areas and reducing crime | Reducing usage of: Police/probation services - reduce further crime activity Social care services - reduce involvement of social care/early help services as a result of less criminal activity within households Health care - reduced involvement in violent crime therefore less intervention from health care services. | Positive community presence | Improvements to both mental and physical health |
| | Supporting community-managed facilities and delivering volunteering activities | Better community accountability leading to a decrease in the usage of various support services i.e. health and social care | Integration, cohesion, health, relationships. Reduction in social isolation, better community involvement raising community accountability. | Improvements to mental health. Possibly decrease usage of medication due to natural well-being tools such as exercise, socialising, eating well. |

## Appendix Three: Black Country Impact Case Study

**Black Country Impact officer details:**

| | |
|---|---|
| **Partner providing the case study:** | |
| **Contact officer:** | |
| **Contact number:** | |
| **Date of the case study:** | |

**Case study details:**

| | |
|---|---|
| **WL Reference:** | |
| **Interim or exit:** | |
| **Age (If applicable):** | |
| **Vulnerable group (If applicable):** | |
| **Locality (Ward):** | |

**Other relevant details:**

For example, if the case study relates to the wider work of the Black Country Impact. This could include, but not limited to, work with employers, suppliers, providers, amongst partners, etc.

| |
|---|
| |

**The case study:**

| **Please describe the circumstances around the participant entering the programme, e.g. who referred them, where did they hear about the programme, what were their initial barriers, think about range of barriers such as social, emotional, attainment, skills.** |
|---|
| |
| **Please describe the support and interventions, including training, the participant received during their time on the Impact programme, painting a 'picture' of their journey. This should include other funded support, such as travel or clothing.** |
| |

| |
|---|
| **Please describe the distance travelled. Looking at the barriers identified what progress has been made in overcoming these. This could include increased personal, social, employability skills, achievement of a qualification, successful entry into employment, volunteering or work experience.** |
| |
| **Please detail what the next steps are for the individual. Are they entering any further training, employment or education – have they concluded their time on Impact? What post exit support have you arranged?** |
| |

**Intended use and retention of this case study:**

This case study will promote the work of the Black Country Impact and will be used by its partners and the Managing Authority for the project, the Department of Work and Pension. The case study will be retained by the Local Accountable Body for the project, Dudley Council, and it will be shared with other organisations and the media during the life of the project (until July 2021) to establish a best practice legacy for the sector. The publication of this case study will include showcasing it at events, through articles in publications and through internet websites. No personal information will be shared unless a signed consent form has been completed.

**Please include a picture of the young person (where possible), along with a signed consent form.**

For further advice contact BC Impact Programme Management Team BCImpact@walsall.gov.uk.

Please tick all relevant boxes that best describes the participant barriers and support offered. You must ensure that the participant file holds the relevant documents that proves the intervention / outcome has been achieved.

| Intervention / Outcome | Description | Examples of evidence required | Tick if relevant | Code |
|---|---|---|---|---|
| Full time employment | Moving from unemployment into FT employment 30 hours or more | Offer & outcome | | 14433 |
| Self-employment | Moving from unemployment into self-employment | Offer & outcome | | 11588 |
| Part time employment | Moving from unemployment into part time employment 16 hours plus | Offer & outcome | | 1229 |
| Government training scheme | https://www.gov.uk/career-skills-and-training | Record of individuals enrolling on gov't training courses | | 9447 |
| Apprenticeship | Record of individuals enrolling on an apprenticeship | Offer & outcome | | 2353 |
| Vocational training | Record of individuals enrolling on specific training | Record of individuals enrolling on specific training | | 1124 |
| Regular volunteering | Record of individual who regularly volunteer at least once per month for two months | Record of individuals who regularly volunteer | | 3249 |
| Regular attendance at voluntary or local organisation | Record of individual regularly attending groups | Record of individuals regularly attending group | | 1773 |
| General training for job | Increase skills for a job | Record of individuals attending training | | 1567 |
| Employment training | Employment training with an employer or job centre | Record of individuals attending training | | 807 |
| Avoid repeat offending | Record that interventions have avoided repeat offending and imprisonment | | | 34840* |
| Smoking cessation | Record of individual either reduced or stopped smoking | Health & Wellbeing action plan | | 4010 |
| Relief from anxiety/depression | Record of mental health being managed successfully | Health & Wellbeing action plan | | 36766 |
| Improvements in confidence | Record showing interventions have been completed and improvements have been made | Progress Review | | 13080 |

| | | | | |
|---|---|---|---|---|
| Feel in control of life | Record showing interventions have been completed and improvements have been made | Health & Wellbeing action plan | | 15894 |
| Rough sleeping to secure housing | Rehoused from rough sleeping | Record of intervention completed | | 24467 |
| Temporary accommodation to secure housing | Housing provision | Record of intervention completed | | 8019 |
| Relief from being heavily burdened with debt | Record showing interventions have been completed and improvements have been made | Record of intervention completed | | 10836 |
| Relief from drug/alcohol problems | Record showing interventions have been completed and improvements have been made | Record of intervention completed | | 26124 |

Please circle/highlight the ward and neighbourhood the participant lives in.

| Ward | Neighbourhood | Neighbourhood | Neighbourhood |
|---|---|---|---|
| North | Bloxwich West<br>Bloxwich North<br>Dudley Fields<br>Sneyd<br>Bloxwich East<br>Lower Farm | Blakenall Heath<br>Blakenall<br>Harden<br>Coalpool<br>Ryecroft | Goscote<br>Birchills<br>Leamore<br>Reedswood<br>Beechdale |
| South | Town Centre<br>Caldmore<br>The Butts<br>Highgate & Gorway | Pleck<br>Alumwell<br>Old Birchills<br>Palfrey<br>Bescot | Fullbrook<br>The Delves<br>Paddock<br>The Chuckery |
| East | Aldridge Centre<br>Leighswood<br>Pheasey<br>Daisy Bank<br>Walsall Wood<br>Shire Oak<br>Druids Heath | Streetly<br>Blackwood<br>Brownhills Centre<br>Clayhanger<br>New Town<br>Pelsall Centre<br>Pelsall Wood | Highbridge<br>Ryder's Hayes<br>Rushall Centre<br>Daw End<br>Shelfield<br>Stubbers Green |
| West | New Invention<br>Allens Rough<br>Coppice Farm<br>Shepwell Green<br>Spring Bank<br>Little London | Short Heath<br>Lane Head<br>Ashmore Lake<br>Bentley<br>County Bridge<br>Darlaston | Fallings Heath<br>Moxley<br>Old Moxley<br>Rough Hay<br>Woods Bank |

Please tick all barriers that the participant is faced with and where you have supported.

| Barrier | Tick if barrier | Tick if supported | Barrier | Tick if barrier | Tick if supported |
|---|---|---|---|---|---|
| Care Leaver / In Care | | | Health Lifestyle | | |
| Offender / Ex Offender | | | Independent Living Skills | | |
| Lone Parent | | | Community Projects | | |
| Traveling Community | | | Volunteering | | |
| Disability / Learning Need / Mental Health | | | Counselling | | |
| Substance Misuse | | | Employability Skills | | |
| Carer | | | Confidence / Self Esteem | | |
| Homelessness / Housing Issues | | | Training / Qualification | | |
| Intervention Only | | | Intervention and Outcome | | |

**Cabinet – 28 October 2020**

**Draft Revenue Budget 2021/22 – 2023/24 and in-year Position 2020/21**

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

**Related Portfolios:** All

**Service:** Finance – council wide

**Wards:** All

**Key decision:** No

**Forward plan:** Yes


**1. Aim**

1.1 To provide an updated in year position, medium term financial outlook and first draft revenue budget for 2021/22 to 2023/24, including savings proposals for consultation, and set out the process and timescales for setting a legally balanced budget for 2021/22.

**2. Summary**

2.1 The 2020/21 budget was approved by Council on 27 February 2020, and is monitored throughout the year to address any performance issues and manage key risks and pressures as they arise. 2020/21 has been a particularly challenging year, with the global pandemic impacting greatly on service delivery and financially. Emerging service pressures and Covid-19 have required action to be taken to limit the Council's financial exposure. These actions continue to try and ensure that the budget is balanced at year-end, with a sufficient level of reserves to manage existing liabilities and emerging risks which may arise in 2021/22, including the unknown ongoing impact of Covid-19.

2.2 The report covers the four year period 2020/21 to 2023/24, including:

- The revenue and capital forecast position for 2020/21, including the impact of Covid-19;
- Actions being taken to address the impact of the current year's revenue pressures;
- An update on the Medium Term Financial Outlook (MTFO), based on known pressures and assumptions for 2021/22 to 2023/24;
- Proud savings proposals identified to date to deliver a balanced budget for 2021/22 by February 2021 and savings in relation to 2022/23;
- The timeline for the setting of the revenue budget and capital programme, including stakeholder consultation and equality impact assessments.

2.3 The Council continues to respond to the unprecedented financial challenges imposed by Covid-19. Government originally committed to fully compensating councils for the

costs of authorities' responses to Covid-19 and has to date allocated £40.08m of funding (plus c£54m of business grants) to help support those costs in Walsall, as set out in this report (Appendix 1).  As well as the initial costs of funding the Council's response, the impact of Covid-19 includes significant loss of income following closure of services and facilities; a considerable impact on the council tax and business rates income; and delays to the delivery of approved budget savings as the Council has refocused its resources on its response to Covid-19.

2.4     The combined service based outturn position along pressures arising from Covid-19 is a "reasonable case" forecast overspend of £0.59m, rising to £9.47m in the "reasonable worse case" scenario. Action continues to be taken, and there is confidence that sufficient on-going and one-off actions will be identified to bring the position back in line with the approved budget based on the "reasonable case" scenario.  Given the current national situation, there is considerable uncertainty as to the true position.

2.5     The Council is able to manage the financial impact of Covid-19 in 2020/21 *providing* Covid-19 cost pressures and income losses remain within the 'reasonable' case scenario as set out in this report, however should cost pressures and income losses substantially exceed this, then additional actions will need to be taken. Given the current nation-wide position of a second wave starting to be experienced, then the risk of further impact increases. Should this be the case, the Council may be reliant on further funding from Government to be able to balance its books in 2020/21 and 2021/22.  Government has recently announced a further £1bn of funding to be made available however the allocation methodology and therefore Walsall's' share of this is not yet known.

2.6     The proposed multi-year government Comprehensive Spending Review was delayed a year due to Brexit negotiations.  Because of this, a one year Spending Round was confirmed on 24 February 2020 for 2020/21 only. A further one year Spending Round for 2021/22 is expected later this year followed by a one year provisional local government settlement for 2021/22 around December 2020. This makes planning for future years very difficult, as funding is extremely uncertain for 2021/22 and beyond. Our current funding and cost assumptions are set out in this report, however they are subject to change.  It should also be noted that the Chancellor cancelled the Autumn budget for 2020 which also suggests they are focusing on shorter term planning at this time.

2.7     There has been no further announcements on when the new "fair funding" and "business rates" review will be introduced including reset.  It is thought that this could also be delayed a further year and so come into effect in 2022/23.  This report assumes no changes arising from these reviews until we have further government direction.

2.8     Our MTFO has been updated for all known pressures, including assumptions around the ongoing impact of Covid-19, resulting in an adjusted financial gap of £33.66m in 2021/22. The Council is legally obliged to set a one year balanced budget (2021/22), however a medium term approach is beneficial to allow for sound financial planning and to support future financial stability. Whilst this report contains a significant number of savings proposals for 2021/22 and 2022/23, further options are being identified to allow for a balanced budget for 2021/22. The remaining gap as at this October report, subject to all the policy and operational proposals within this report

going on to be included in the final budget in February 2021, is £12.32m for 2021/22. A further round of proposals will therefore be presented to Cabinet on 9 December 2020.

2.9    To ensure the budget process and delivery of savings is informed by a clear purpose and key Council priorities, the Corporate Plan and Proud Programme objectives are being been used to shape future service delivery proposals through Proud Service Transformation Plans.

2.10    A further report will be presented to Cabinet on 9 December 2020 which will cover the following:
- A further update on the current financial position for 2020/21, including financial health indicators and treasury indicators for quarter 2;
- An assessment of the Spending Review and 2021/22 financial Settlement (if received) and any revisions required to the 2021/22 budget and MTFO
- Further Proud savings proposals for 2021/22;
- Feedback from Scrutiny Overview Committees;
- The draft capital programme for 2021/22 and future years.

2.11    The Council's Medium Term Financial Strategy (MTFS), approved by Cabinet on 15 July 2020, is the framework within which the Council's financial planning and management is undertaken and its budget set.  The main objectives of the Strategy are to set out how the Council will structure and manage its finances now and in the future and to ensure this approach facilitates delivery of the council's aims and objectives.

2.12    The final budget, including any changes arising from consultation and equality impact assessments, tax base changes, the S151 statement on the robustness of the budget estimates and the adequacy of reserves, recommended levels of reserves and contingencies, the final allocation of direct Government funding and other specific grants will be presented to Cabinet on 10 February 2021 for recommendation to Council, and this will be considered by full Council on 25 February 2021.

## 3.    Recommendations

Cabinet are requested to:

3.1    Note that the service based revenue forecast, based on the position as at August 2020, is forecast to be an overspend of £0.42m, excluding the impact of Covid-19 as shown in Table 1.

3.2    Note that the revenue forecast for Covid-19 pressures after deducting all assumed additional funding is a "reasonable case" overspend of £0.17m with a "worse case" of £9.00m.

3.3    Note that the combined revenue forecast for both Covid-19 and non Covid-19 pressures is an overspend of c£0.59m based on the "reasonable case" and £9.47m in the "worse case".

3.4    Note 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. The impact of this is a revised starting gap for 2021/22 of £33.66m, an increase of £12.60m since February 2020.

3.5     Refer draft revenue policy proposals for 2021/22 as set out in this report and appendix 3 for stakeholder consultation (where required), and for equality impact assessment, with feedback on these informing the final budget.

3.6     Endorse the operational savings for 2021/22 to 2022/23 set out in appendix 4 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     Note after taking into account the Proud savings identified to date, should all these policy and operational savings be subsequently included in the final budget report in February 2021, then there remains a revised gap of £12.32m to close to ensure a balanced budget and as such, further saving proposals will to be presented to Cabinet on 9 December 2020.

3.8     Refer this report to Scrutiny Overview Committee on 1 December 2020, 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.

3.9     Note that the medium term financial outlook position assumes an increase in council tax of 1.99% in 2021/22 and future years, the assumed level of "reasonableness" in respect of referendum principles, and that any changes to those principles, as set by the Secretary of State, may change the overall budget.

3.10    Note that the level of contingency funds and general reserves will need to be in line with the levels set out within the Council's MTFS, the final level to be based on a detailed risk assessment, which will be reported to Cabinet in February 2021.

3.11    Approve the write off of debt as detailed in section 4.26.

3.12    Approve the amendments to the 2020/21 capital programme as set out in section 4.27.

4.      **Know - *Context***

        **Key Timeline**

4.1     The budget setting timetable of key reporting dates, following publication of this report, is as follows:

        • Stakeholder consultation commencing 29 October, including employee and trade union consultation.
        • Scrutiny Committees receive the draft revenue budget proposals from 3 November with feedback to Cabinet on 9 December 2020.
        • Cabinet on 9 December 2020 - updated draft revenue budget, further saving proposals for 2021/22, analysis of the Spending Review/Round 2020 and, if available, the draft core grant Settlement from Government.
        • Scrutiny Committees receive the further budget proposals for comment, along with draft capital programme proposals.
        • Statutory consultation for business rates payers to January 2021.
        • Budget briefings for political groups and independent members, as required.

- Council tax base to be approved by the s151 Officer by January 2021.
- Receipt of the final settlement late January / early February 2021.
- Recommendation of the final budget by Cabinet on 10 February 2021.
- Council set the final budget envelope (statutory determinations) and council tax on 25 February 2021.

**Walsall's Financial Context**

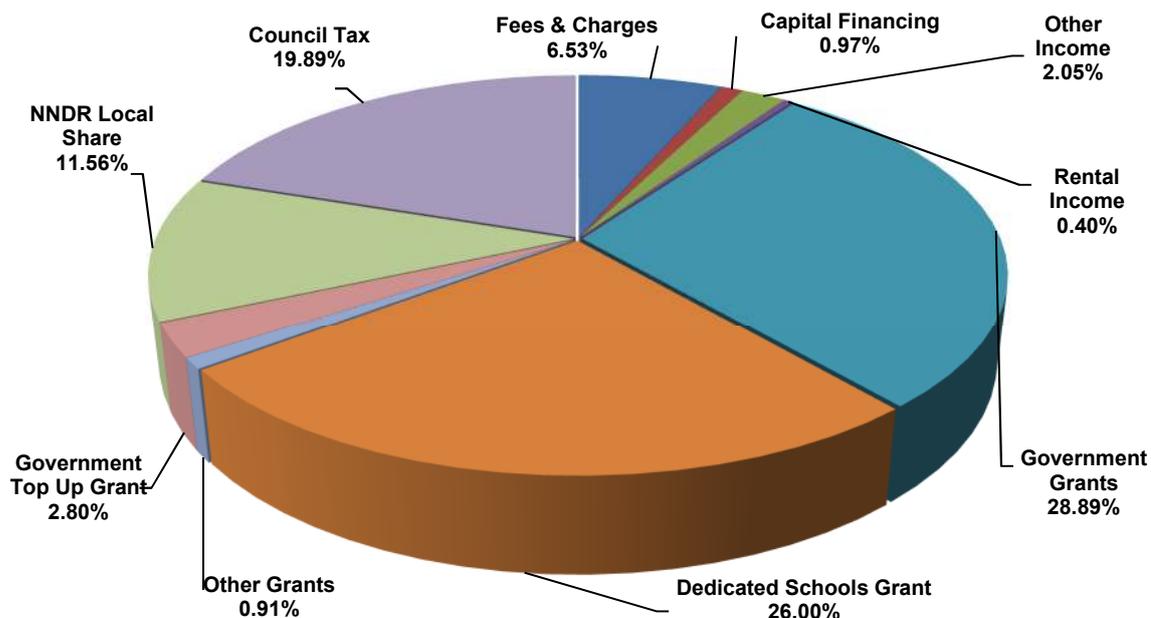<u>Government central funding and business rate retention</u>

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 confirmed that no government department would see a cut to its budget with all being increased by at least inflation for that year. We await confirmation of the Spending Review/Round for 2021/22 which is expected later in 2020.

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£107m to 2020/21. There remains considerable uncertainty in government funding going forward from 2021/22 as no announcements have yet been made.

### Core Funding 2010/11 to 2020/21
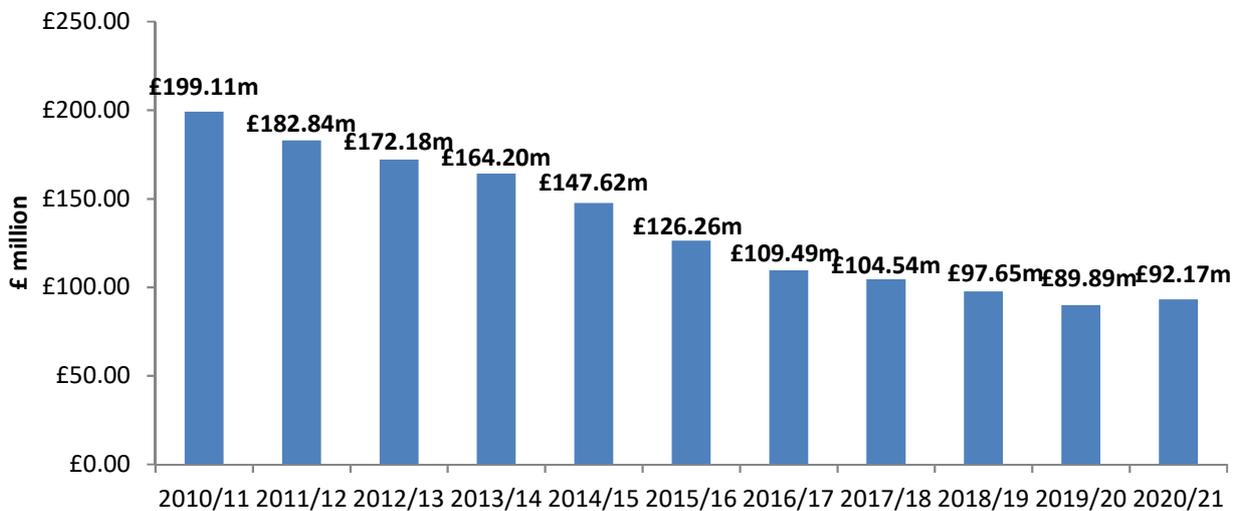


4.4   Walsall receives much (c70%) of its c£641m of funding for 2020/21 from central Government, including the core Funding Settlement - 15% (a combination of local business rates retention through 100% business rates pilot within the West Midlands, and top up grant direct from Government), core Schools Grant - 26% (dedicated schools grant/DSG which is passported direct to schools) and Government grants for specific services  - 29% (Housing Benefit, Public Health, Better Care Fund etc). Income is summarised in the following pie chart.

*Sources of Funding:*

Pie chart showing income sources:
- Council Tax 19.89%
- Fees & Charges 6.53%
- Capital Financing 0.97%
- Other Income 2.05%
- Rental Income 0.40%
- Government Grants 28.89%
- Dedicated Schools Grant 26.00%
- Other Grants 0.91%
- Government Top Up Grant 2.80%
- NNDR Local Share 11.56%

4.5    By 2020/21 local government was expected to become fully self-funding, with core revenue support grant ceasing and the introduction of 100% localisation of business rate retention (BRR), as opposed to the current 49%. The review of the business rates system was delayed to 2021/22 due to Brexit however since Covid-19 this has been further delayed with no introduction dates confirmed as yet.   Initial expectations were a move to 75% and the Government advised that national increases in growth in rate yields would fully offset the reduction in core funding. The reality is that many deprived councils, such as Walsall, due to its relative need and business rate yield, will be unable to fully cover this funding shortfall.

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 2021/22 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 of £92.60m for 2020/21 which is made up of the business rates local share and top up grant. They also set a safety net threshold.  The safety net threshold for the West Midlands Pilot was set at 97%. Any safety net payment due as a result of these calculations will be paid via a section 31 grant.

4.8    The final settlement for 2020/21 was announced on 24 February 2020. The future financial environment continues to be challenging for Councils for 2021/22 and beyond, with significant uncertainties in relation to the level of and even existence of some grants, such as public health, better care fund, etc.  A full multi-year Comprehensive Spending Review was initially delayed until late 2020, a year later than planned due to the delay in Brexit negotiations, to cover the period from 2021/22. However, due to Covid-19 and the cancelled Autumn 2020 budget, it is expected that a one year Spending Round is likely to be announced for 2021/22.

4.9 The Council's second largest source of funding is council tax (c19.9% 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 1.99% over the next three years, with an additional 2% in 2020/21 for Adult Social Care activity, in line with current referendum principles.

4.10 Additionally, as part of BRR, the Government is consulting on transferring additional responsibilities to local authorities. This could lead to further pressures if these are not fully funded.

4.11 Alongside reductions in funding, the Council also faces increasing cost pressures, due to both 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.

In relation to how this funding is spent, the following pie chart provides further detail.

*Spend by Type of Expenditure*
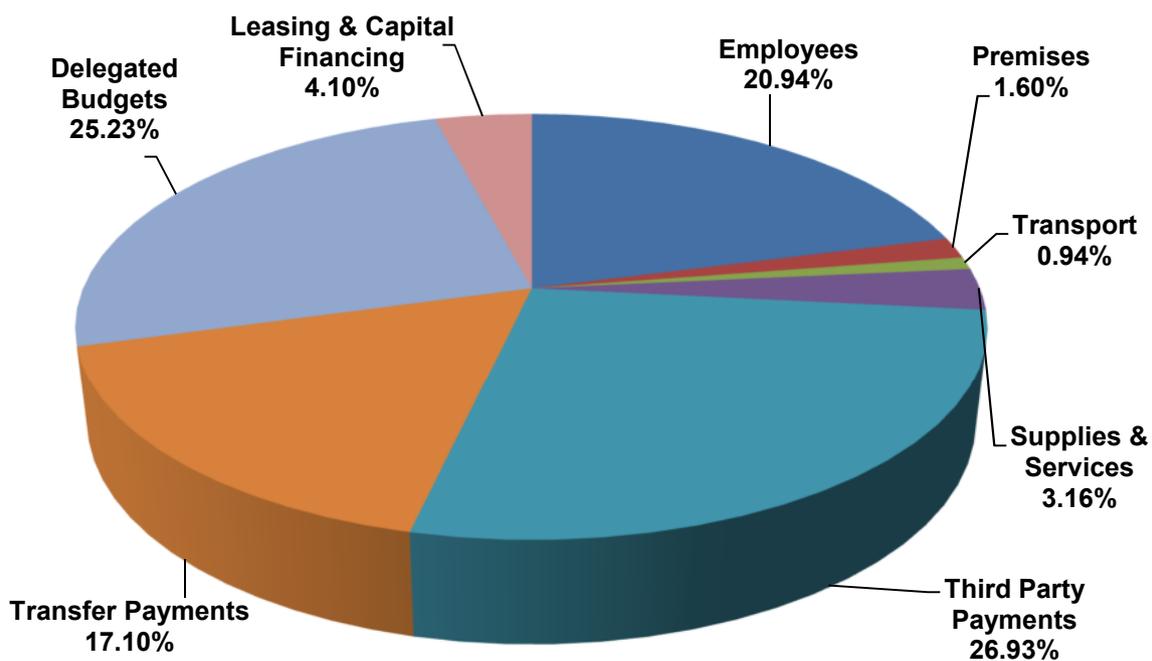


**Notes**
- *Transfer payments include expenditure such as housing benefits, rent allowances and social services direct payments – for example payments for which no goods or services are received in return by the local authority.*
- *Delegated budgets include budgets for schools, community associations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

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

- The existing and future unknown ongoing impact of Covid-19, including ongoing cost pressures and reductions in income as a result of a reduced take up of Council services. The knock on impact of Covid-19 also includes delays in delivery of approved 2020/21 Proud savings of £8.6m, which are now expected

to be fully implemented in 2021/22;

- Continued reductions in core government grant funding, for example:
  - ➢ Impact of full business rate retention (BRR) as part of the West Midlands pilot, and changes to the Government's intention to move to 75% retention for all non-pilots;
  - ➢ Impact of the Government's next Spending Review/Round during 2020, and the impending 'Fair funding' review of council services, to include the setting of new baseline funding allocations;
  - ➢ Public Health grant – this was expected to be transferred fully into BRR from 2020/21, and become un-ringfenced, but no further guidance has been issued. There is limited intelligence as to how this will impact, and we expect that this will be addressed as part of the next spending review. Once subsumed into BRR, a significant chunk of this could be lost in future funding reviews;
  - ➢ Continuation or otherwise of other specific grants e.g. improved better care fund, social care, troubled families, etc;
- Increases in demand:
  - ➢ From an ageing population putting strain on local authority systems both in financial and operational terms. For example, adult social care packages and placements costs have risen by £15.87m from £56.21m in 2010/11 to £72.08m in 2020/21;
  - ➢ For looked after children, and the associated impact on numbers of social workers, and costs required to support these children. There were 619 in March 2015, compared to 693 in August 2020;
- Government 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;
- 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 £201m, £107m from a reduction in Government grant and £94m 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 do things differently and do different things, and in some case stop doing things that are not in line with corporate priorities.

**2020/21 Corporate Financial Performance - Update**

4.14   The 2020/21 budget was approved by Council on 27 February 2020, and is monitored and reported on throughout the year to address key risks and pressures as they arise. Cabinet receives regular financial reports to allow it to oversee the financial performance of the council, receiving updates in May, July and September on the position.  Table 1 provides a summary of the latest forecast tin relation to both Covid-19 and non Covid-19 pressures, the current Government funding available to support unringfenced Covid-19 pressures, and the resulting unfunded shortfall.  The table shows a range, given the current uncertainty in forecasting impact.  The 'reasonable' case scenario is considered to be manageable, however there are a number of potential cost pressures which are currently uncertain as to whether they will arise, and if they do so, the level of costs which may be incurred.  Additionally there are likely to be 'unknowns' however the 'worse case scenario' is considered to be based on a prudent basis, using current intelligence, local and national guidance and

horizon scanning for risk. Government has recently announced a further £1bn of funding to be made available however the allocation methodology and therefore Walsall's' share of this is not yet known.

| Table 1: Full Year 2020/21 Financial Summary | Reasonable Case £ | Reasonable Worse Case £ |
|---|---|---|
| *Total Covid-19 estimated pressures to date* | *23,333,130* | *34,163,396* |
| *Unringfenced Government allocation less 2019/20 Covid-19 costs of £268,942* | *-20,152,311* | *-20,152,311* |
| *Additional estimated grant for loss of income* | *-3,010,993* | *-4,961,720* |
| *Net Unfunded Covid-19 Shortfall* | *169,826* | *9,049,365* |
| *Non Covid-19 Service Pressures at August 2020* | *420,000* | *420,000* |
| *Total Unfunded Pressures to Manage* | *589,826* | *9,469,365* |

4.15 The above represents a net reduction of c£3.5m to the reasonable case reported to Cabinet on 9 September 2020, £1.4m relating to non Covid-19 pressures as actions to address these are now seeing some success; and £2.1m in relation to Covid-19 cost pressures and income losses. The potential worse case has reduced by c£13.3m, with £1.4m relating to non Covid-19 as above and £11.9m as a result of more data and intelligence being available to amend our sensitivity modelling, forecasts and risk profile.

*Non-Covid-19 Pressures*

4.16 The current council wide forecast in relation to service performance *excluding* Covid-19 pressures is a variance against budget of £0.42m as at August 2020. Table 2 shows the forecast position by Directorate.

| Table 2: Forecast revenue analysis 2020/21 by Directorate as at August 2020 – *non Covid-19* | | | |
|---|---|---|---|
| **Directorate** | **Net Budget £m** | **Year end forecast £m** | **Variance to Budget (Under) / Over £m** |
| Children's Services | 66.13 | 66.13 | 0.00 |
| Economy, Environment & Communities | 38.05 | 38.59 | 0.54 |
| Resources & Transformation | 26.92 | 27.21 | 0.29 |
| Adult Social Care | 63.56 | 63.15 | (0.41) |
| **Services Position** | **194.66** | **195.08** | **0.42** |
| Capital Financing | 17.70 | 17.70 | 0.00 |
| Central budgets | (84.79) | (84.79) | 0.00 |
| **Total council tax requirement** | **127.57** | **127.99** | **0.42** |

4.17 A number of significant risks and pressures have emerged during 2020/21 that have required action to be taken to limit the Council's exposure. These are being managed

via a combination of one-off actions (use of earmarked reserves, use of one-off grant) and ongoing actions (review of existing budgets and realignments where feasible). The main pressures within services have been reported previously and an update of the main variances in each Directorate is detailed below. Work continues to mitigate these areas of pressure by year-end. Any on-going pressures which are not able to be addressed in year are considered as part of the 2021/22 budget process.

*Adult Social Care - (£0.41m)*

- £1.29m – procure to pay saving carried forward from 2019/20. Work to identify mitigating actions including a review of existing provider payments is underway;
- (£1.93m) – care package underspend as a result of one off income to support hospital discharges, offset by additional care package costs.

*Children's Services – Nil*

Although the directorate is on budget, the following pressures and mitigating actions have arisen:
- £0.54m - home to school transport pressure, £0.67m primarily resulting from an increase in out of borough demand, (£0.12m) saving on route costs resulting from a reduction in the number of children currently being transported due to Covid-19;
- £0.13m due to an increase in the number / mix of young people placed in care. The current full year effect cost of current placements is £26.87m;
- £0.60m -  £0.05m regional adoption agency, bad debts £0.25m, bank charges £0.04m, computer expenditure £0.15mk, repairs and general supplies £0.12m;
- (£0.21m) - under within Children's Social Care, primarily relating to staffing following successful recruitment drives resulting in less agency staff being used;
- (£0.60m) - individual actions to mitigate areas of pressure;
- (£0.52m) - surplus income due to recovery of rent overpayments.

*Economy, Environment and Communities - £0.54m*

- £0.37mk – income shortfalls - ongoing pressure due to non-achievement of planning (£0.38m) and active living (£0.18m) income (non Covid-19 related), offset by £0.19m of additional income in other services;
- £0.54m – senior management redesign and the costs of interim senior management support;
- (£0.34m) – mainly due vacant posts being held in services, underspend on supplies and services and underspend in the library book fund.

*Resources and Transformation - £0.29m*

- £0.40m - IFM – pressures within facilities managements and under recovery of income.
- (£0.09m) - ICT – vacant posts not expected to be recruited to in 2020/21 and reduction in click charges in relation to the photocopier contract.

Covid-19 Impact

4.18    Previous reports to Cabinet have identified significant cost pressures and loss of income as a direct result of Covid-19 and these are accounted for within the outturn forecasts within this report. The 2020/21 budget was also predicated on delivery of £8.77m from the Proud Programme from the adoption of new ways of working across the Council, significantly enhancing our enabling technology capabilities, and improving our service efficiency and performance.   Planned activities within the Walsall Proud Programme (WPP) have been reviewed in order to determine those activities which can continue and those which should be delayed as the Council responds to the Covid-19 situation.

4.19    As part of this review, an assessment of the financial impact has also been undertaken in relation to those work streams due to deliver savings in 2020/21 alone. The current assessment is that up to £8.6m of savings will now be delivered in 2021/22. This is in the main due to: a refocus of programme resource into managing the Council's Covid-19 response; an inability to generate fee and charge increases due to facility closures and a reduced client base on reopening some services; and an inability to commence consultation on a number of organisational redesigns. The delay is factored into the revised £33.66m gap for 2021/22, however, progress is now being made in a number of work streams, where employee consultations are due to start shortly;

- Customer Access Management – Customer Contact Centre
- Enabling Support Services – Administration and Business function
- Outcomes – Resilient Communities

Additionally, action is currently being taken to further accelerate work stream priorities to seek to start delivering cashable savings in 2020/21, which will contribute to the £33.66m gap.

4.20    Table 3 summarises the financial impact of continued income losses and additional Covid-19 costs for the rest of the financial year 2020/21, prior to taking into account Government Covid-19 funding received, based on a number of assumptions, with a 'reasonable' case impact being in the region of c£23m and a worse case being c£34m, prior to receipt of the income loss grant.

| Table 3: Covid-19 pressures | Reasonable Case £ | Worse Case £ |
|---|---|---|
| Loss of income due to service closures / changes - services covered by income grant | 4,030,316 | 6,631,286 |
| Loss of income - other service closures / changes | 167,153 | 394,086 |
| Loss of income - bad debt provision | 1,532,000 | 1,532,000 |
| Loss of income - dividends and investment returns | 1,179,600 | 1,179,600 |
| Cabinet, Gold and Silver approvals for additional cost pressures | 3,542,164 | 3,542,164 |
| Forecast additional costs - subject to Gold / Cabinet approval | 6,120,631 | 5,120,631 |
| Additional costs arising from Covid-19 delay in the achievement of 2020/21 approved savings | 6,761,267 | 6,637,720 |
| Risks | 0 | 9,125,909 |
| **Total pressures to date** | **23,333,130** | **34,163,396** |

4.21    At Budget March 2020 the Chancellor announced a Covid-19 response grant to fund local authority actions to support social care services and vulnerable people; alongside the need for the NHS to treat Coronavirus patients including maintaining staffing levels; and funding to ensure other public services are prepared and protected. For Walsall, the total allocation is £20.42m which is referred to in table 1 above.  Further ringfenced and unringfenced grants have been announced, with Walsall's total allocations to date of £40.08m as referred to in Appendix 1.

4.22    Cabinet will be aware that a new scheme was announced on 2 July 2020 to reimburse lost income during the pandemic.  Where losses are more than 5% of a council's planned income from sales, fees and charges, the government will cover 75p in every pound lost. The first claim has now been completed and submitted for the four month period April to July 2020 – a total claim of £1.27m, in line with our overall forecast. Based on current assumptions, we anticipate between c£3m to c£4.9m of current pressures on income could be recovered over the 12 month period of 2020/21 (as per table 1 above).

4.23    Current general reserves are in the region of £14m. The MTFS requires a minimum level of reserves is maintained at all times – this being set at £6m; however, given uncertainty concerning future funding and the Covid-19 situation, it is proposed to outturn 2020/21 with our reserves fully intact.  Actions continue to be taken to ensure that at least this level is maintained as this avoids having to take even further action to replenish reserves as part of the 2021/22 budget setting process, putting further pressure on Council services. Should the Council outturn in line with the "reasonable case" forecast, then the Council is in a good position to outturn without use of its general reserves. However, given the current level of uncertainty and introduction of new 3 tier regulations, it is far from uncertain that this will be the case.

4.24    The final level of reserves recommendation in respect of 2021/22 will be reported to Cabinet and Council in February 2021, and will be subject to a comprehensive risk assessment of the robustness of budget estimates and an overall assessment of the level of current and future risk facing the organisation.

4.25    A number of Covid-19 related pressures are estimated to be ongoing into 2021/22, along with some continuation of income losses, and best professional estimates have bene made which have been incorporated into the draft list of investments at Appendix 2.

Write off of debt

4.26    The following write off (as it is above £10,000) requires the approval of Cabinet;

- £12,838.40 relating to short and long stay client contribution dated September 2019.  This debt is recommended for write off at the request of Adult Social Care due to no recourse by the client to repay the funds owed.

Capital Programme 2020/21

4.27    The capital programme for 2020/21, as reported to Cabinet on 15 July 2020 was £186.44m. Table 4 summarises amendments made to date, resulting in a revised programme of £187.82m. Cabinet are requested to approve these amendments.

| Table 4: Amendments to Capital Programme 2020/21 | |
|---|---|
| **Project** | **£m** |
| **Capital programme 2020/21 per Cabinet 15 July 2020** | **186.44** |
| **Council Funded** | |
| 2 year old provision* | 0.24 |
| Resurfacing of Church Road Car Park* | 0.05 |
| One Source | 0.26 |
| Replacement of two Partisol Units* | 0.06 |
| **Externally Funded** | |
| Devolved Formula Capital | 0.03 |
| Capital Maintenance | 0.74 |
| **Revised capital programme 2020/21** | **187.82** |

*funded via a revenue contribution to capital*

Table 5 summarises the 2020/21 capital programme and forecast outturn after the re-phasing of projects into 2021/22.

| Table 5: Forecast capital analysis 2020/21 | | | | | |
|---|---|---|---|---|---|
| **Directorate** | **Budget £m** | **Predicted year end forecast £m** | **Variance before Carry forward £m** | **Carry Forward £m** | **Variance Over / (Under) £m** |
| Council funded | 51.27 | 34.91 | (16.36) | 16.44 | 0.08 |
| Externally funded | 136.55 | 85.61 | (50.94) | 50.94 | 0.00 |
| **Total** | **187.82** | **120.52** | **(67.30)** | **67.38** | **0.08** |

The above overspend relates to Oak Park Car Park, which is currently being reviewed by Economy, Environment and Communities to determine an appropriate funding route. The Council funded element of the capital programme currently shows predicted re-phasing of £16.44m from 2020/21 to 2021/22 as shown in table 6. Re-phasing occurs for a number of reasons such as late confirmation of grant approvals, timing of projects that may fall over more than one financial year, contract delays out of our control as awaiting funding or Government approval, etc.

| Table 6: Re-phasing of Council funded schemes 2020/21 to 2021/22 | |
|---|---|
| **Project** | **£m** |
| Civic centre heating | 1.15 |
| Council house smoke & heat detection fire alarm | 0.33 |
| Council house general heating | 1.09 |
| New homes bonus | 0.06 |
| Regenerating Walsall | 0.18 |
| Town and district centres public realm | 0.77 |
| Walsall market | 0.04 |
| Town centre masterplan | 0.25 |
| Broadway west playing fields (council) | 0.09 |
| St Peter church repairs to surrounding wall | 0.03 |
| Enterprise zones | 3.89 |
| Essential Microsoft upgrades & foundation for office 365 | 0.06 |
| ICT - safe and secure environment | 1.22 |
| Proud - ICT | 0.07 |
| Enabling technology | 6.77 |
| Telephony cloud based system | 0.44 |
| **Total** | **16.44** |

**Draft Revenue Budget 2021/22 to 2023/24**

Budget Framework

4.28 Cabinet on 15 July 2020 approved the budget framework for 2020/21 to 2023/24. The budget framework is intended to:

- Provide a framework to ensure successful delivery of the council's corporate vision and priorities.
- Maintain a financially sustainable position over the 4-year planning period and set a legally balanced 2020/21 budget.
- Allocate limited and reducing resources to those activities that contribute most to improved outcomes.
- Continue the focus on the need to deliver ongoing efficiency savings.

4.29 The budget process approach adopted from 2020/21 onwards focuses on transformation through delivery of the Walsall Proud Programme, with 3 key benefits: Improve outcomes and customer experience, Improve employee satisfaction and engagement, and Improve service efficiency and performance. It is expected that the financial savings delivered through the latter benefit will meet the budget gap.

Medium Term Financial Outlook and Revisions to Assumptions

4.30 Following national and local changes since the 2019/20 to 2022/23 budget was set in February 2020, the four year forecast has been rolled forward (with 2023/24 added), reviewed and updated. 2021/22 has been reviewed and adjusted to reflect ongoing changes in council demand during the current year and updated projections of future demand, income projections and costs in the light of Covid-19. It has also been updated to reflect potentially significant changes in core and local funding in particular in relation to business rates and council tax. The resulting council tax requirement arising from funding and investment assumptions from 2021/22 to 2023/24 is shown in table 7.

| Table 7: Council Tax requirement | | | |
|---|---|---|---|
| | 2021/22 £m | 2022/23 £m | 2023/24 £m |
| | | | |
| **Council tax Requirement** | **127.57** | **129.09** | **132.58** |
| **Cost Pressures:** | | | |
| Growth / Investment **(Appendix 1)** | 17.73 | 12.15 | 10.48 |
| Pay changes – centrally held | (3.16) | 5.32 | 6.82 |
| Other savings to be identified – see movement in target in table 6 below | (33.66) | (19.43) | (13.62) |
| **Other movements / funding changes:** | | | |
| Other changes including grants / income | 5.49 | 2.15 | 0.71 |
| Fall out of one off investment | (1.00) | 0.00 | 0.00 |
| Core Funding changes | (1.79) | (1.93) | 1.53 |

| | | | |
|---|---|---|---|
| Collection fund (surplus) / deficit | 0.80 | 3.96 | 1.04 |
| Savings from 2020/21 delayed due to Covid-19 | 8.60 | 0.00 | 0.00 |
| Covid-19 costs / income losses **(Appendix 1)** | 5.76 | 0.35 | (2.37) |
| Transfer to / (from) reserves | 2.75 | 0.92 | 0.00 |
| **Revised Council Tax Requirement** | **129.09** | **132.58** | **136.17** |
| **Council Tax Increase** | **1.99%** | **1.99%** | **1.99%** |

4.31    Tables 8 and 9 summarise the movements in the MTFO, including changes to investments, resulting in a revised saving requirement (MTFO gap – table 8) and further detail is provided in the following sections on revised assumptions.

| Table 8: Movement in Saving requirement / Gap | | | | |
|---|---|---|---|---|
| | 2021/22 £m | 2022/23 £m | 2023/24* £m | Total £m |
| Savings required per Council February 2020 | 21.08 | 17.30 | 15.79 | 54.17 |
| Revised savings requirement as above | 33.66 | 19.43 | 13.62 | 66.71 |
| **Variance – increase (decrease)** | **12.60** | **2.13** | **(2.17)** | **12.56** |

| Table 9: Movement in savings requirement - detail | | | | |
|---|---|---|---|---|
| | 2021/22 £m | 2022/23 £m | 2023/24* £m | Total £m |
| **Savings required per Council February 2020** | **21.08** | **17.30** | **15.79** | **54.17** |
| Core funding changes | (3.20) | (3.500 | 0.00 | (6.70) |
| Collection fund (surplus) / deficit | (0.06) | 3.96 | 1.04 | 4.94 |
| Tax base changes | 1.99 | 0.04 | 0.04 | 2.07 |
| Pay changes | (3.00) | 0.00 | 0.00 | (3.00) |
| Additional growth identified (demand / inflation / new / income shortfall) | 4.08 | 1.18 | 0.15 | 5.41 |
| Investment no longer required | (2.41) | (0.03) | (0.03) | (2.47) |
| Covid-19 costs / income losses | 6.26 | 0.35 | (3.27) | 3.34 |
| Other changes including grants | 0.32 | 0.13 | (0.10) | 0.35 |
| Savings from 2020/21 delayed due to Covid-19 | 8.60 | 0.00 | 0.00 | 8.60 |
| **Savings to be identified** | **33.66** | **19.43** | **13.62** | **66.71** |

*\* 2023/24 has been added to rolling MTFO for first time and therefore was not included in the February budget report.*

*Core funding changes – additional funding of £3.2m in 2021/22*

Assumptions in the previous MTFO were that there would be a continued reduction in government funding for 20201/21 and 202/23: these assumption have been changed to reflect an assumed flat lining of core grant – with funding being maintained at current levels.

*Collection fund (surplus) / deficit – smoothing of impact of deficit in 2021/22, resulting in small change of £0.06m*

The collection fund is accounted for separately to the revenue general fund and accounts for all income collected from council tax and business rates. In January of each financial year, an in-depth appraisal is undertaken to assess the estimated level of collection (as aggregated to include that relating to the current and previous years); the likely balance of the fund; and to advise the precepting authorities (Fire and Police) of their share of the council tax surplus/deficit to enable them to take this into account in their own budget calculations. The results of the assessment in January 2021 will be included in the final budget report to Cabinet on 10 February 2021. The draft budget includes:

    a) An increase of 1.99% in 2021/22 and the following two financial years to 2023/24 to remain within referendum limits (subject to consultation);
    b) No increases relating to the Adult Social Care Precept, as this time limited precept is assumed to have ended by 2021/22;
    c) A council tax collection rate of c97.8%;
    d) No change to the Council Tax Reduction Scheme.

Covid-19 has created a number of significant pressures within the collection fund, mainly as a result of the Council seeing a reduction in collection rates during 2020/21 compared to previous years, although overall collection rates are expected to be at the same levels seen previously but over a longer time period as households and businesses reconfigure their own financial positions.

Further uncertainty around the end of the Government Furlough scheme in October 2020 was expected to increase unemployment with further risks around the sustainability of businesses; however, the introduction of the Job Support Scheme may alleviate these pressures to a degree. If unemployment figures in the Borough were to rise it is expected that collection rates would reduce further and more households would seek support from the Council Tax Reduction Scheme (CTRS), and any businesses ceasing trading would have a similar impact on collection for business rates. At this point, there is too much uncertainty to provide a true picture of the likely position for 2021/22 and beyond, with a number of scenarios being modelled.

Also included is a reduction in business rates income due to expected changes in the Business rates multipliers which are increased based on the CPI rate as at September each year. Previously these were assumed as 2% for each year, but following the financial impact of Covid-19, this has reduced to c0.6% and is expected to remain as such for over the life of the current budget period.

The revised positon on the collection fund is a deficit, this includes a one off surplus from 2019/20 council tax of £1.9m offset by deficits from business rates and council tax relating to 2020/21. The deficit is then spread over 3 years (2021/22 to 2023/24) in line with guidance issued by MHCLG, which has helped smooth the position and avoided an immediate need to increase the 20221/22 budget gap by a further £4.3m. The overall impact over the period is a reduction of £5m in total income. As stated above this could change significantly, once the Furlough Scheme and business rate grant system has ended.

*Tax base changes – reduced income for 2021/22 of £2m*

The council tax base is a calculation of the number of chargeable dwellings in the Borough. The number has reduced due to an increase in claimants eligible for the

council tax reduction scheme, arising from the current financial climate caused in the main by Covid-19.  This has resulted in a forecasts reduction in income of c£2m for 2021/22.

*Pay related changes* – *reduced cost for 2021/22 of £2m*

A review of the current pension strain has been undertaken in light of the previous 3 year valuation and as a result, £3m has been released back to help smooth the overall budgetary position.

*Additional Growth identified* – *increased costs for 2021/22 of £4m*

Changes in projections of demand in relation to demographics, contractual inflation and income losses have been made for 2021/21, along with amendments to cover ongoing pressures not able to be mitigated in 2020/21:

- Demand for Adult Social £0.70m;
- Inflation and pressures within Economy, Environment and Communities £0.72m;
- Children's demand, inflation, attendance fines and regional adoption agency contributions £1.96m;
- Income shortfalls across all areas £0.69m;

*Investment no longer required* – *reduced cost for 2021/22 of £2.4m*

A review of the previous assumptions for growth, mainly in relation to adult social care, has allowed release of £2.4m of investment back for reinvestment elsewhere / to reduce the gap.

*Covid-19* - *increased costs for 2021/22 of £6.6m*

This is the on-going expected financial impact relating to Covid-19 and includes the continued loss of income from fees and charges and investment returns; a reduced client base for a number of services which are not expected to see a full return of clients over the next 12 months, such as art and events and active living centres. There are also forecast costs in relation to children's social care on-going costs of the impact of social distancing, protective equipment, etc. Due to the current level of unknowns, it is unclear whether this figure is sufficient to cover all eventual costs / income losses. As time moves forward in the budget process and more data and intelligence is available, these figures will be reviewed and amended as required.

*Savings from 2020/21 delayed due to Covid-19* – *increase in gap of £8.6m*

As set out in the section on Proud savings earlier in the report, it is currently forecast that up to £8.6m of savings will now need to be delivered in 2021/22 rather than 2020/21.  This effectively increases the gap for 2021/22 by £8.6m (with the undelivered savings for 2020/21 being brought forward to 2021/22).  A further update will be provided to Cabinet in December on the progress of these savings, as some traction is now being made in relation to some of these, with employee consultation starting on a number of organisational redesigns. Work is also in hand to accelerate a number, which will reduce the pressure on 2021/22.

4.32  Further to the changes in assumptions, the draft budget 2021/22 – 2023/24 includes provision for growth and investment of c£44m, as shown in Appendix 2. There is a further £3.34m of pay and pension related investment to be allocated to services in 2021/22 once the pay award and pension valuation have been agreed. Primarily, growth covers:

1. *Provision for pay and pensions (corporate cost pressures) and contractual inflation:*
   • An annual 2% pay increase and provision for pay increments;
   • Impact of pension auto-enrolment and tri-annual employer pensions contributions based on the latest valuation information. Work is currently being undertaken by the pension fund to provide details for the next 3 years;
   • Provision for contractual increases, including the W2R contract;
   • No provision for general inflation – services are required to manage this within existing budgets.

2. *Demand and demographic changes 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;
   • Management and inclusion of ongoing service pressures from the current year (2020/21).

3. *Other service based pressures:*
   • Funding of ongoing income shortfalls e.g. Active Living, Bereavement, Planning, licensing, Engineers etc;
   • Fall out of grant;
   • Provision for contractual inflation;
   • Shortfall in traded services income.

4. *Other central provisions:*
   • Review of capital financing, treasury debt and investment portfolio;
   • Revenue implications of capital programme;
   • Investment linked to Proud Programme transformation activity.

4.33  Assumptions will be kept under continual review and may change as the budget process progresses. Core funding will be updated on receipt of the draft and final Settlements and final allocations of specific grants.

MTFO Savings Requirements and Walsall Proud Programme

4.34  As set out in table 8 above, the changes in assumptions reflected in the updated MTFO has significantly increased the financial savings required to be delivered over the period 2021/22 to 2023/24, and in particular for 2021/22, resulting in a revised shortfall of c£66.71m as follows:

2021/22 - £33.66m
2022/23 - £19.43m
2023/24 - £13.62m

4.35 The Walsall Proud Programme (WPP) is the Council's transformation programme to transform the way the Council works; Achieve Improved Outcomes and Customer Experience; Improve Staff Satisfaction and Engagement; and Improve Service Efficiency and Performance. WPP is expected to deliver the required savings for 2021/22 and beyond – the extent of savings being dependent on the pace of change and the level of ambition.  The Proud Programme covers all council services and consists of nine key work streams. The high level financial opportunity (£) attached to each work stream is as follows, totalling £70.26m:

1. Outcomes, Service Levels and Delivery Models  - £5.69m
2. Commissioning, Procurement & Contract Management (Third Party Spend) - £19.41m
3. Communication, Change and Culture & Behaviours – £ is nil as this is an enabler
4. Customer Access and Management - £17.44m
5. Designing the Ways of Working – Hubs and Enabling Support Services - £9.94m
6. Enabling Technology - £ is nil as this is an enabler
7. Income Generation & Cost Recovery - £15.45m
8. Connected Working (Perform+) - £2.33m
9. Corporate Landlord - £ is nil as this is an enabler

*The impact of Covid-19*

4.36 In March 2020, the Council along with the communities it serves, faced the Covid-19 crisis. As a provider of public services and in its civic leadership role, the Council quickly responded by re-prioritising services, responding to Government announcements, working in partnership and immediately redirecting resources to achieve the necessary crisis response.

As part of this response, the Council conducted a review of the Walsall Proud Programme in order to determine those activities which could continue and those which should be delayed whilst the Council responded to Covid-19 situation. This review focussed on the immediate 3 month period. The following criteria were used:

- *Care -* Employees and residents are already experiencing disruption to their lives and significant amounts of uncertainty. Therefore, we will not conduct activities which may add to this.
- *Manage disruption -* We will identify those activities which can continue over the coming months so that we can continue to progress towards delivering the Programme benefits where possible.
- *Working remotely -* Our teams will work remotely and use the technology available to collaborate on projects and deliver outputs. Exceptions to this will be managed and the impact on progress monitored.

4.37 Throughout the Covid-19 period, work continued on the Programme where possible. It was also possible to identify examples of changes in working practices which having taken place in response to Covid-19 which were in line with the aspirations of the Proud Programme, including introducing new ways of working, making the best use of technology, challenging existing processes and procedures, working in partnership and demonstrating the best of what our teams can achieve.

4.38 Gradually over the last 2 months activity within the Programme has restarted. This includes preparing for employee consultations; completing outstanding design work within the Enabling Support Services; continuing with procurement activities within the Enabling Technology work stream; commencing work on the Council's Estate Strategy and providing Connected Working tools and techniques to support teams. In parallel and complementary to the Resilient Communities STP, public consultation has begun on the Resilient Communities proposals, in conjunction with the residents survey, and engagement activities have commence with partners. Both activities have been delayed due to lockdown restrictions and council priorities as a result of the coronavirus pandemic. Consultation with employees is due to commence this autumn. Whilst most operational resources have now returned to the Programme, capacity and aligned capability within the leadership cohort remains an issue. It is also likely that any significant second wave of Covid-19 will impact again the deliverability of the Programme at a most critical time.

*Service Transformation Planning process*

4.39 As part of the RESET process, the Council identified an opportunity to bring together the work of the Proud Programme and the work taking place in each directorate in response to Covid-19 and RESET. As part of the Outcomes, Service Levels and Delivery Models work stream, the Proud Programme has worked with services to establish a desired direction of travel for service delivery. Drawing on good practice and applying Walsall context, a number of common themes have been identified which will support the future delivery of Council services:

- Using effective marketing and communications to change behaviour.
- Using local assets and empowering communities to deliver outcomes.
- Partnering in an effective way where a Council-only response is not enough.
- Providing one, clear, unified offer for Council-only delivered services

These themes will help transformation planning for the Council as a whole, in order to best deliver the Corporate Plan priorities and outcomes. In line with this, the Proud Programme has been supporting Directors to develop three-year 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 over 2020/21 to 2022/23.

4.40 Directors worked within a compressed timeframe to deliver their Service Transformation Plans, including Directors test and challenge sessions. It is this process which has enabled Directors to consider the practical application of the original Proud Programme business case within their individual area and as a result generate the budget options set out within this report.

Analysis is continuing to ensure that:

- The Council's Corporate Plan objectives and proposed Direction of Travel for each area has been considered;

- All future options for the application of new ways of working has been considered within each service transformation plan; and
- Further options for service transformation in future are clearly identified including opportunities to bring that activity forward.

4.41 This analysis is required as the Council seeks to address the budget position for 2021/22 and the years beyond. It also ensures that the Proud Programme business case (agreed in 2018) which sets out the benefits (including financial) to be delivered though investment in the programme can still be delivered. The Programme is now entering a critical period as it moves broadly from design and into implementation. For a period, the Council will be required to manage the implementation of service transformation plans 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 both internally and externally.

### *Summary of savings Identified through the Programme*

4.42 The Proud service transformation plans have identified £37.63m of potential financial benefit. The table below provides a summary of these. 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 prior to any decision being made to include these in Cabinet's final budget proposals. Policy proposals are shown on Appendix 3, and these total £1.6m over the three years.
2. Operational Proposals – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies. These are shown at Appendix 4, and total £36m over the three years.

Some proposals require investment to be support delivery, these total £3.17m and will only proceed if the saving proposals is included within Cabinet's final budget report in February, once consultation and equality impact assessment on proposals has concluded.

| Summary of proposed benefits | 2021/22 | 2022/23 | 2023/24 | Total |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Operational benefits | (23,140,682) | (12,874,504) | 0 | (36,015,186) |
| Policy benefits – see table below | (1,225,741) | (393,040) | 0 | (1,618,781) |
| **Total proposed benefits** | **(24,366,423)** | **(13,267,544)** | **0** | **(37,633,967)** |
| Linked investment | 3,023,699 | 150,490 | 0 | 3,174,189 |
| **Total net benefits** | **(21,342,724)** | **(13,117,054)** | **0** | **(34,459,778)** |
| **MTFO Gap** | **33,658,000** | **19,427,000** | **13,620,000** | **66,705,000** |
| **Additional savings to be identified** | **(12,315,276)** | **(6,309,946)** | **(13,620,000)** | **(32,245,222)** |

4.43 The table above shows that for 2021/22, the benefits identified to date are not sufficient to close the gap, and therefore does not balance the budget for 2021/22. This is not unexpected at this point in the year, given the unprecedented

and unforeseeable impact of Covid-19 and the scale of the financial challenge. Directors continue to work on identifying additional options for Members consideration through the STP process and a further report will be presented to Cabinet on 9 December 2020 outlining further options to balance the budget. 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.

**Council Corporate Plan priorities**

4.44  Resource allocation is an annual cycle aiming to support delivery of council priorities within available resources. It aims to achieve this through the delivery of Proud new ways of working and capabilities; efficiencies; income reviews and service reviews and redesigns to redirect existing and reducing resources to areas of high council priority.

4.45  In order to meet the Council's purpose and vision, the Council will be focussing its' energy over the planning period on the following key Corporate Plan priorities, recognising that it must do so with decreased and decreasing resources and concentrating efforts on those most in need:

- **Economic growth** for all people, communities and businesses.
- **People** have increased independence, improved health and can positively contribute to their communities.
- **Internal Focus** – all council services are efficient and effective.
- **Children** have the best possible start and are safe from harm, happy, healthy and learning well.
- **Communities** are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.

For 2020/21 these priorities are underpinned by 10 Outcomes that have been developed via extensive service collaboration, taking into account the most up to date needs assessment for the Borough.

- Creating an environment where business invests and everyone who wants a job can access one
- Education, training and skills enable people to fulfil their personal development
- People live a good quality of life and feel they belong
- People know what makes them healthy and they are encouraged to get support when they need it
- Internal Services deliver quality and adapt to meet the needs of customer facing services
- Services efficient and deliver value for money
- Children thrive emotionally, physically, mentally and feel they are achieving their potential
- Children grow up in connected communities and feel safe everywhere
- Housing meets all peoples needs
- People are proud of their vibrant town, districts and communities

4.46    The financial constraints the Council must operate within means that, in the short term, difficult decisions have to be made, with reductions to some services that the council would otherwise wish to protect. The Proud Programme is designed to ensure that change is managed in a planned way, to achieve the council's key corporate objectives.

**Risk management**

4.47    The budget process is governed by the overarching medium term financial strategy and corporate 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.

4.48    There is still uncertainty around Government funding for 2021/22 and beyond due to the lack of Government allocations beyond this year and the uncertainty around changes arising from the Fair Funding and business rates retention scheme reviews. The MTFO continues to be regularly reviewed to ensure all significant changes are reflected.

4.49    There is a risk that funding will reduce more than anticipated or that further pressures will emerge, which will require the council to identify further savings prior to setting the budget in February 2021. As the need for savings increases, the Council's ability to protect services from being reduced or actually ceasing diminishes.

4.50    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**

4.51    The Council must set a balanced budget to meet its legal requirements. A four year plan provides for sounder financial planning and management of financial risk. As set out within this report there is considerable uncertainty and many 'unknowns' related to both Covid-19:; continuing impact of existing costs and income losses;, collection fund income rates; potential further requirements placed upon local government (Marshals, enforcement activity, test and trace, etc): and in relation to government funding for local services. The Council is likely to require further funding in both 2020/21 and 2021/22 to meet both existing and 'as yet unknown' pressures.

**Legal implications**

4.52    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 report that deals with the robustness of the budget and the adequacy of the reserves for which the budget provides, together with an assessment of risk.

4.53    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**

4.54    None directly arising from this report. Any proposed changes arising from the Proud Programme will be considered alongside proposed changes to service provision.

**Property implications**

4.55    None directly arising from this report. Any proposed changes arising from the Proud Programme will be considered alongside proposed changes to service provision.

**Health and Wellbeing implications**

4.56    None directly arising from this report. Any proposed changes arising from the Proud Programme will be considered alongside proposed changes to service provision.

**Staffing implications**

4.57    There will be staffing implications arising from proposed changes to service provision, and consultation with employees and unions will be undertaken in accordance with legislative requirements and the Council's required procedures.

4.58    Staff affected will be supported as appropriate throughout the process and the number of compulsory redundancies will be minimised wherever possible.

**Reducing inequalities**

4.59    Reducing inequalities is the Council's vision as set out in the Corporate 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.

4.62    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.

4.63    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.

4.64    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 on the overall budget and any implications reported as they arise, to allow Cabinet to consider and make any revisions required.

4.65    Initial screening EqIAs have been 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

4.66    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.

**Consultation**

4.67    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.

4.68    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.

4.69    Consultation will be undertaken on policy related draft budget options as they develop from the Proud Programme and findings presented to Cabinet. Due to the coronavirus pandemic the majority of consultation will 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 2021.

4.70    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     A further budget report will be presented to Cabinet on 9 December 2020 with an update on the revenue position following receipt of the final settlement and the draft capital programme. This report will also include any feedback from Overview Scrutiny.

**7.     Review**

7.1     Formal reports In December and February will provide updates on the budget setting progress.

***Summary of appendices:***
    1       Additional funding for Covid-19 for 2020/21
    2       Summary of Growth 2021/22 – 2023/24
    3       Summary of policy saving proposals 2020/22 – 2022/23
    4       Summary of operational saving proposals 2020/22 – 2022/23


**Background papers:**
- Various financial and working papers.
- Corporate Budget Plan 2019/20 to 2022/23 and Treasury Management and Investment Strategy 2020/21 Onwards – Council 27 February 2020
- Budget Framework 2021/22 to 2023/24 - Cabinet 15 July 2020


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Deborah Hindson
Interim Executive Director (s151 Officer)

19 October 2020

Councillor M. Bird
Leader of the Council

19 October 2020

## Appendix 1 - Additional Funding for Covid-19 for 2020/21

| Funding source | National share £bn | Walsall share £ |
|---|---|---|
| COVID-19 Response Fund – LA element (announced 19 March) *confirmed and unringfenced* | £1.6 | 9,609,338 |
| COVID-19 Response Fund – LA element (announced 18 April) *confirmed and unringfenced* | £1.6 | 7,871,766 |
| COVID-19 Support Package (announced 2 July) *confirmed and unringfenced* | £0.494 | 2,940,149 |
| COVID-19 Support Package (announced 2 July) for Asylum seeking children *unconfirmed and unringfenced* | £0.006 | TBC |
| Scheme to cover council's lost income (announced 2 July) *unconfirmed and unringfenced* <br> *First claim (April – July) submitted Sept 2020* | | 1,272,672 |
| COVID-19 Response Fund – NHS element (TBC) | £1.3 | c7,500,000 |
| Hardship Fund | £0.5 | 3,879,239 |
| Local Authority Emergency Assistance for food & essential supplies (announced 10 June) *confirmed and ringfenced* | £0.063 | 420,523 |
| Emergency fund for rough sleepers to self isolate (£3.2m) | £0.0032 | 4,501 |
| Infection Control Fund – care home support (announced 15 May) *confirmed and ringfenced* | £0.6 | 2,288,564 |
| Infection Control Fund 2 – care home support (announced 23 September) *estimated and ringfenced* | £0.5 | 1,907,137 |
| Test and trace services (announced 22 May) *confirmed and ringfenced* | £0.3 | 1,650,559 |
| Reopening High Streets Safely Fund (announced 24 May) *confirmed and ringfenced* | £0.05 | 253,601 |
| New Burdens Funding (announced 29 May) *confirmed and ringfenced* (£0.45m) | £0.00045 | 2,152 |
| Emergency Action Travel Fund (announced 29 May) *confirmed and ringfenced* | £0.2 | 255,000 |
| Next Steps Accommodation Programme (interim accommodation & support) - Rough sleepers (announced 24 June) *unconfirmed and ringfenced* | £0.1 | TBC |
| Next Steps Accommodation Programme (long term accommodation) - Rough sleepers (announced May 20) *unconfirmed and ringfenced* | £0.2 | TBC |
| Home to school and other transport funding (announced 8 August) *unconfirmed and ringfenced* | £0.04 | TBC |
| Wellbeing for Education funding (announced 12 August) *confirmed and unringfenced* | £0.008 | 40,416 |
| Local authority compliance and enforcement grant (announced 8 October) *confirmed and ringfenced* | £0.030 | 184,093 |
| Local Government new financial support (announced 12 October) *unconfirmed and ringfenced* | £1.000 | TBC |
| *Total to date, of which:* | | *40,079,710* |
| **Walsall Council Funds** | | **32,579,710** |
| Grants to Businesses | | 53,554,000 |

*Covid-19 Response Fund / Support Package - £20.42m*
At Budget March 2020 the Chancellor announced a Covid-19 response grant to fund local authority actions to support social care services and vulnerable people; alongside the need for the NHS to treat Coronavirus patients including maintaining staffing levels; and funding to ensure other public services are prepared. A further support package was announced on 2 July 2020 to further support councils to address spending pressures in their local area.

Further guidance received on 17 July outlined that £6m of the £500m has been set aside to provide targeted support to a small number of councils in recognition of the acute cost pressures some are facing with regard to Unaccompanied Asylum Seeking Children.  Walsall awaits further information as to whether we will receive any of this allocation.

*Income compensation scheme for lost sales, fees and charges income - £1.27m*
Grant for reimbursement of lost income - a new scheme announced on 2 July 2020 to reimburse lost income during the pandemic and boost cash flow.  Where losses are more than 5% of a council's planned income from sales, fees and charges, the government will cover 75p in every pound lost.  Further guidance was published on 24 August 2020 alongside the return.   The return was submitted to MHCLG on 29 September 2020.   The authority is expected to receive £1.27m for April to July 2020. Based on current assumptions, we anticipate between c£4m and £6.60m will be recovered for the year.

*Hardship fund - £3.88m*
£500m Hardship Fund for local authorities to support hardship in their local area. Although it is for each authority to make its own determination in respect of any hardship relief scheme the guidelines state that the government expects each local authority to reduce the council tax liability of each working age council tax claimant by £150, or to zero if the total liability is less than £150.  Walsall has allocated £3.38m of this funding to reduce council tax liability for working age claimants as at September 2020.

*Local Authority Emergency Assistance for food & essential supplies - £0.42m*
Funding for councils in England of £63m was announced on 10 June. This is to help those who are struggling to afford food and other essentials due to Covid-19.  The funding is a one-off contribution for the 2020/21 financial year. This funding has been used to fund food parcels, essential supplies, shielding and help to those with no recourse to public funds.

*Emergency fund for rough sleepers to self-isolate - £0.004m*
Rough sleepers, or those at risk of rough sleeping will be supported by £3.2m of initial emergency funding if they need to self-isolate to prevent the spread of coronavirus (COVID-19). The funding will be available to all local authorities in England and will reimburse them for the cost of providing accommodation and services to those sleeping on the streets to help them successfully self-isolate.

*Rough sleepers £0.002m*
MHCLG announced on 24 June to support rough sleepers and those at risk of homelessness into tenancies of their own, including help with deposits for

accommodation, and securing thousands of alternative rooms already available and ready for use, such as student accommodation.

*Infection Control Fund £2.29m*
Funding announced by Department of Health and Social Care.  75% of initial funding has been passed directly to care homes for use on infection control, the remaining 25% is also be used for infection control but LA's can allocate based on need.  Local authorities should also publish on their websites their rate uplifts and other extra funding they are making available to care providers e.g. cash flow support etc.

The Health Secretary announced an extension to the infection control fund on 17 September. A further £500m of funding will be made available but no individual authority allocations have been received.  Using the same methodology as the first tranche of funding Walsall would receive a further £1.91m.

*Test and Trace -£1.65m*
On 22 May the Government announced £300m additional funding for local authorities to support them to develop and action their plans to reduce the spread of the virus in their area as part of the launch of the wider NHS Test and Trace Service. This funding is to enable local authorities to develop and implement tailored local Covid-19 outbreak plans through for example funding the recruitment of additional staff where required.   Cabinet on 17 June delegated authority to the Director of Public Health to manage this as part of the Walsall Outbreak Plan.

*Re-opening of high streets safely – £0.25m*
On 24 May the government announced a Reopening High Streets Safely Fund. This will provide £50m of funding for English local authorities to prepare for the reopening of non-essential retail. This funding is intended to support a range of practical safety measures including new signs, street markings and temporary barriers. Local authorities will also be able to use this money to develop local marketing campaigns to explain the changes to the public and reassure them that their high streets and other commercial areas are safe.

*Emergency Action Travel Fund - £0.26m*
On Friday 29 May the government issued allocations for local authorities of the Emergency Active Travel Fund across England - £17.23m to be allocated to West Midlands Combined Authority (£3.45m in tranche 1 and £13.79m in tranche 2). TfWM announced on 26 June that the West Midlands were successful in their application for Tranche 1, with an allocation of £3.85m being granted from DfT for our ambitious emergency active travel programme. The funding is being used on a wide range of rapid schemes, including pop-up cycle lanes and pavement widening, as well as on activation and communication activities.  Walsall's element was confirmed in a funding offer letter on 7 July 2020.

*Next Steps Accommodation Programme (rough sleepers support - TBC*
£105m announced by MHCLG on 24 June to ensure interim accommodation and support continues for those who need it and can be used to help people move

into the private rented sector, extend or secure alternative interim accommodation or where possible help people to reconnect with friends or family.

The programme also makes funding available for additional long term accommodation. In May, the Secretary of State announced £161m for 2020/21 (as part of an overall £433m for the lifetime of this parliament) to deliver 3,300 units of longer-term, move-on accommodation. The Fund is open to bids from local authorities by Thursday 20 August, and we await confirmation.

### *Home to school and other transport funding - TBC*
On 8 August, the Department for Education and the Department for Transport announced £40m funding for transport authorities (West Midlands Combined Authority for Walsall) to provide new dedicated school and college transport in the Autumn term. This will provide an alternative to public transport, supporting the government's policy for children and young people to return to full time education in September whilst allowing for social distancing measures. Detailed guidance will follow to authorities, along with allocations made on the basis of numbers of children and young people in the area and how far they have to travel. Local authorities will also be asked to work with providers to support 16-19 year olds.

### *Wellbeing for Education funding - £0.04m*
On 12 August, the Department for Education announced £8m of grant to support the Wellbeing for Education Return project which seeks to better equip education settings to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education this autumn. Walsall's allocation is £0.04m, based on the number of state-funded education settings in their local authority area.

The Department's anticipate that local authorities use the funding provided to:
- Adapt the Wellbeing for Education Return training package, which will be shared with local authorities in September, to include local context and information about local services.
- Make accessible, and deliver, the adapted Wellbeing for Education Return training package to all state-funded education settings in their area in the first half of autumn term 2020.
- Provide ongoing support to all state-funded settings in their area, on promoting and supporting mental health and wellbeing over the next 6 months.

### *Local authority compliance and enforcement grant - £0.18m*

On 25 September, as part of the Winter Economy Plan, the Chancellor announced £60m funding for enforcement and compliance including Covid marshals. This followed the latest regulations which require councils to enforce the requirements for businesses in respect of Test and Trace.

On 8 October, the equal split of this funding between police and local authorities, £30m each, was announced. The funding is ringfenced for the purpose of compliance and enforcement of measures to control the spread of

COVID-19. Activities include support to encourage and aid compliance for the public and businesses, to aid awareness and understanding of the regulations, and other activities associated with enforcement (e.g. issuing prohibition notices, fixed penalty notices, or bringing legal proceedings).

*Local Government new financial support – TBC*
The Prime Minister on 12 October announced that they would provide local authorities across England with around £1bn of new financial support. For very high areas, further financial support for local test and trace, and local enforcement and assistance from the armed forces – not for enforcement but rather to support local services, if desired in the local area. No allocations have been announced and is not clear if Walsall will receive any of this additional funding.

*Business rates grants - £53.55m*
A cash injection of £10k to businesses that are currently eligible for small business rates relief and grants of up to £25k to retail and leisure business operating in premises with a rateable value between £15k to £51k. The Council has received a grant of £53.55m. The Government has also stated that it recognises that implementing this new measure will place some additional burden on billing authorities and confirms that it will provide New Burdens funding for this, however the mechanism for this has not yet been published. Walsall has currently allocated £46.45m in business rates grants. Any remaining balance will need to be repaid back to MHCLG.

## Appendix 2 - Summary of Investments / Cost Pressures 2021/22 – 2023/24 included within the MTFO by Outcome

| Portfolio | Ref No | Details of Growth by outcome | 2021/22 £ | 2022/23 £ | 2023/24 £ |
|---|---|---|---|---|---|
| **People live a good quality of life and feel they belong** | | | | | |
| Adult Social Care | 1 | Additional Social Care demand / cost pressures | 2,481,026 | 3,805,000 | 4,000,000 |
| | 2 | Better Care Funding iBCF2 grant – including fall out of grant in 2021/22 | 2,023,652 | 0 | 0 |
| Deputy Leader and Regeneration | 3 | Reduction in Council Tax administration grant | 39,038 | 0 | 0 |
| | 4 | Reduction in Housing Benefit administration grant | 57,190 | 0 | 0 |
| Deputy Leader & Resilient Communities | 5 | Resilient Communities - Unfunded Head of Service posts | 523,000 | 0 | 0 |
| | 6 | Taxi licensing – shortfall in income | 52,000 | 0 | 0 |
| | 7 | Licensing – shortfall in income | 51,000 | 0 | 0 |
| | 8 | Bereavement Services – shortfall in income | 114,000 | 0 | 0 |
| **Total People live a good quality of life and feel they belong** | | | **5,340,906** | **3,805,000** | **4,000,000** |
| **People know what makes them healthy and are encouraged to get support when they need it** | | | | | |
| Deputy Leader & Resilient Communities | 9 | Active Living - shortfall in income | 188,155 | 0 | 0 |
| **Total People know what makes them healthy and are encouraged to get support when they need it** | | | **188,155** | **0** | **0** |
| **Children grow up in connected communities and feel safe everywhere** | | | | | |
| Children's | 10 | Additional Looked after Children demand / cost pressures | 2,948,000 | 3,454,000 | 2,559,000 |
| | 11 | Troubled Families | 542,000 | 0 | 0 |
| | 12 | Ongoing staffing resource for Children's Commissioning and Placements function to support Looked After Children controls/savings/placement | 67,500 | 0 | |
| | 13 | Taxis for children in care | 100,000 | 0 | 0 |
| | 14 | Legal costs | 150,000 | 0 | 0 |
| | 15 | Foster care inflation | 65,000 | 66,000 | 67,000 |
| | 16 | Regional Adoption Agency | 194,000 | 0 | 0 |
| **Total Children grow up in connected communities and feel safe everywhere** | | | **4,066,500** | **3,520,000** | **2,626,000** |
| **Children thrive emotionally, physically, mentally and feel they are achieving their potential** | | | | | |
| Education & Skills | 17 | Home to school transport | 1,422,000 | 648,000 | 515,000 |
| | 18 | Educational psychologists | -100,000 | 0 | 0 |
| | 19 | Removal of revenue target for attendance fines | 77,000 | 0 | 0 |
| **Total Children thrive emotionally, physically, mentally and feel they are achieving their potential** | | | **1,399,000** | **648,000** | **515,000** |

| Portfolio | Ref No | Details of Growth by outcome | 2021/22 £ | 2022/23 £ | 2023/24 £ |
|---|---|---|---|---|---|
| **People are proud of their vibrant town, districts and communities** | | | | | |
| Clean & Green | 20 | Economy and Environment contractual inflation | 339,000 | 240,000 | 240,000 |
| | 21 | Fall out of leasing recharge for extended vehicles | 35,019 | 0 | 0 |
| Deputy Leader & Resilient Communit | 22 | Unauthorised encampment works | 100,000 | 0 | 0 |
| Deputy Leader & Regeneration | 23 | Engineering / rights of way – shortfall in income | 10,000 | 0 | 0 |
| | 24 | Emergency Planning – shortfall in income | 30,000 | 0 | 0 |
| **Total People are proud of their vibrant town, districts and communities** | | | **514,019** | **240,000** | **240,000** |
| **Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | | | |
| Personnel & Business Support | 25 | Human Resources – licences due to extension of One Source | -56,000 | 0 | 0 |
| | 26 | Integrated Facilities Management – shortfall in traded services income | 250,000 | 0 | 0 |
| Leader of the Council | 27 | Capital financing - review of debt portfolio | 5,522,493 | 1,437,000 | 600,000 |
| | 28 | Revenue implications of capital programme | 500,000 | 500,000 | 500,000 |
| | 29 | Covid-19 cost pressures / loss of income | 5,761,000 | 354,000 | -2,373,000 |
| | 30 | Proud Investment Programme | 0 | 2,000,000 | 2,000,000 |
| **Total Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | **11,977,493** | **4,291,000** | **727,000** |
| **Total Growth** | | | **23,486,073** | **12,504,000** | **8,108,000** |

*Additionally, there is £3.34m of pay investment to be allocated to services in 2021/22.*

## Appendix 3 – Summary of Policy Proposals by Outcome 2021/22 – 2022-23

| Portfolio | Ref No | Detail of Policy Proposals | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| **Children grow up in connected communities and feel safe everywhere** | | | | | |
| Children's | P1 | Change, Grow, Live Contract - bring service back in house | (122,714) | (467,714) | (590,428) |
| **Total Children grow up in connected communities and feel safe everywhere** | | | **(122,714)** | **(467,714)** | **(590,428)** |
| **Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | | | |
| Leader of the Council | P2 | Finance - Adult Social Care Client Care Team - introduce charge for appointeeship management / support | 0 | (72,800) | (72,800) |
| | P3 | Finance - Adult Social Care Client Care Team - introduce charging for administration of deaths for appointees | 0 | (6,000) | (6,000) |
| Personnel & Business Support | P4 | Organisational redesign to deliver Intelligent Client Model across Asset Management, Capital Projects and Facilities Management. | (195,921) | (42,726) | (238,647) |
| | P5 | Redesign of Occupational Health contract | (7,500) | (7,500) | (15,000) |
| **Total Outcome - Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | **(203,421)** | **(129,026)** | **(332,447)** |
| **Outcome - People are proud of their vibrant town, districts and communities** | | | | | |
| Deputy Leader & Regeneration | P6 | Re-profile the highway maintenance mainstream budget for 2021/22 | (300,000) | 300,000 | 0 |
| | P7 | Increased capitalisation of staff costs | (46,000) | 0 | (46,000) |
| | P8 | Increased capitalisation of highway works | (300,000) | 0 | (300,000) |
| | P9 | Charge developers for travel plans | 0 | (30,000) | (30,000) |
| **Total Outcome - People are proud of their vibrant town, districts and communities** | | | **(646,000)** | **270,000** | **(376,000)** |
| **Outcome - People live a good quality of life and feel they belong** | | | | | |
| Adult Social Care | P10 | Charge self-funders to arrange care via adult social care commissioners (brokerage service) | (15,000) | (15,000) | (30,000) |

| Portfolio | Ref No | Detail of Policy Proposals | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Deputy Leader & Regeneration | P11 | Introduce council tax penalty charges for failing to notify a change of circumstance | (150,000) | 0 | (150,000) |
| Deputy Leader & Resilient Communities | P12 | Reduction to voluntary organisation | 0 | (51,300) | (51,300) |
| | P13 | Consider ceasing pest and animal control service | (87,606) | 0 | (87,606) |
| | P14 | Bereavement services – the sale of keepsake memorials and a range of personal memorabilia | (1,000) | 0 | (1,000) |
| Total Outcome - People live a good quality of life and feel they belong | | | (253,606) | (66,300) | (319,906) |
| Total Policy Proposals | | | (1,225,741) | (393,040) | (1,618,781) |
| Investment required to deliver policy proposals | | | 604,703 | (100,000) | 504,703 |

## Appendix 4 – Summary of Operational Proposals by Outcome 2021/22 – 2022/23

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| **Outcome -  Children grow up in connected communities and feel safe everywhere** | | | | | |
| Children's | OP1 | Efficiencies within the parenting team | (25,000) | 0 | (25,000) |
| | OP2 | Review of Black Country Women's Aid contract | (94,443) | (94,443) | (188,886) |
| | OP3 | Development of locality partnership offer in Early Help | 0 | (643,156) | (643,156) |
| | OP4 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (children's wide) | (163,181) | 0 | (163,181) |
| | OP5 | Home to school transport - route optimisation | 0 | (216,204) | (216,204) |
| | OP6 | Review of current establishment and reduction in the use of agency staff, following recruitment of permanent staff | (395,763) | (747,820) | (1,143,583) |
| | OP7 | Mother & Baby  - Daisy Project | (739,980) | (443,988) | (1,183,968) |
| | OP8 | Strengthening families, protecting children | (189,783) | (338,711) | (528,494) |
| | OP9 | Adolescent service - Turning Point - reduce number of adolescents coming into care | (835,205) | (759,933) | (1,595,138) |
| | OP10 | Family drugs and alcohol court | (88,183) | (136,916) | (225,099) |
| | OP11 | Foster carer support - placement disruption | (1,717,687) | (1,554,022) | (3,271,709) |
| | OP12 | Placement sufficiency - recruitment & retention | (150,797) | (107,712) | (258,509) |
| | OP13 | Grandparents plus - build in for future years | (67,235) | (67,236) | (134,471) |
| **Total Outcome -  Children grow up in connected communities and feel safe everywhere** | | | **(4,467,257)** | **(5,110,141)** | **(9,577,398)** |
| **Outcome -  Children thrive emotionally, physically, mentally and feel they are achieving their potential** | | | | | |
| Education & Skills | OP14 | Customer Access Management System (CAMS) | (9,063) | 0 | (9,063) |
| | OP15 | Review of structure - access and achievement | (128,742) | 0 | (128,742) |
| | OP16 | Re-negotiation and joint procurement of moderation and school improvement contract | (40,000) | 0 | (40,000) |
| | OP17 | Reduction in use of agency and temporary staff | 0 | (120,000) | (120,000) |
| | OP18 | Implementation of education health and care plan hub | (2,474) | 0 | (2,474) |
| **Total Outcome -  Children thrive emotionally, physically, mentally and feel they are achieving their potential** | | | **(180,279)** | **(120,000)** | **(300,279)** |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| **Outcome - Creating an environment where business invests and everyone who wants a job can access one** | | | | | |
| Deputy Leader & Regeneration | OP19 | Increase in fee paying services planning development and building control | (37,000) | 0 | (37,000) |
| | OP20 | Restructure within planning development and strategic planning | (135,000) | 0 | (135,000) |
| | OP21 | Capitalisation of posts - maximise external funding | (120,000) | (25,000) | (145,000) |
| Deputy Leader & Regeneration | OP22 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (EE&C directorate support) | (125,611) | 0 | (125,611) |
| | OP23 | Efficiencies arising from the creation of an integrated customer contact centre | (80,441) | 0 | (80,441) |
| **Total Outcome - Creating an environment where business invests and everyone who wants a job can access one** | | | **(498,052)** | **(25,000)** | **(523,052)** |
| **Outcome - Education, training and skills enable people to fulfil their personal development** | | | | | |
| Education & Skills | OP24 | Seek contribution from Walsall CCG towards the provision of a Special Education Needs and/or Disability Information, Advice and Support Service (SENDIASS) | (43,000) | 0 | (43,000) |
| | OP25 | Increase traded services to schools | (20,000) | (55,000) | (75,000) |
| | OP26 | High needs funding review and provide specialist support to children with additional needs via use of DSG grant | (250,000) | (250,000) | (500,000) |
| | OP27 | Review of structure and functions and provide in-house support to 2, 3 and 4 year olds | (50,000) | 0 | (50,000) |
| | OP28 | Review and streamline the provision of specialist inclusion services and support | 0 | (41,283) | (41,283) |
| **Total Outcome - Education, training and skills enable people to fulfil their personal development** | | | **(363,000)** | **(346,283)** | **(709,283)** |
| **Outcome - Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | | | |
| Children's | OP29 | Children's - To develop Power BI reports to create efficiencies | 0 | (119,961) | (119,961) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Deputy Leader & Regeneration | OP30 | Removal of expenses and training budgets - regeneration | (8,981) | 0 | (8,981) |
| Leader of the Council | OP31 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (communications, finance, legal and ICT) | (143,101) | 0 | (143,101) |
| | OP32 | Paperless council meetings - savings to be made from eliminating paper agendas completely | (13,449) | (9,276) | (22,725) |
| | OP33 | Review charges in relation to school admission appeals | (20,000) | 0 | (20,000) |
| | OP34 | The modernisation of an electronic enrolment and canvassing system | (5,000) | (5,000) | (10,000) |
| | OP35 | Efficiencies savings with legal services | (66,666) | (33,334) | (100,000) |
| | OP36 | Become member of the Barristers Framework | (35,000) | 0 | (35,000) |
| | OP37 | Increase income from School SLA's for legal advice | (7,000) | 0 | (7,000) |
| | OP38 | Efficiencies in relation to the purchase of law library books | (15,000) | (10,000) | (25,000) |
| | OP39 | Restructure of Finance Function to strengthen strategic financial planning, financial system teams and phased review of accountancy team management posts and review of external funding opportunities; and general efficiencies | (240,657) | (20,000) | (260,657) |
| | OP40 | Review of Treasury / debt management costs recharge against investment returns delivered | (60,172) | (1,203) | (61,375) |
| | OP41 | Accounts Payable - Use of automated invoice validation process within One Source | (52,148) | (48,311) | (100,459) |
| | OP42 | Finance - Adult Social Care Charging & Payments and Client Care Teams - Impact of connected working on financial transactions council wide workstream | 0 | (21,667) | (21,667) |
| | OP43 | Insurance Team - Review of insurance team to deliver focus on reducing claim costs and reduction in insurance fund charges. | (99,319) | (1,287) | (100,606) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Leader of the Council | OP44 | Finance - review and reduction in transactional activity within finance following implementation of One Source | (172,792) | (123,423) | (296,215) |
| | OP45 | Finance - Schools Traded Service team cost recovery review | (19,449) | (19,449) | (38,898) |
| | OP46 | Finance - Implementation of Walsall Supplier Early Payment Scheme | (92,000) | (92,000) | (184,000) |
| | OP47 | ICT - Reduced photocopier usages and print reduction | (65,000) | 0 | (65,000) |
| | OP48 | Infrastructure & Technology Changes - Cloud Navigation / Fibre | (155,000) | 0 | (155,000) |
| | OP49 | Centralise all IT related expenditure across the council in order to identify and generate efficiencies and consolidate shadow IT capability and general programme efficiencies | (64,000) | (271,000) | (335,000) |
| | OP50 | Sell some IT services to other councils and organisations | 0 | (21,000) | (21,000) |
| Personnel & Business Support | OP51 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (facilities management) | (2,894) | 0 | (2,894) |
| | OP52 | Facilities management - school catering and caretaking traded services review | (215,987) | (15,200) | (231,187) |
| | OP53 | Facilities management - review of responsibilities / service standards and specifications across all internal and traded units and review ways of working for relief caretakers | (286,908) | (58,344) | (345,252) |
| | OP54 | Facilities management - review of structure and ways of working in the post room and centralisation and rationalisation of postage costs | (108,903) | 0 | (108,903) |
| | OP55 | Facilities management - review administration structure and ways of working | (22,000) | 0 | (22,000) |
| | OP56 | Facilities management - Improved value for money on repairs and maintenance contracts | (90,000) | 0 | (90,000) |
| Personnel & Business Support | OP57 | CPM - review structure and ways of working | (52,951) | (25,791) | (78,742) |
| | OP58 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (human resources) | (16,002) | 0 | (16,002) |
| | OP59 | HR restructure | (100,000) | (50,000) | (150,000) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Personnel & Business Support | OP60 | Consider ceasing of physio contract | (12,000) | (12,000) | (24,000) |
| **Total Outcome - Internal Services deliver quality and adapt to meet the needs of customer facing services** | | | **(2,242,379)** | **(958,246)** | **(3,200,625)** |
| **Outcome - People are proud of their vibrant town, districts and communities** | | | | | |
| Clean & Green | OP61 | Increasing the number of fixed penalty notices issued | (50,000) | 0 | (50,000) |
| | OP62 | Abandonment of current 'silo' roles within waste service | 0 | (363,682) | (363,682) |
| | OP63 | Increase MOT charges | (19,975) | 0 | (19,975) |
| | OP64 | Events income generation | (10,000) | 0 | (10,000) |
| | OP65 | Management restructure | 0 | (320,000) | (320,000) |
| | OP66 | Covid-19 reset of the street cleansing service | 0 | (49,320) | (49,320) |
| | OP67 | Private sector or sponsorship funding of Christmas lights | (5,000) | 0 | (5,000) |
| | OP68 | Efficiencies arising from the creation of an integrated customer contact centre | (1,739) | 0 | (1,739) |
| Deputy Leader & Regeneration | OP69 | Transfer of all non-technical contact with customers to the customer contact centre - Planning, Engineering & Transport | (9,630) | 0 | (9,630) |
| | OP70 | Review of permit scheme charges within statutory cap - permit costs to utilities companies for works on highways | (40,000) | 0 | (40,000) |
| | OP71 | Section 38 fees increase | (45,806) | 0 | (45,806) |
| Deputy Leader & Resilient Communities | OP72 | Restructure of Resilient communities to include Community safety, area partnerships and cohesion service | (406,558) | 0 | (406,558) |
| | OP73 | Efficiency savings within the libraries service | (60,000) | 0 | (60,000) |
| | OP74 | Heritage and culture / Arts and events - increase fees and charges | (9,351) | (9,351) | (18,702) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Deputy Leader & Resilient Communities | OP75 | Efficiencies arising from the review and consolidation of admin & business support functions into a single hub (communities & partnerships) | (6,720) | 0 | (6,720) |
| | OP76 | Efficiencies arising from the creation of an integrated customer contact centre (communities & partnerships) | (22,293) | 0 | (22,293) |
| **Total Outcome - People are proud of their vibrant town, districts and communities** | | | **(687,072)** | **(742,353)** | **(1,429,425)** |
| **Outcome - People know what makes them healthy and they are encouraged to get support when they need it** | | | | | |
| Adult Social Care | OP77 | New Ways of Working/Staff Reconfiguration - Public Health Operating Model | (74,495) | 0 | (74,495) |
| Deputy Leader & Resilient Communities | OP78 | Cost effective procurement of new fitness equipment | 0 | (34,646) | (34,646) |
| | OP79 | Bloxwich Active Living Centre landing development | 0 | (80,820) | (80,820) |
| | OP80 | Management restructure across Active Living Centres | (28,762) | 0 | (28,762) |
| | OP81 | Concessionary "Move It" leisure scheme annual fee increase | (63,000) | 0 | (63,000) |
| | OP82 | Increase membership retention by utilising new customer experience centre provision | (45,000) | 0 | (45,000) |
| **Total Outcome - People know what makes them healthy and they are encouraged to get support when they need it** | | | **(211,257)** | **(115,466)** | **(326,723)** |
| **Outcome - People live a good quality of life and feel they belong** | | | | | |
| Adult Social Care | OP83 | New Ways of Working/Staff Reconfiguration. Resilient Communities | (112,988) | (112,988) | (225,976) |
| | OP84 | New Ways of Working/Staff Reconfiguration. Customer Access Management | (37,663) | (37,663) | (75,326) |
| | OP85 | New Ways of Working/Staff Reconfiguration. Admin Hub and Enabling support services | (92,079) | 0 | (92,079) |
| | OP86 | New Ways of Working/Staff Reconfiguration. IT Operating Model | (16,475) | 0 | (16,475) |
| | OP87 | New Ways of Working/Staff Reconfiguration. Commissioning Hub | (149,394) | 0 | (149,394) |
| | OP88 | General efficiencies | (187,668) | 0 | (187,668) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| Adult Social Care | OP89 | New Ways of Working/Staff Reconfiguration. Customer Access Management/ Resilient Communities | (1,139,894) | (1,178,407) | (2,318,301) |
| | OP90 | Review of Older People existing long term and new residential nursing & domiciliary placement costs support packages for learning disabilities including supported living and mental health | (2,424,243) | (4,400,928) | (6,825,171) |
| | OP91 | Reduction of day care funded by direct payments | (690,893) | (356,471) | (1,047,364) |
| | OP92 | All Age Disability | (156,000) | (156,000) | (312,000) |
| | OP93 | Transfer of direct payment clients back to a commissioned service so reduction in direct payment standing order fees | (25,000) | 0 | (25,000) |
| | OP94 | Controlling Cost and Maximising Income generation. Clear joint funding arrangements (with CCG) and recharge processes and review and re-profiling of better care fund/ winter pressures | (5,575,933) | 1,532,742 | (4,043,191) |
| | OP95 | Review for learning disabilities joint funding tool | (1,500,000) | 0 | (1,500,000) |
| | OP96 | Benefit maximisation project | (783,000) | 0 | (783,000) |
| | OP97 | Review of all resources including Goscote and shared lives | 0 | (500,000) | (500,000) |
| Deputy Leader & Regeneration | OP98 | Restructure within Money Home Job | (925,268) | (166,745) | (1,092,013) |
| | OP99 | Court / DWP accuracy for checking claims income | (150,000) | 0 | (150,000) |
| | OP100 | Bespoke webpage and web data entry form | 0 | (18,000) | (18,000) |
| Deputy Leader & Resilient Communities | OP101 | Restructure in Voluntary & Community Sector Service | (63,682) | 0 | (63,682) |
| | OP102 | Restructure and efficiencies within regulatory services and community protection | (295,563) | 0 | (295,563) |
| | OP103 | Review of existing fees and charges within resilient communities | (115,522) | (44,315) | (159,837) |
| | OP104 | Provide pre license surgeries to individuals and businesses to support license applications | (7,350) | (7,350) | (14,700) |
| | OP105 | Review of CCTV contract | (42,772) | 0 | (42,772) |

| Portfolio | Ref No | Detail of Operational Proposals by Outcome | 2021/22 £ | 2022/23 £ | Total £ |
|---|---|---|---|---|---|
| **Deputy Leader & Resilient Communities** | **OP106** | Charging for change of name deeds (registrars) | 0 | (10,890) | (10,890) |
| **Total Outcome - People live a good quality of life and feel they belong** | | | **(14,491,387)** | **(5,457,015)** | **(19,948,402)** |
| **Total Operational Proposals** | | | **(23,140,683)** | **(12,874,504)** | **(36,015,187)** |
| **Investment required to deliver operational proposals** | | | **2,418,996** | **250,490** | **2,669,486** |

**Cabinet – 28 October 2020**

**Carbon Neutral Council**

**Portfolio:**       Councillor Bird, Leader of the Council

**Related portfolios**: Not applicable

**Service:**        Economy, Environment & Communities

**Wards:**         All

**Key decision:**    No

**Forward plan:**    Yes

1. **Aim**

1.1   Following the declaration of a Climate Emergency on 16th September 2019, to ensure that the Council meets its target to become carbon neutral by 2050 and build greater resilience to the effects of climate change.

1.2   To agree to commit to a Climate Emergency Action Plan, which works toward a sustainable economic recovery and builds on new ways of working expedited by the Covid-19 pandemic.

2. **Summary**

2.1   Local authorities have had to explore new ways of working in the face of Covid-19 and implement rapid responses to the crisis. The pandemic has demonstrated that it is possible to make transformational changes 'overnight' and there is a strong business case for using this to usher in systemic change. During lockdown, we witnessed dramatic improvements in air quality, a renewed appreciation for local green space and the return of wildlife to urban spaces. The public is craving a cleaner and safer world and as the Council resets it should embrace the opportunity to accelerate sustainability transitions and build a clean and climate-friendly future.

2.2   This report updates Cabinet on the Council's response to the Climate Change Emergency Declaration of September 2019. The Council has demonstrated its commitment to tackling both the cause and impact of climate change for some years. At its meeting in December 2019 Cabinet agreed to prepare a climate emergency action plan based on the Council becoming a net zero carbon emitter by 2050.  This report provides Cabinet with an update on the development of the plan and the key principles it will seek to deliver.

2.3   The declaration of a climate emergency requires the Council to work in partnership to drive major change. An internal working group is established to shape the action

plan and officers have engaged APSE Energy, Midland Energy Hub and West Midlands Combined Authority (WMCA) to develop an initial baseline of activity. Six key themes have emerged from discussions, which cover all areas of Council activity and help deliver a carbon free future:

1. Strategy (Taking the Lead)
2. Energy
3. Waste & Consumption
4. Transport
5. Nature
6. Resilience & Adaptation

2.4 This report gives an overview of the plan with an outline of activity in Appendix 1. To deliver the programme of work resource will be required and a business case will be created to integrate a fixed term Climate Change Programme Manager into the Clean and Green service structure as part the wider Proud Transformation Programme. The return on investment is substantial; it is estimated that energy saving initiatives will financially benefit the Council by £6million per annum by 2050.

2.5 Engagement with external partners and experts will form a critical component of the action plan. WMCA recently launched #WM2041 Plan sits alongside the Council's commitments proposed in this report. It makes sense to align ambitions and to work together to make the case for investment into the region that is required to bring about the desired change. The Council will need to engage with residents, businesses, schools and the wider community as part of a longer-term vision to decarbonise the region.

## 3. Recommendations

3.1 That Cabinet note the contents of this report and the steps being taken to respond to the Climate Emergency Declaration.

3.2 That Cabinet endorses the approach set out in the report for the development of the action plan and reporting.

3.3 That Cabinet notes the governance structure set out in the report to integrate a fixed term Climate Change Officer into the Clean and Green service structure as part of the wider Proud Transformation Programme.

3.4 That Cabinet approves the requirement for all Cabinet reports to include an impact assessment on climate change mitigation and resilience (as is currently the case for equalities).

## 4. Report detail - know

### Context

4.1 In June 2019, the UK became the world's first major economy to legislate a commitment to cut emissions to net zero by 2050. The Environment Bill 2020 is one of the government's key vehicles for delivering the bold vision as set out in the 25 Year Environment Plan. It is part of a step-change in environmental protection

and recovery, setting a new and ambitious domestic framework for environmental governance and one, which places greater responsibility on councils specifically in their roles as Local Planning Highways and Drainage Authorities.

4.2 As of 6th February 2020, 67% of councils in the UK have declared a climate emergency in addition to 8 combined authority/city regions. Walsall Council declared a climate change emergency on 16th September 2019 and committed to becoming a net zero carbon authority by 2050. In 2020, the WMCA pledged a commitment to reach net zero carbon emissions no later than 2041 publishing "WM2041 – A Programme for Implementing an Environmental Recovery." The Council continues to play a key role working alongside regional partners to tackle climate change and is operating within the framework established by the UK Parliament.

4.3 The Council is now developing a climate emergency action plan to address the commitments of the declaration passed in 2019. The declaration set the target for the Council to become carbon neutral by 2050 encompassing its own assets and operations. To be clear the first phase of the Council's action plan will cover 'Scope 1' and 'Scope 2' emissions using best practice guidance as set by the Greenhouse Gas Protocol:

➢ **Scope 1** – All direct emissions from the activities of the Council or under the Council's control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.
➢ **Scope 2** - Indirect emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.


➢ **Scope 3** – All Other Indirect Emissions from activities of the organisation, occurring from sources that the Council does not own or does not control.

4.4 The plan sets out the initial opportunities the Council has identified to reduce carbon emissions relating to its own estate and operations but the authority recognises that this is only a starting point. The Council will continue to engage staff and stakeholders to expand the range of actions that will enable us to meet our target. The appointment of a fixed term Climate Change Programme Manager will enable this work to be accelerated and further funding obtained.

4.5 In order to meet the net zero target, the Council will need to ensure that reducing emissions and increasing resilience is central to its work, embedded within strategy and day-to-day delivery. The first phase of the action plan will cover a five-year period. There are established tools available to support carbon budgeting and reporting, and these will be utilised to set specific targets as individual project detail is developed.

*Progress to date*

4.6 Walsall Council has a long-held commitment and track record of climate change action having first signed the Nottingham Declaration in November 2006 and subsequently adopted a Carbon Management Programme. Although considerable progress has been made, changing Council priorities has left a gap in capacity to

drive the agenda forward. The authority recognises that a new action plan, backed by dedicated resource, will achieve greater impact in addressing these issues.

4.7 In order to act quickly and efficiently, Officers established an internal working group, which facilitated cross-departmental working and supported the development of a baseline plan, which is evolving and developing at speed. To help understand and deliberate on key issues, Officers attended internal workshops and discussed best practice with neighbouring local authorities. Carbon literacy training has also been arranged for staff and Members.

4.8 Officers continue to engage external partners in the development of the plan through attendance at the WMCA Low Carbon Officers Group and consultation with Midland Energy Hub. The Council utilised the support of APSE Energy and made use of SCATTER (a local authority focussed emissions tool) to establish the necessary baseline data from its direct activities (i.e. where it pays the bill).

4.9 The Council's carbon footprint of 17,872 tCO2e from Scope 1 and 2 emissions has been calculated using data that was available to the Council during the reporting year (2018) including gas, electricity and fleet. The carbon footprint has been undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol and calculated using 2018 conversion factors for the carbon dioxide equivalent (CO2e) published by the Department for Business, Energy & Industrial Strategy (BEIS).

**Scope 1&2 carbon emissions by source for 2018**

| Emissions Source | Scope | % Split | TonnesCO2e |
|---|---|---|---|
| Natural Gas | 1 | 30% | 5,406 |
| Council Vehicles | 1 | 6% | 1,135 |
| Electricity | 2 | 64% | 11,331 |
| **Total** | _ | **100%** | **17,872** |

| Emissions Source | % Split | TonnesCO2e |
|---|---|---|
| Scope 1 | 37% | 6,541 |
| Scope 2 | 63% | 11,331 |
| **Total** | **100%** | **17,872** |

4.10 It is estimated that there will be 3,482 tCO2e from hard to reduce sources that will be unavoidable by 2050 that will need to be offset, and it assumed that this can be achieved through offsetting initiatives including tree planting schemes, solar energy and solar farm(s). It is estimated that energy saving initiatives will financially benefit the Council by £6million annually by 2050.

4.11　Although the net zero carbon target year is 2050, it is assumed that the majority of interventions could be in place by 2035 as ageing building services and vehicles should be upgraded by this point through routine maintenance. Likewise, the Government plans a ban on selling new petrol, diesel or hybrid vehicles in the UK by 2035. The Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, and electric vehicles, rather than replacing like-for-like. Changing policies to specify materials with low embodied carbon should also reduce Scope 3 emissions by considering the carbon life cycle cost in terms of the supply chain, operation and decommissioning.

4.12　By changing policies to replace ageing services with the most efficient and cost-effective option will ensure that the Council is on track to be zero carbon by 2050. It is recommended that a detailed audit and feasibility study is carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be provided and the likely financial and carbon savings.

4.13　The initial plan seeks to capture actions from the working group, incorporating recommendations from stakeholders and align (where appropriate) to regional strategy. This approach recognises the scale of the agenda, the importance of building momentum and encouraging widespread action. The plan is attached to Appendix 1; it is presented using 6 key themes:

*Theme 1: Strategy (Taking the Lead)*

4.14　Addressing the climate emergency is a formidable task that will require all services and employees to contribute fully. To achieve net zero whole scale system change is required; staff and Members need to understand why an emergency has been declared and what actions are required. Climate change activity should be embedded into service delivery and investment will be required to communicate the vision and strategy.

4.15　To ensure that every aspect of the Council's work is seen through the lens of the climate emergency, measures have been identified to embed carbon reduction objectives into Council decision-making and to raise staff and Member awareness. These include 'officer champions', briefing programmes, carbon reduction e-learning and sustainability appraisal of Cabinet reports.

*Theme 2: Energy*

4.16　This programme of work will align climate action with the Council's Estates Strategy, reducing energy use and improving building efficiency. The Council has been taking steps for some time to reduce energy consumption and it is imperative that improvements continue to be made. A biomass boiler is supplying heat at the depot, a 49.8KW photovoltaic system is installed on the roof of the Civic Centre, new invertor drive systems have replaced air conditioning systems in the ICT suite, and a feasibility study is being progressed into the development of heat networks in the borough.

4.17　There has been an estimated 47% per cent reduction in the Council House electricity usage since lockdown and 33% in the Civic Centre highlighting the positive impact of changing the way we work. Enhanced opportunities for remote

working will make a continued positive contribution to reduced energy consumption, staff travel and co2 pollution. Other proposed measures include a feasibility of building removal / seasonal closures, cost effective improvements for 'high energy users' such as Active Living Centres, Crematoria, and Streetly, energy savings campaigns and integration of low carbon and renewable energy options where feasible.

### *Theme 3: Waste & Consumption (Generated by the Council & its operation)*

4.18 How the Council manages its waste has a direct impact on climate change. Defra's Resources & Waste Strategy (2018) demonstrates just some of the performance step changes, policy interventions and new solutions now required to contribute to a net zero carbon future. The strategy combines actions with the longer-term policy direction of the Governments 25 Year Environment Plan, setting out the blueprint for eliminating avoidable waste of all kinds by 2050.

4.19 The Council's role in determining disposal options and influencing consumption and waste generation means this will form an important area of action. Projects are ongoing; between 2019/20 700 tonnes of biomass generated from the Council's tree / grounds operations was sold as biomass and Clean and Green led on 54 litter picks, attended by 555 individuals with a return on investment of £13k. Measures to build on this work involve technological and behavioural change, promotion of waste minimisation methods, 'buy local' campaigns, and work towards the Council becoming single-use plastic free.

### *Theme 4: Transport*

4.20 Redressing poor air quality has long been a statutory function for the Council and is an important focus that spans multiple service areas. The Council's Transport in Walsall Strategy 2017-22 supports the promotion of Low Emission Zones and Ultra Low Emission Vehicles in accordance with the West Midlands Strategic Transport Plan. The Council is taking a lead role in the development of the Black Country's ULEV Strategy and Action Plan, which sets out a series of recommendations for Black Country Councils in order to prepare for the anticipated 2035 Government ban on the sale of petrol and diesel vehicles.

4.21 Fuel use by the Council's fleet is estimated at around 6% of direct Council emissions. Opportunities to improve the efficiency of the fleet are therefore required to achieve a net zero target. This will involve installation of adequate electric vehicle infrastructure / charge points at Council offices, depots, car parks and leisure facilities, a review of the car pool scheme and development of a green staff travel plan.

### *Theme 5: Nature*

4.22 Green infrastructure has been firmly in the spotlight during Covid-19. With restrictions on daily exercise, the destination of choice for many families became their local green space leading to countless images of overcrowded urban parks. It is widely known that greenery in urban spaces helps improve microclimates, and through lockdown we have witnessed the numerous social, psychological and health benefits of human exposure to green space.

4.23 The Council is committed to improving the green infrastructure across the borough. Walsall sites encompass the recently awarded Black Country UNESCO Global Geopark and work is underway to improve local habitat quality and ecological networks as part of the 'Black Country Blue Network' ERDF programme. Continued enhancements to increase meadow, wetland and green areas in Walsall can help towards offsetting residual emissions whilst delivering a very wide range of co-benefits. Planting 20ha of new woodland in Walsall will sequester between 5500 to 7000 tCO2e by 2050.

### Theme 6: Resilience & Adaptation

4.24 In 2020, Walsall felt the impact of mass flooding which led to closed parks, markets and disruption to transport. Covid-19 has thrust local government into one of the biggest emergencies in memory, but it has also shown what can be achieved when a situation demands it. Taking these themes together, it is clear that the climate emergency is, if anything, more acute than ever, while some of the actions that can be taken to address it are in so many cases more realistic and effective than might have been thought.

4.25 Whilst the climate emergency action plan will enable the Council to mitigate the impacts of climate change, the Council and its partners will need to work together to make sure that it is resilient and adaptable to long-term pressures on services and infrastructure. This programme of action will result in the development of practical and cost-effective actions to adapt to the impacts of climate change. This includes a 'Walsall Flood Community Resilience Scheme' to provide local communities and businesses with the necessary information and support to prepare, respond and recover from emergency situations.

### Resourcing

4.26 The management and implementation of the action plan will require appropriate capacity and resource. Additional expertise is also required to meet new statutory requirements placed upon the Council through the Environment Bill and other government programmes and policy changes.

4.27 A business case will be created to integrate a fixed term dedicated Climate Change Programme Manager into the Clean and Green service structure as part of the wider Proud Transformation Programme. The Council will look to cover the costs of this post through external funding opportunities for future sustainability.

4.28 The new officer should provide the resource to ensure central co-ordination to a corporate priority. The Council will explore a wide range of external funding options to help support implementation of the plan. These include:

- The Government's £3billion Green Investment Package includes £1billion for public retrofit to reduce emissions and invest in green heating technology.
- £40million **Green Jobs Challenge Fund** for environmental charities and public authorities to help create and protect 5,000 jobs in England.
- £50million **Social Housing Decarbonisation Fund**.
- Defra / Environment Agency **£200M Innovative Flood and Coastal Resilience Programme** to support 25 areas (including Walsall) affected by flooding.

- Defra **£40M Green Recovery Challenge Fund** to support nature restoration, nature-based solutions, and sustainable jobs.
- Defra **£2M Air Quality Grant Scheme 2020-21.**

### *Council Corporate Plan priorities*

4.29 Responding to climate change is critical to the future of the borough's quality of life and therefore is fully consistent with the 5 strategic priorities identified in the Council's Corporate Plan.

### *Risk management*

4.30 There are well-documented risks associated with climate change and as such, urgent steps in responding to these must be taken. Action planning and working jointly with partner organisations will form the mitigation to such risk.

### *Financial implications*

4.31 There are financial implications to declaring a climate emergency and setting a new priority for the Council. A business case will be created to integrate a 3 year fixed term Climate Change Programme Manager into the Clean and Green service structure as part of the wider Proud Transformation Programme at a cost of £158k. In the unlikely event of external funding not being found this would need to be funded through Council resources.

### *Legal implications*

4.32 There are no direct legal implications of this update to Cabinet. The legal framework for this work is set out in the Climate Change Act 2008 (CCA2008) and the Climate Change Act 2008 (2050 Target Amendment) Order 2019. The Order sets the expectation that the UK will achieve net zero by 2050.

### *Procurement Implications/Social Value*

4.33 The Council's approach to procurement has a role to play in its response to climate change, and this should be reviewed as part of the action planning process.

### *Property implications*

4.34 A significant part of the Council's carbon footprint relates to the operation of Council buildings and this has been considered and outlined in the attached plan.

### *Health and wellbeing implications*

4.35 It is widely acknowledged that the implications of climate change affect all sectors of the economy and can have a profound effect on personal behaviour and wellbeing. Health and wellbeing will be a key cross cutting theme in the development of actions and funding proposals.

### *Staffing implications*

4.36 The process for developing the action plan will identify areas of responsibility, new resources requirements or realignments. A dedicated Officer should provide leadership to ensure the council develop, deliver and monitor this programme of work.

### *Reducing Inequalities*

4.37 Climate change affects all sections of society, however some groups may require additional support to make the necessary lifestyle and behavioural changes than others. Equality analysis will be undertaken against each proposed action.

### *Consultation*

4.38 There should be public consultation as part of the development of the climate change action plan and work will be undertaken to identify approaches to ongoing resident and stakeholder engagement on climate emergency issues.

## 5. Decide

5.1 To endorse the 6 key themes set out in the report for the development of the action plan and reporting.

5.2 To approve the governance structures set out in the report to integrate a dedicated Climate Change Programme Manager into the Clean and Green service structure as part of the wider Proud Transformational Programme.

5.3 To approve the requirement for all Cabinet reports to include an impact assessment on climate change mitigation and resilience (as is currently the case for equalities).

5.4 To note the measures detailed in Appendix 1 that have been proposed by services in support of the delivery of carbon reduction priorities.

## 6. Respond

6.1 Over the next 12 months the Council will prepare a final version of the Climate Emergency Action Plan, following which a series of business cases will be brought forward on each of the items it contains.

## 7. Review

7.1 The Council will monitor achievements against measures set out in the action plan, using established tools to support carbon budgeting and reporting. A 6-month and annual review of the action plan will take place, with appropriate oversight provided through scrutiny committees and Cabinet.

**Background papers**
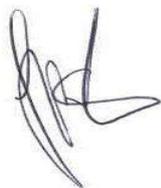Appendix 1: Draft Walsall Council Climate Change Emergency Action Plan

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Simon Neilson
Executive Director
Economy, Environment & Communities
29 September 2020

Councillor Bird
Leader of the Council

20 October 2020

# Appendix 1
# Draft Walsall Council Climate Emergency Action Plan 2020 - 2025

![Walsall Council logo] Walsall Council

October 2020

# Walsall Council Climate Emergency Action Plan

Walsall Council declared a climate change emergency on 16th September 2019 and committed to becoming a net zero carbon authority by 2050. This plan describes the actions the council will take to achieve carbon neutrality and has been categorised in target areas of action:

1. Strategy (Taking the Lead)

2. Energy

3. Waste & Consumption

4. Transport

5. Nature

6. Resilience & Adaptation

Walsall Council has a long-held commitment and track record of climate change action having first signed the Nottingham Declaration in November 2006. Considerable progress has been made in reducing carbon emissions by reducing energy use and improving the efficiency of our buildings. However, to achieve the 2050 target we will have to go further.

The plan sets out the initial opportunities we have identified to reduce carbon emissions relating to the council's own estate and operations but we recognise that this is only a starting point. As a council, we will continue to engage staff and stakeholders to expand the range of actions that help us to meet our target and recruitment of a dedicated Climate Change Programme Manager will enable this work to be accelerated and further funding obtained.

The plan encompasses 'Scope 1' and 'Scope 2' emissions using best practice guidance as set by the Greenhouse Gas Protocol.

- **Scope 1 -** All Direct Emissions from the activities of the Council or under the Council's control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

- **Scope 2 -** Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.

- **Scope 3 -** All Other Indirect Emissions from activities of the organisation, occurring from sources that the Council does not own or does not control.

In order to meet the net zero target, the Council will need to ensure that reducing emissions and increasing resilience is central to its work, embedded within strategy and day-to-day delivery. The first phase of the action plan will cover a five-year period. There are established tools available to support carbon budgeting and reporting, and these will be utilised to set specific targets as individual project detail is developed.

# WALSALL COUNCIL CLIMATE EMERGENCY ACTION PLAN 2020-2025 (Scope 1 & 2 Emissions)

| ACTION | MEASURE | CORPORATE PLAN | DELIVERY TEAM | OWNER | TIMELINE Short (0-1 year). Medium (1-4 years). Long term (4+ years) |
|---|---|---|---|---|---|
| **THEME 1. STRATEGY** | | | | | |
| 1.1 Establish effective governance for the #WalsallZero2050 Programme & identify dedicated resource. | a) Formalised internal governance structure with the establishment of an internal Climate Action Taskforce meeting every 4 weeks with regular online communication via 'office teams'. | All | Place & Environment (Must be cross directorate & include representation from members) | Climate Change Programme Manager (CCPM) | SHORT |
| | b) Prepare business case for fixed term Climate Change Programme Manager (CCPM) to lead on programme planning & evaluation | All | Place & Environment | Head of C&G | SHORT |
| | c) Council to establish an internal project team identifying Officer 'champions' within each service area for cross-departmental engagement & aligned to change management process. | All | Place & Environment (Across all services areas - Within PROUD programme) | CCPM | SHORT |
| | d) Consultant procured to support full assessment of impacts, risks; identify measures and opportunities against Council functions and to inform future actions. | All | Place & Environment | CCPM | SHORT |
| | e) Annual performance review for Cabinet and full Council. | All | Place & Environment (CC Working Group) | CCPM | SHORT |
| 1.2. Climate Change embedded within decision-making. | a) Climate Change integrated into Council Reset Strategy. | Internal Focus | CMT | CCPM | SHORT |
| | b) Climate Change considered as part of the Corporate Plan refresh & future updates of relevant service plans and policies. | Internal Focus | CMT | CCPM | SHORT |
| | c) Climate Change reflected within committee reporting process i.e. sustainability appraisal. | Internal Focus | Governance | Democratic Servics | SHORT |
| | d) Climate Change integrated into immediate to longer-term financial strategy & external funding priorities. | Internal Focus | External Funding Team | External Funding Manager | SHORT |
| | e) Climate Change risk assessment undertaken on key high-level decisions and public announcements. | Internal Focus | Communications | Media & Coms Officer | SHORT |
| | f) Encourage the West Midlands Pension Fund with its strategy to manage its climate change risks. | Internal Focus | Resources & Transformation | Finance | SHORT |
| 1.3. Raise awareness of Climate Change amongst Councillors & Staff. | a) Develop identifiable programme branding & communications programme, which promotes progress & celebrates success & positive changes in environmental practice. | Internal Focus | Communications | CCPM & Media & Coms Officer | SHORT |
| | b) Environmental sustainability embedded within recruitment documentation, staff induction plans and mandatory e-learning module developed & rolled out. | Internal Focus | Human Resources / Organisation Development | CCPM | SHORT |
| | c) Internal newsletter briefings & dedicated intranet page. | Internal Focus | Place & Environment (with Communications) | CCPM | SHORT |
| | d) Employee assistance (Care First) webinars on the benefits of carbon reduction, active travel etc | Internal Focus | Place & Environment (with Communications) | CCPM | SHORT |
| | e) Ongoing internal communications & linked to key events e.g. climate change week. | Internal Focus | Communications | CCPM | SHORT |

| 1.4 Learning from, working with and supporting our partners. | a) Support for #WMCA2041 campaign & attendance at WMCA Environment Board / Low Carbon Officers Group. | All | Place & Environment | CCPM | SHORT |
|---|---|---|---|---|---|
| | b) Engagement with Low Carbon Regional Partners e.g. Midland Energy Hub, Sustainability West Midlands and other stakeholders to progress joint carbon reduction initiatives e.g College, Universities, NHS, Transport etc | All | Place & Environment | CCPM | SHORT |
| | c) Ensure planning is integrated with climate change declarations, regional and UK policy and strategy e.g. Environment Bill. | All | Place & Environment | CCPM | SHORT |
| 1.5 Climate Change aligned to PROUD. | a) Climate change integrated across key workstreams. | Internal Focus | Transformation & Digital | CCPM | SHORT |
| 1.6 Promote Sustainable Procurement. | a) Review Procurement Policy & consider extent to which Social Value Act can be used to help achieve Council's Climate Change Strategy | Internal Focus | Resources & Transformation | Procurement | MEDIUM |
| 1.7 As part of a longer term vision of a net zero carbon borough, to encourage environmental education and promote climate action amongst communities, schools and businesses. | a) Engage with residents, community groups and schools to promote environmental education and introduce longer term vision of a net zero borough. | Communities | Place & Environment | CCPM | MEDIUM |
| | b) Encourage a low carbon economy by supporting local businesses to adopt energy efficiency measures and signposting to relevant services and funding opportunities. | Economic Growth | Regeneration & Economy | Employment Growth Team | SHORT |
| | c) Support green jobs recovery in the borough. | Economic Growth | Regeneration & Economy | Employment Growth Team | MEDIUM |
| | d) Roll out of the successful 'ACT' (A Cleaner Tomorrow) Education Initiative in schools focused on litter, recycling and the environment, with links to the national curriculum and in support of 'eco-schools'. | Communities | Place & Environment | Clean & Green | SHORT |
| | e) Work in partnership with local businesses to reduce litter through promotion and sign up to Walsall's Litter Charter and development of 'Green' Corporate Social Responsibility Programmes. | Economic Growth | Place & Environment | Clean & Green | MEDIUM |
| | f) Implementation of a Green Community Engagement Programme including Volunteer Litter Picker Leader Training, Community Group Workshops & Events to promote behavioural change. | Economic Growth | Place & Environment | Clean & Green | MEDIUM |

4

| THEME 2. ENERGY | | | | | |
|---|---|---|---|---|---|
| 2.1 Estates Strategy aligned with climate action' | a) Review usage of Council properties & consider removal (by disposal, sale or demolition) of the most energy inefficient buildings. | Internal Focus | Transformation & Digital / Corporate Landlord | Proud/IFM | LONG |
| | b) Align climate action closely with refreshed Estate Strategy. | Internal Focus | Transformation & Digital / Corporate Landlord | Proud / IFM | LONG |
| 2.2  Implement and review a Council wide Energy Savings Campaign Programme (gas/electricity) across Council buildings and schools where practical. | a) Ongoing review of the Council's energy purchasing strategy and the potential for green supplies. | Internal Focus | Corporate Landlord | IFM | SHORT |
| | b) Dependent on 2.1.a - New heating and ventilation system for the Civic Centre & Council House designed with A rated boilers and more manageable heating controllers to improve efficiency (Estimate 2 year programme). | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | c) Dependent on 2.1.a - Installation of LED lighting within buildings and light dimming technology expanded from Civic Centre to Council House. (Estimate 18 month programme). | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | d) Continue purchase of white goods - A or A* rated electrical equipment only. | Internal Focus | Corporate Landlord | IFM | SHORT |
| | e) Dependent on 2. a - Replacement of windows to energy efficient units (A+) in the Civic Centre and Council House as part of a 2 year programme. | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | f) Review Civic Centre air conditioning systems including staff feedback survey on civic centre ventilation. | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | g) Implement Energy Performance of Buildings (Certificates & Inspections) | Internal Focus | Corporate Landlord | IFM | SHORT |
| | h) Support Walsall schools  to implement a schools energy policy & investigate Invest-to-Save and Salix for Schools funds to implement energy/carbon efficiency measures. | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | i) Review energy usage of Active Living Centres, Crematoria, and Streetly and implement any cost effective improvements as a matter of priority. | Internal Focus | Corporate Landlord | IFM / CCPM | MEDIUM |
| 2.3 Encourage and enable energy saving behaviour by all Council staff. | a) Improve individual accountability. Energy savings achieved through awareness campaigns aimed at Council staff will cut energy bills and reduce carbon emissions each year. | Internal Focus | Place & Environment | CCPM | SHORT |
| 2.4 Replace streetlights with energy efficiency lighting systems by 2023. | a) 22,856 LED street light bulbs will be installed across Walsall by September 2023 (ERDF funded). | Communities | Place & Environment (Highways & Transport) | Highways Road Traffic Network | MEDIUM |
| | b) Application of multi-use sockets across the 22,856 street lamps, with 22,856 light sensors and 250 temperature sensors, for improved localised environmental and traffic monitoring leading to more efficient public services. Sensors attached to street lamp columns allow for 'remote controlling' and 'targeting' of public services and more localised use of gritting in bad weather for energy efficiency savings. | Communities | Place & Environment (Highways & Transport) | Highways Road Traffic Network | MEDIUM |
| | c) Installation of 5,000 transmission nodes for 4G/5G internet network capability. | Communities | Place & Environment (Highways & Transport) | Highways Road Traffic Network | MEDIUM |

| 2.5 Conduct a viability study on Council property to integrate low carbon and renewable energy options such as solar thermal, PV or heat pumps. | a) Conduct feasibility study, obtain quotes & submit CMT/cabinet report for use of solar panels / PV across Council property. | Internal Focus | Place & Environment (Highways & Transport) / Corporate Landlord (Facilities) | CCPM | MEDIUM |
|---|---|---|---|---|---|
| | b) Monitor impact of 49.8KW solar panel system on Civic Centre for possible replication on Town Hall. | Internal Focus | Corporate Landlord | Facilities | LONG |
| | c) Investigate low carbon & renewable energy options for leisure centres. | Internal Focus | Place & Environment (Leisure) | CCPM | MEDIUM |
| | d) Deliver the heat mapping and masterplanning programme. | Internal Focus | Regeneration & Economy | Housing Standards | LONG |
| | e) Identify and evaluate potential volumes of biomass building on success of Pelsall depot. | Internal Focus | Place & Environment (Clean & Green) | CCPM | MEDIUM |
| | f) Investigate use of suitable sites for solar farm development. | Economic Growth | Regeneration & Economy | CCPM & Midland Energy Network | LONG |
| 2.6 Tackle fuel poverty and improve home energy as part of the Council's long term vision of a net zero borough. | a) Implementation of the Council's HECA Plan to tackle fuel poverty, excessive winter deaths, residential carbon emissions, and poor health resulting from cold / damp homes. | Economic Growth | Resources and Transformation | Money. Home, Job | MEDIUM |
| | b) Continue promotion of the Council's home energy saving initiatives and collective energy switching schemes to residents (From autumn 2020 the fuel switches will require all bidding companies to use 100% renewable power). | Economic Growth | Resources and Transformation | Money. Home, Job | MEDIUM |
| | c) Work with our partners (including energy companies, Registered Social Landlords, NHS Walsall, Private Landlords) to reduce fuel poverty by targeting any discretionary assistance (capital investment, advice and support) and seeking external funding /advice to help residents of these properties. | Economic Growth | Resources and Transformation | Money. Home, Job | MEDIUM |
| | d) Continue to ensure that landlords, agents and those selling or letting their homes are aware of their legal obligation to provide and make available Energy Performance Certificates (EPCs) and take appropriate action against those who fail in this obligation. | Economic Growth | Resources and Transformation | Money. Home, Job | MEDIUM |

6

| THEME 3. WASTE & CONSUMPTION | | | | | |
|---|---|---|---|---|---|
| 3.1 Reduce the total volume of waste and associated costs through technological and behavioural change. | a) Develop an action plan to reduce waste arisings and increase reuse & recycling across council premises and operations. | Internal Focus | Place & Environment | Clean & Green | MEDIUM |
| | b) Develop a communication strategy which engages residents, schools, communities and businesses with measures to reduce the volume of waste they produce and increase participation / quality of reuse & recycling. Explore incentive schemes via external funding. | Communities | Place & Environment | Clean & Green | MEDIUM |
| | c) Continue to support and promote community initiatives to reduce waste & fly-tipping e.g. Walsall Litter Charter, Green CSR Programmes, ACT Initiative, and WASSUP 2022 Litter Challenge. | Communities | Place & Environment | Clean & Green | MEDIUM |
| | d) Increase the amount of waste composted from council and school premises. Waste from parks / green spaces is composted/ biomass and sold for power generation. | Internal Focus | Place & Environment | Clean & Green | MEDIUM |
| 3.2 Work towards the Council becoming single-use plastic free. | a) Phase out use of single-use plastics within Council offices and buildings | Internal Focus | Corporate Landlord | IFM | MEDIUM |
| | b) Investigate hot and cold drinks and food and water consumption in Council buildings and measures to reduce single use plastics e.g. ban plastic cutlery, promote reusable cups, review waste at functions. | Internal Focus | Corporate Landlord (Facilities) | CCPM and Commerical | SHORT |
| | c) Review and reduce postage and packaging waste and stationery supplies. | Internal Focus | Transformation & Digital | Proud | SHORT |
| | d) Walsall Refill Bottle campaign to minimise against single use plastics | Communities | Place & Environment | CCPM / Healthy Spaces | SHORT |
| | e) Work with local businesses to develop ambitious alternative to plastics ( for example by accessing Innovate UK funding). | Economic Growth | Regeneration & Economy | Employment Growth | MEDIUM |
| 3.3 Reduce the Council's paper waste. | a) Explore feasibility of moving to mandatory e-payslips. | Internal Focus | Human Resources / Finance | Payroll | MEDIUM |
| | b) Implement a print reduction campaign e.g. reduced printer availability, limit colour printing, MFD removal, staff awareness campaigns, promote use of Office 365, and publish service usage. | Internal Focus | Transformation & Digital | Proud / ICT | SHORT |

| THEME 4. TRANSPORT | | | | | |
|---|---|---|---|---|---|
| 4.1 Development and implementation of a Staff Green Travel Plan. | a) Corporate Staff Travel Survey conducted, which provides baseline for a new Council Staff Green Travel Plan. Integrate planning into Culture & Behaviours workstream as part of Thrive Workplace Health Programme. | Internal Focus | Resource & Transformation ( Culture & Behaviour Workstream) | Governance with CCPM | MEDIUM |
| | b) Development of smarter working initiatives including permanent agile / home working arrangements and use of technology to reduce employee travel to workplace. | Internal Focus | Resource & Transformation / HR | Human Resources / Proud | SHORT |
| | c) Explore feasibility of a 'car share' database promoted via the staff intranet (subject to social distancing restrictions). | Internal Focus | Resource & Transformation / HR | CCPM | MEDIUM |
| | d) Research and introduce measures to encourage active travel including expanding staff cycling schemes. | Internal Focus | Place & Environment/Public Health | CCPM | SHORT |
| 4.2 Develop public transport initiatives which enable a rapid shift towards active and sustainable travel modes. | a) Explore and develop digital wayfinding measures and provide real time travel updates via e-totems (ERDF funded). | Economic Growth | Place & Environment / TfWM | Highways & Transport/ TfWM | MEDIUM |
| | b) Implement the Emergency Active Travel Fund Grant 2020-21 to encourage more / safer cycling and walking in the borough including temporary traffic management measures, a new 'pedestrian and cyclist friendly zone' in Walsall Town Centre, installing additional cycle parking on council owned land, as well as remarking and resigning existing cycle routes/infrastructure. | Economic Growth | Place & Environment / TfWM | Highways & Transport/ TFWM | SHORT |
| | c) Implement Local Cycling & Walking Infrastructure Plan (LCWIP) Cycling and Walking Measures to make significant improvements to cycling and walking infrastructure (subject to funding) including: 1) LCWIP Corridor: Rushall to Brownhills via B4152 2) LCWIP Corridor: Darlaston to Walsall town centre via A4038 3)LCWIP Corridor: Wolverhampton City Centre to Walsall 4) LCWIP Corridor: A34 Perry Barr Extension through to Walsall 5) Core Walking Zone: Walsall to Willenhall. | Economic Growth | Regeneration & Economy / TfWM | Strategic Transport / TFWM | LONG |
| | d) Review potential railway station developments, | Economic Growth | Place & Environment / TfWM | Highways & Transport / TfWM | LONG |
| | e) Review electric bus feasibility options. | Economic Growth | Place & Environment / TfWM | Highways & Transport / TfWM | LONG |

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| 4.3 Promote and encourage ultra-low and low emission vehicles in Walsall and sustainable transport options in accordance with the Transport in Walsall Strategy 2017-22 and the West Midlands / Black Country Ultra Low Emission Vehicle Strategy. | a) To accelerate and amplifying the EV / hydrogen transition in anticipation of a 2035 ban on the sale of conventional vehicles, including coordinating with TfWM to support installation of additional rapid and ultra-rapid chargers. | Economic Growth | Place & Environment / TfWM | Highways & Transport / TfWM | LONG |
|---|---|---|---|---|---|
| | b) Publishing a local public transport decarbonisation action plan. | Economic Growth | Place & Environment / TfWM | Highways & Transport / TfWM | LONG |
| | c) Review off-street electric vehicle charging in Council owned car parks. | Economic Growth | Place & Environment | Highways & Transport | LONG |
| | d) Using planning policy to deploy charge points at retail and business car parks. | Economic Growth | Place & Environment | Highways & Transport | LONG |
| | e) Monitor and review air quality across the borough to determine whether national air quality objectives are being met | Economic Growth | Place & Environment | Highways & Transport | SHORT |
| | f) Promote behavioural change and establishing a programme to inform and encourage public / business switch to EV / hydrogen | Economic Growth | Place & Environment | Highways & Transport & TfWM | MEDIUM |
| 4.4 Explore and deliver a transition of the council's own fleet to electric | a) Development of a fully costed 'Green Fleet Proposal' to manage and reduce the environmental impact of Council fleet on emissions. | Internal Focus | Place & Environment (Highways & Transport) | CCPM / Fleet | MEDIUM |
| | b) Reduce unnecessary miles/trips and fuel costs by investigating optimum routes and maximising performance of the vehicles making use of Quartix telematics system currently installed on all vehicles. | Internal Focus | Place & Environment (Highways & Transport) | CCPM / Fleet | LONG |
| | c) To review and ensure that adequate infrastructure is in place to facilitate the greening of the Council and contractors' fleet by equipping all council offices, depots, car parks and sports facilities with charge points. | Internal Focus | Place & Environment (Highways & Transport) | CCPM / Fleet | LONG |
| | d) Review car pool scheme & consider the use of electric vehicles. | Internal Focus | Resources & Transformation | CCPM | LONG |

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| THEME 5. NATURE | | | | | |
|---|---|---|---|---|---|
| 5.1 Enhancing the borough's parks and green spaces to increase meadow, wetland, and green areas in Walsall. | a) Implementation of the Black Country Blue Network 2 ERDF Programme from September 2020 to March 2023- 16.85 hectares of woodland management, wildflower meadows, linear habitat features, hedge planting, pond desilting and enhancement, bulb planting, interpretation and sign posting and upgrading access. Delivered at several sites that are connected by greenways, canal network and public rights of way including Victoria Park, Kingshill Park, George Rose Park, Moorcroft Wood and Walsall Canal in Darlaston. | Communities | Place & Environment (Clean and Green) | Operations | MEDIUM |
| | b) Build on the Black Country's UNESCO Geopark status to attract investment into the area's geological heritage. | Communities | Place & Environment | Healthy Spaces | MEDIUM |
| | c) Secure external funding for the development of a 'Love Exploring App' which using augmented reality, mapping and trails, engages people with nature and encourages walking and active travel. | Communities | Place & Environment | Healthy Spaces | SHORT |
| | d) When new development is considered in areas with nature conservation value to ensure that risks can be manged through suitable adaptation measures. | Economic Growth | Regeneration & Economy | Planning | MEDIUM |
| 5.2 Investigate and cost opportunities to increase urban greening. | a) Develop greening strategy and Identify land to offset carbon through increased tree planting and creating wildlife friendly corridors. | Communities | Place & Environment (Clean and Green) | Operations | MEDIUM |
| | b) Integrate the management of green spaces with town centre master planning and regeneration strategies to allow the mitigation and adaptation benefits to be realised. | Economic Growth | Place & Environment (Healthy Spaces) | Operations | SHORT |
| | c) Conduct survey of Council car parks, estate, and buildings that could be suitable for greening, living walls and/or roofs. | Internal Focus | Regeneration & Economy | CCPM | MEDIUM |
| | d) Improve green environment around Council buildings to encourage walking during the working day. Further development of work with all schools to increase walking and to reduce car usage. | Communities | Place & Environment | CCPM & Clean & Green | MEDIUM |
| | e) Alignment with WMCA Virtual Forest Campaign and carbon offsetting. | Communities | Place & Environment (Healthy Spaces) | Operations | SHORT |
| 5.3 Conduct a viability study on parks and green spaces to integrate renewable energy such as solar thermal, PV or heat pumps and LED technology. | a) Conduct audit and costable options to introduce of lighting across parks building on installation of LED lighting in the Arboretum to increase efficiency savings. | Communities | Place & Environment | Clean & Green | MEDIUM |
| | b) Review equipment and replace with more efficient or battery operated technology. | Communities | Place & Environment | Clean & Green | MEDIUM |
| | c) Assess feasibility of solar panel installation at Bar Beacon & other Council parks/sites. | Communities | Place & Environment | Clean & Green | LONG |
| 5.4 Review of the Green Spaces Strategy and findings of the Walsall Open Space Study 2020 | a) Green Space Strategy renewal in 2022 to consider an increase of parks to Green Flag status. | Communities | Place & Environment (Healthy Spaces) | Operations | MEDIUM |
| | b) Volunteers Coordinators (litter picking) to support and engage with Friends Groups and the local community in helping our greenspaces achieve green flag standard. | Communities | Place & Environment | Clean & Green | MEDIUM |

| THEME 6. RESILIENCE & ADAPTATION | | | | |
|---|---|---|---|---|
| 6.1 Ensure all Council services and operations are adaptable to a changing climate. | a) Review of Walsall Resilience Strategy ensuring plans are updated to reflect the changing climate risk. | All | Place & Environment | Emergency Planning Team SHORT |
| | b) Work with our partners to understand the current and future risks of flooding and review plans with West Midlands Local Resilience Forum & Black Country Local Resilience Forum. | All | Place & Environment | Emergency Planning Team SHORT |
| | c) The development of Walsall Resilience Risk Register. | All | Place & Environment | Emergency Planning Team MEDIUM |
| | d) We will ensure business continuity planning at the council is resilient to climate impacts - preparing and assessing business continuity plans. | All | Place & Environment | Emergency Planning Team MEDIUM |
| 6.2 Align climate action with regeneration, construction and planning policy to enable economic prosperity and promotion of sustainability. | a) Review of the Black Country Plan with further regard to sustainable development and the governments emerging proposals in the Environment Bill and other planning policy regulations. | All | Regeneration & Economy | Planning MEDIUM |
| | b) Promote sustainable design in construction & planning to reflect changes in national policy inc support for new homes built to net zero carbon standards. | All | Regeneration & Economy | Planning MEDIUM |
| | c) Determine planning applications requiring approval for Sustainable Urban Drainage (SUDs) systems. | All | Regeneration & Economy | Planning MEDIUM |
| 6.3 Reduce risk of flooding to estate, properities and infrastructure | a) Review and update of Walsall Flood Management Plan 2020-23. | All | Place & Environment | Emergency Planning Team SHORT |
| | b) Annual training and exercise (multi agency every 3 years) | All | Place & Environment | Emergency Planning Team SHORT |
| 6.4 Plans in place for emergencies - Issuing alerts in the events of severe weather, increased temperatures and flooding | a) To review and update ' Warning & Informing Policy' to reflect climate change risk. | All | Place & Environment | Emergency Planning Team MEDIUM |
| | b) Work with communities and businesses to increase resilience to future changes in climate including the development of an engagement programme (briefing events / toolkit) to support Walsall businesses and community groups with continuity planning. | All | Place & Environment | Emergency Planning Team MEDIUM |

# Cabinet – 21 October 2020

# Walsall Revised Local Development Scheme

**Portfolio:**      Councillor A Andrew- Deputy Leader and Regeneration Portfolio

**Related portfolios**: n/a

**Service:**      Regeneration, Housing & Economy

**Wards:**      All

**Key decision:**      Yes

**Forward plan:**      Yes


## 1.      Aim

1.1      To update the Walsall Local Development Scheme (LDS) to reflect the proposed changes to the published LDS and to reflect updates that have been made to the Local Plan (or Local Development Framework). The Council is required by law to determine planning applications in accordance with the development plan unless material considerations indicate otherwise. Statutory development plans are therefore very important plans for economic development and regeneration, protecting land uses and supporting the physical enhancement of the Borough, which have to be carefully prepared, subjected to public scrutiny, and examined by independent Planning Inspectors, before they can be adopted.

1.2      Currently the Council is undertaking a significant piece of work with the Black Country Local Authorities to review the Black Country Plan (BCP) - and known currently as the adopted Black Country Core Strategy (2011-2016) - and by updating the LDS the Council will be formalising the proposed changes to the timetable for this work. It is important to communicate to stakeholders of the Black Country Authority's intentions so the aim of the report is to publish a revised timetable for the BCP.

## 2.      Summary

2.1      This report sets out the proposed revisions to the Walsall Local Development Scheme (LDS) following two changes that require it to be updated- The revised LDS can be found at **Appendix A** to this report. These changes are the adoption in January 2019 of the Walsall Site Allocation Document (SAD) and Walsall Town Centre Area Action Plan (AAP), and the proposed amendments to the Black Country Plan timetable. Cabinet last approved the LDS in October 2018. It is now necessary to present the reasons for the proposed revisions to Cabinet in order that the LDS can be re-published and to ensure the Council meets is statutory responsibilities under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended)

2.3     The report is a key decision as whilst the revisions to the LDS do not in themselves impact on the Borough as a whole (the Local Plan for which the LDS describes does and is the matter of separate Cabinet decisions at the appropriate time) the revisions will see an increase in the budget required to implement the revisions incurred by the preparation of the Black Country Plan.

## 3.     Recommendations

3.1     That Cabinet approves the revised Local Development Scheme (at **Appendix A** to this report) and resolves to bring it into effect as of 21 October 2020.

## 4.     Report detail – Know

4.1     Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Local Planning Authorities to prepare and maintain a Local Development Scheme (LDS). This means the Council has a statutory requirement to have an LDS. The LDS must set out what plans are to form part of the Local Plan, the subject matter and geographical area to which each plan is to relate, and the timetable for their preparation.

4.2     Walsall's LDS was first produced in 2005 and has been revised several times as the Council has kept its plans under review.  The last revision was in October 2018. It has become necessary to revise the LDS for two reasons. Firstly to reflect the adoption of the Walsall Site Allocation Document and Walsall Town Centre Area Action Plan. Secondly to update the timetable for the Black Country Plan (BCP) (otherwise known as the review of the Black Country Core Strategy).

4.3     The Walsall Site Allocation Document (SAD) and Town Centre Area Action Plan (AAP) went through independent examination in September/October 2017. This was followed by public consultation on the Inspectors Proposed Modifications to the plans which took place between February and April 2018. These modifications were considered necessary by the Inspector in order to find the plans 'sound'. Following the publication of the Inspector's Reports the SAD and AAP was adopted by Full Council in January 2019. The adoption of these two key development plans is providing the Council with a strong framework for decision making that is facilitating the delivery of development to meet Walsall's housing and economic needs to up 2026, and informing the review of the BCP.

4.4     The Town Centre AAP is a statutory document based on a sound and tested evidence base. A statutory plan provides the only basis for formally allocating sites and is the only way in which policies can be given full weight legally in decision making. The policies within the AAP have been developed in a way that provides flexibility to account for the dynamic and changing nature of town centres and alongside the Walsall Town Centre Masterplan, the AAP provides the mechanism to commit the Council to implementing the AAPs regeneration strategy.

4.5    The review of the Black Country Plan (BCP) will provide the updated statutory framework within which the four Black Country Local Planning Authorities will make decisions about the use and development of land.  It will support each Council's economic and corporate priorities, and enable the progression of regeneration plans, transportation strategies etc. The revised plan will allocate land for development including housing (including affordable housing) and for industry and business (including investment in strategic and town centres), as well as including policies to protect the environment and important heritage assets to 2039. Work on the review of the BCCS began in 2016 and has focussed on production of key evidence to establish up-to-date housing and employment land requirements. This work informed the development of an Issues and Options Report. Consultation on Issues and Options took place from 3 July 2017 for 10 weeks and included a 'Call for Sites' inviting land owners and developers to put forward potential development sites. The consultation included a launch event for key stakeholders, local events, press articles and a social media campaign involving a series of videos.

4.6    At its meeting 24 October 2018 Cabinet received a report setting out the reasons for an amendment to the then published timetable for the review of the BCP. It detailed that the primary change to the timetable was the removal of the Preferred Option stage and it advocated progression straight to a Draft Plan for consultation. This was to allow more time to understand the very complex evidence that informs the preparation of the Draft Plan. The published timetable within Walsall's LDS is set out in Table 1 below:

*Table 1*

| Plan preparation stage | Timescale |
|---|---|
| Issues and Options Cabinet Report | June 2017 |
| Issues and Options Report Consultation | July- August 2017 |
| Cabinet consideration of Draft Plan | September 2019 |
| **Draft Plan Public Consultation** | October-November 2019 |
| Cabinet consideration of Publication version of BCP | June 2020 |
| **Publication Public Consultation** | July-September 2020 |
| **Submission of Plan** | October 2020 |
| **Examination** | Spring 2021 |
| **Adoption** | Autumn 2021 |

4.7    Since the last update to Cabinet, the collation of evidence to inform the Draft Plan stage has proven to be a more extensive and resource consuming task than was then envisaged. In view of this Walsall chose not to update its LDS during 2019 pending better definition of the timetable when others may have done so but agreed via resolutions of the Association of Black Country Authorities.

4.8 External consultants have been appointed across a range of plan topic areas where their expertise has been drawn upon to produce the necessary evidence. In 2019 the Black Country Local Authorities (ABCA) agreed to publish some of the draft evidence that has been collated to date, this evidence includes:

- Green Belt Assessment and Landscape Sensitivity Assessment
- Black Country Urban Capacity Study Update 2019
- Historic Landscape Characterisation Study
- Site Assessment Methodology Summary
- Utilities Capacity Study
- Ecological Study

For Duty to Cooperate reasons the Black Country has chosen to publish emerging draft evidence for the BCP (found on the BCP website) and it has been used to demonstrate the BCP progression and our emerging housing and employment needs.

4.9 By the fact that the Black Country has not been able to complete the collation of its evidence base and complete its full assessment of the Call for Sites there are delays to the timetable. Most recently the ABCA has received reports outlining the current pressures on the BCP timetable and why it will no longer be possible to achieve the milestone dates set out. The reasons presented for the delay to the timetable include:

- Covid-19: This has had a short term impact on local authority resources and capacity as well as that of the BCP consultants. This has created a 2-3 month delay. Whilst many of the logistical and communication issues are now resolved the time cannot be easily made up. This is affecting all local plans across the UK, as acknowledged by the Governments Chief Planning Officer in April 2020 when he advised local authorities that their Plan timetables will need to be reviewed and re-programmed.

- Covid 19: The medium and longer term economic impacts of Covid-19 and whether the UK will enter into a prorogued recession is still unclear. This may affect the BCP current baseline and forecast positions assumed by our existing (or due to be prepared) evidence. Whilst steps are being taken by the UK Government to minimise the economic impact, any slowdown in housing delivery, the forecast growth of business, or the continued impact on Strategic Centres may change the approach to our viability and delivery evidence. This creates a risk that the evidence will need to be updated after the Draft Plan stage to take account of any significant economic changes, and the proposed revised timetable now allows this to take place.

- West Midlands Interchange: The Black Country has been awaiting the Secretary of State's (SoS) decision on the consent for the West Midlands Interchange (WMI). This was delayed from February 2020 to April 2020. It was important for the BCP to await this decision as it has a direct relationship to how the BCP might consider its needs to provide additional land for employment. The SoS has granted consent for the WMI.

4.10 Taking these considerations into account, the Association of Black Country Authorities have been consulted on a revised BCP timetable as set out in Table 2. It is this revised timetable that is now included in the revised LDS at **Appendix A.**

*Table 2*

| Plan preparation stage | Timescale |
|---|---|
| Publish revised timetable, publish further evidence and re-open 'call for sites'. | July 2020 |
| Publish delivery evidence to update development capacity across the Black Country | December 2020 |
| Cabinet consideration of Draft Plan | July 2021 |
| **Draft Plan Public Consultation** | August-September 2021 |
| Cabinet consideration of Publication version of BCP | July 2022 |
| **Publication Public Consultation** | August-September 2022 |
| **Submission of Plan** | March 2023 |
| **Examination** | April 2023 - March 2024 |
| **Adoption** | April 2024 |

4.11 The above timetable has also provided an opportunity ahead of the Draft Plan consultation stage to re-open the 'Call for Site's process. The second call for sites opened on 9 July 2020 and closed on 20 August 2020. At that same time the Black Country published additional evidence in the form of:

- Black Country Waste Study
- Black Country Minerals Study
- Strategic Flood Risk Assessment

Cabinet will recall that the call for sites process is a recognised stage of a plan allocation process as it provides land owners and promoters to put forward land use proposals along with substantiating evidence to be considered in the plans preparation. National planning policy guidance (para 25) states that where insufficient sites are identified to meet development needs, a further call for sites should be carried out. Re-opening the call for sites has provided stakeholders the opportunity to put forward new sites or update site information previously submitted, to inform the plan process. It is also proposed later in the calendar year that the Black Country Authorities will publish further evidence to provide updated and further information to substantiate our housing and employment needs as well as support our Duty to Cooperate neighbouring local authority partners who are taking forward their Local Plans. These local plans may be considering how they can meet the Black Country's needs through the allocation of sites in their plans.

***Council Corporate Plan priorities***
4.12 The Council's Corporate Plan 2018 – 2021 sets out the Council's purpose along with the priorities, with the aim of reducing inequalities and maximise potential.

Having a programme of plans that look to delivery development in the borough in the right locations directly links to the Council's priority of "*economic growth for all people, communities and businesses*". It also links to the Council priority of ensuring "*communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion*" by ensuring we have a programme of plans that continue to identify land to meet our housing needs.  Having a programme of plans also supports the Council priority of ensuring our residents have *"increased independence, improved health and can positively contribute to their communities".* Planning documents provide the mechanism for ensuring communities have access to opportunities, services and facilities which can support healthy living and independence. The consultation process behind plan making also provides real opportunities for communities to engage in the future of the borough.

### *Risk management*

4.13    It is a requirement of planning legislation as set out in Section 19 of the Planning and Compulsory Purchase Act 2004 (as amended) that an LDS must be in place and up-to-date to order to submit plans for examination by the Secretary of State. Failure to have a Local Plan that is based on sound evidence could result in the borough having insufficient land to meet the need for housing, employment and other land uses that are necessary to support the economic and environmental well-being of the area. It could also result in development being placed in the wrong locations, leading to an inefficient use of resources, traffic congestion and other harm. Having a Local Plan in place is also essential in order to defend the Council's position in planning appeals. Without an up to date Local Plan and commitment to review every 5 years, the Council/ Black Country Authorities risks intervention from central government and may compromise our ability to make decisions locally. Notwithstanding the current legislation, the Government is also consulting on a White Paper entitled '*Planning for the Future*' in which it proposes a streamlining and modernisation of the English planning system. Should any of the current proposals be formed into legislation, they could bring about changes to Local Plans and to the preparation of the BCP that in turn may have reputational, financial, timetable and legal implications on this revised LDS. At the time of writing this report, the Black Country Authorities are preparing a response to the White Paper that will be approved via the Association of Black Country Authorities governance ahead of submission by the end of October 2020.

### *Financial implications*

4.14    The work to prepare the BCP is being financed and funded jointly by the Black Country Local Authorities and through an external grant from MHCLG (then DCLG) of £560,000 which is due to be expended in full in 2020/21. The Council's contribution to the work on the BCP is being met through existing mainstream revenue budgets which provides the staffing and strategic resource towards the plans preparation and a one- off revenue reserve of £250,000 which is provided for the preparation of the evidence base through external experts and each stage

of the plans preparation including stages of consultation and the Examination in Public.

4.15    There is currently a balance of £43,456 remaining of the £250,000 allocated revenue reserve. It is forecast that the balance will be expended in full in 2020/21.

4.16    A review of the Black Country Plan budget has taken place in light of the changes to the timetable and possible requirement to 1) review and refresh the evidence base in view of current or future market conditions (during and post Covid-19) and 2) to extend the fixed term nature of some staff employed to work specifically on the Plan to reflect the elongated nature of the timetable. A new budget position will require each local authority to commit £380,000 over the lifetime of the Plan's preparation. This would equate to an additional £130,000 required as a contribution from Walsall Council. Whilst the overall Plan project budget has a contingency sum allowance, it is advisable that in seeking to budget effectively that the Council makes provision for its own additional contingency given the stage at which the Plan is at (pre-Draft Plan) and as such a an additional £20,000 (in addition to the £130,000) should be made available; bringing the total value of the Council's available budget to £400,000.

4.17    As such the Council has identified £150,000 from, its corporate resources to fund the further preparation of the Black Country Plan.

***Legal Implications***

4.18    Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Local Planning Authorities to maintain a LDS.

4.19    The need to follow the statutory and policy requirements has informed the timetables for plan production in the LDS, including the need for various assessments, for evidence and for public involvement.  As stated above in the section 5 of the report there is a need to have an up-to-date LDS in order to be able to submit plans for examination.

***Procurement Implications/Social Value***

4.20    There are no procurement or social value implications directly arising from this report.

***Property implications***

4.21    There are no property implications directly arising from this report. The policies and proposals in the BCP will apply to any Council land and property which is subject to a development proposal.  Liaison with corporate and public sector landlords will be required on an on-going basis.

***Health and wellbeing implications***

4 .22    There are no health and wellbeing implications directly arising from this report. One of the objectives of plan making is to ensure that the siting of new developments contributes to the health and well-being of residents of the borough, for example by being located where they can be accessed by walking and cycling.  Preparation of the BCP includes the carrying out of an integrated Sustainability Appraisal, Equality Impact Assessment and Health Impact Assessment.

***Staffing implications***

4.23    The Planning Policy Team in Regeneration and Development of the Economy Environment & Communities Directorate will provide the majority of resources for Local Plan preparation and the overall management of plan production.  Significant contributions on some matters will, however, also come from other teams within the Directorate. In some cases these other teams will take the lead on the preparation of individual documents or issues.

### *Reducing Inequalities*
4.24    Preparation of the BCP includes the carrying out of an integrated Sustainability Appraisal, Equality Impact Assessment (EqIA) and Health Impact Assessment. One of the objectives of the BCP will be to ensure that jobs, homes and services are provided for all residents of the borough including groups such as gypsies and travellers.  All Local Plans need to be produced in accordance with the Statement of Community Involvement (SCI) which sets out the Councils commitment to engagement with all communities, including minority ethnic communities, faith based communities, disabled groups and individuals, young people, people on low incomes and the business community. This approach is designed to ensure that those communities that traditionally have not had their say on planning decisions are able to influence the planning process.

### *Consultation*
4.25    The Local Plan documents are being prepared in accordance with the approach to community involvement as set out in legislation and national policy and in the Council's Statement of Community Involvement (SCI).


## 5.0    Decide

5.1    As part of the preparation of the revised LDS the Black Country Authorities have prepared and considered alternative timetable options, having also considered how such timescales meet a range of strategic, political and technical objectives. Having consulted on these options with Black Country senior officers, Portfolio Holders and Leaders the timetable presented in the revised LDS represents the preferred timetable for the reasons considered elsewhere in this report.


## 6.    Respond

6.1    Should Cabinet resolved to approve the revised LDS then the new timetable will be published. Offices are continuing to prepare the BCP in parallel to the recommendations of this report.


## 7.    Review

7.1    The process of plan making is a one involving continual review given the need to collate, present and consult on plans, policies and site allocations. The LDS itself will continue to be kept under review as required by the legislation and reported to Cabinet accordingly.


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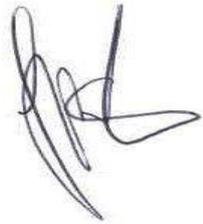
Simon Neilson
Executive Director

2 October 2020

Councillor Andrew
Portfolio Holder

21 October 2020

**October 2020**

**Walsall Council**

**WALSALL LOCAL PLAN**

**LOCAL DEVELOPMENT SCHEME**

**9th Revision**

**(Effective from 27 October 2020)**

# SUMMARY

The Local Development Scheme (LDS) is the list of documents that comprise the Council's development plan. These are the documents that are used to determine planning applications and for various other statutory purposes. The LDS also specifies the timetable that the Council intends to follow to prepare and revise new and existing development plan documents (DPDs). These documents will form part of the Local Plan (also known as the Local Development Framework - LDF) once they are adopted.

Walsall's LDS was first produced in 2005 and has been revised several times as the council has kept its plans under review.  The last revision was in October 2018.  It has become necessary to revise the LDS to reflect the adoption of the Site Allocation Document and Town Centre Area Action Plan and to update the timetable for the Black Country Plan (otherwise known as the Black Country Plan) Core Strategy (BCCS) Review).

The LDS will be kept under review to help ensure the Council's plans are kept up-to-date. In between reviews the Council's website will include information on progress with the various documents proposed.   See https://go.walsall.gov.uk/language/en-us/planning_and_building_control/planning_policy/local_plans/ldf_core_strategy

A number of terms and abbreviations are used through this document. These are explained in the Glossary at the end.


# HOW TO FIND OUT MORE

For more information about any of the issues raised in this LDS please contact:
Walsall Planning Policy Team,
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# CONTENTS

# 1. INTRODUCTION

## The Local Development Scheme

1.1    Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires local planning authorities to prepare and maintain a scheme to be known as their Local Development Scheme (LDS). This must specify which Local Development Documents (LDDs) are to be Development Plan Documents (DPDs), the subject matter and geographical area to which each DPD is to relate, and the timetable for the preparation and revision of the DPDs.

1.2    It was formerly a requirement for authorities to submit their LDS to the Secretary of State but this requirement was removed as a result of the Localism Act 2011.

1.3    DPDs form part of a portfolio of documents that together comprise the Local Plan. The Local Plan was formerly known as the Local Development Framework (LDF), although this term is not referred to in the legislation. There are three types of LDDs prepared by the Council[1] that can comprise the Local Plan:

- Old-style plans – adopted plans pre-dating the 2004 system, such as UDPs;

- Development Plan Documents (DPDs) – plans that can allocate sites for development and/or set out policies that are used as the basis to determine planning applications; and

- Supplementary Planning Documents (SPDs) – plans that supplement the policies in an old-style plan or an adopted DPD.

1.4    Adopted DPDs and 'saved' policies from old-style plans together comprise the statutory Development Plan. When making decisions on planning applications and for certain other functions, the Council (and planning inspectors or the Secretary of State when applications go to appeal or are called in) have to make determinations in accordance with the development plan unless material considerations indicate otherwise. Statutory development plans are therefore very important plans, which have to be carefully prepared, subjected to public scrutiny, and examined by independent Planning Inspectors, before they can be adopted.

1.5    The intention is that over time, the old-style UDPs and other similar plans will be replaced with new DPDs. These have tended to include a Core Strategy, which provides an overall 'spatial strategy' and broad strategic policies for the area, and a Site Allocation Document, which identifies specific sites and areas for development. Planning authorities can also prepare Area Action Plans (AAPs) for particular areas where major change or regeneration is expected to take place.  Over recent years Government has encouraged a move towards areas having fewer plans, with one plan fulfilling a variety of roles, but now it appears there is an allowance for flexibility as to what plans are produced, so long as each authority is moving towards having 'a' Local Plan that is up-to-date.

1.6    As well as the LDS, the Council also has to have a Statement of Community Involvement (SCI), a plan that sets out how the Council will involve local communities in the planning process.  The Council also has to produce an Authority's Monitoring

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[1] Neighbourhood Plans, prepared by local communities under the Localism Act 2011 can also become part of the Local Plan; see https://www.rtpi.org.uk/planning-advice/neighbourhood-planning/ There are no neighbourhood plans in Walsall at present.

Report (AMR) at least annually, to summarise the progress the Council has made on preparing new LDDs, and implementing the policies in adopted LDDs.

1.7     When the Local Plan system under the 2004 Act first came into effect, the LDS was required to include details of all the LDDs being prepared, including the SCI and SPDs, but this is no longer the case. Following the Planning Act 2008, the LDS is only required to contain details of the DPDs in preparation. However, for completeness, in the section below and in Appendix 4 we have included a summary of all of the plans currently in the Walsall Local Plan, and the dates they were adopted.

1.8     The glossary at the end of this LDS gives a fuller explanation of some of the main terminology used in the Local Plan system. To find out more about the planning system you can visit the website of the Department for Communities and Local Government (CLG) at https://www.gov.uk/government/topics/planning-and-building.

1.9     The LDS will be reviewed as necessary.  Reviews are needed to take into account changing circumstances, such as where the AMR tells us that policies in adopted plans are not working.  There may also be a need to review the LDS when new plans are adopted, or to take account of changes to the planning system, new development trends, or the changing priorities of the Council and its partners.  The LDS is also required to be updated to reflect progress on completing new DPDs.

## Walsall's Local Plan

1.10    Since the first version of the LDS was produced in March 2005, the Council has produced the following documents:

- The Black Country Core Strategy (BCCS) has been prepared in conjunction with Dudley MBC, Sandwell MBC and Wolverhampton City Council, and was adopted on 3 February 2011.
- The Walsall Site Allocation Document (SAD) adopted on 7 January 2019
- The Walsall Town Centre Area Action Plan (AAP) adopted on 7 January 2019
- SPDs on:

    (1) Affordable Housing (July 2005, Revised April 2008)

    (2) Open Space, Sport and Recreation (April 2006)

    (3) Walsall Waterfront (November 2006)

    (3) Healthcare (January 2007 but revoked in February 2012)

    (4) Education (February 2007 but revoked in February 2012)

    (5) Designing Walsall (February 2008 and revised July 2013)

    (6) Natural Environment (April 2008 and revised July 2013)

    (7) Shop Fronts (April 2005)

    (8) Black Country Air Quality (February 2017- prepared in conjunction with Dudley MBC, Sandwell MBC and Wolverhampton City Council)

1.11   Appendix 4 lists the LDDs that have been completed.  In addition, The Statement of Community Involvement (SCI) was adopted by the Council in June 2006 and revised in both February 2012[2] and November 2018.

## The Statutory Development Plan for Walsall

1.12   The Council is required by law to determine planning applications in accordance with the development plan unless material considerations indicate otherwise. Statutory development plans are therefore very important plans, which have to be carefully prepared, subjected to public scrutiny, and examined by independent Planning Inspectors, before they can be adopted.

1.13   Until 2004, the statutory development plan for Walsall was contained within a single plan: the Walsall UDP.  However, the 2004 planning reforms changed this.  The legal definition of the statutory development plan (in Section 38 and Schedule 8 of the Planning and Compulsory Purchase Act 2004 as amended) currently comprises 'saved' policies in adopted old plans and the development plan documents adopted or approved for the area. Regional Spatial Strategies were also formerly part of the development plan until they were revoked under the Localism Act 2011.

1.14   The Walsall UDP policies were automatically 'saved' under the transitional arrangements for the new planning system for 3 years from adoption.  However, in response to a request from the Council, a Direction issued by the Secretary of State in December 2007 saved almost all of the policies in the plan.[3] Four policies that were not 'saved' ceased to have effect from 8th March 2008.

1.15   The adoption of the BCCS in 2011 has meant that some of the 'saved' UDP policies have now been replaced by new policies in the BCCS.  However, the 'saved' policies that have not been replaced by the BCCS will remain part of the development plan until they are replaced by policies in future DPDs.  Appendix 2 lists the policies in the 2005 Walsall UDP, showing which ones have not been 'saved', which ones have been replaced by policies in the BCCS, and which were be replaced by the new DPDs..

1.16   In addition to the UDP, the BCCS, the SAD and the APP, the Council has prepared various Supplementary Planning Guidance (SPG) documents and Supplementary Planning Documents (SPDs) to elaborate and explain UDP policies. As mentioned above, SPDs no longer have to be included in the LDS, although the SPDs that have been completed, revised or revoked are listed in Appendix 4.

## The Relationship of Walsall's Local Plan to Other Plans

1.17   As well as providing the overall planning framework for the area and being consistent with other development plans for adjoining areas, the Local Plan is expected to be sensitive to related local requirements and aspirations.  Accordingly, the BCCS embraced the proposals of the Sustainable Community Strategies prepared by the authorities' Local Strategic Partnerships (in Walsall the 'Walsall Borough Strategic Partnership', WBSP), and other local strategies. The Deregulation Act 2015 has

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[2] https://go.walsall.gov.uk/ldf_statement_of_community_involvement

[3] See https://go.walsall.gov.uk/Portals/0/images/importeddocuments/walsall_udp_saved_gowm_letter_06_dec_2007.pdf

removed the statutory requirements for sustainable community strategies to be prepared and for Local Plans to have to have regard to such strategies.

1.16 Future work on the Local Plan could support community aspirations for 'neighbourhood planning'. However, no applications to set up neighbourhood forums or prepare neighbourhood plans have been submitted in Walsall to date. Any neighbourhood plans would need to be in general conformity with the strategic policies of the adopted BCCS,the SAD and the AAP.

# 2. OVERVIEW OF THE APPROACH TO THE LOCAL PLAN

**Structure of the Local Plan**

2.1    Besides this Local Development Scheme (LDS) and the saved policies of Walsall's UDP that have not been replaced by the BCCS, the basic components of the Walsall Local Plan are as follows.

**A)    Borough-Wide Documents**:

- Black Country Core Strategy (BCCS)

- Site Allocation DPD (the 'Walsall SAD') this does not include Walsall Town Centre or the five district centres of Aldridge, Brownhills, Bloxwich, Willenhall or Darlaston).

**B)    Area Action Plans**:

- Walsall Town Centre Area Action Plan (AAP)

**C)    Supplementary Planning Documents**

- As required (see paragraph 1.8 and Appendix 4, no SPDs are in preparation at the time of writing).

2.2    Other Documents that are or have been the subject of preparation work.

- Statement of Community Involvement (SCI)

- Authority's Monitoring Report

- Charging Schedule for the Community Infrastructure Levy (CIL) (was in preparation with the SAD and AAP but has been suspended in light of the Government Review announced in the 2017 Housing White Paper)

**A) Borough-Wide Documents**

**Black Country Core Strategy**

2.3    The key DPD is the Core Strategy, which, as noted previously, has been prepared and adopted jointly with Dudley, Sandwell and Wolverhampton councils to cover all four Black Country boroughs.  The Core Strategy seeks to apply a regeneration strategy across the area and bring it together with other local plans and strategies to provide a strategic spatial plan for the area.  It sets out the main objectives for the area, a spatial strategy, and core policies, and it explains how these will be implemented and monitored.  The BCCS sets out the amounts of development to be planned for and the broad locations where it can be accommodated most sustainably. The broad locations and strategy are illustrated on a spatial strategy diagram and more detailed diagrams illustrate how the strategy might look for strategic centres (including Walsall Town Centre) and for regeneration corridors.

2.4    The BCCS was adopted in February 2011.  It has replaced some of Walsall's UDP policies that had previously been saved.  This LDS revision sets out the programme for consultation on a review of the BCCS.

**Site Allocation DPD (the 'Walsall SAD')**

**2**.5     Whilst the BCCS sets out the strategy for the Black Country, identifies some strategic locations and puts forward important over-arching policies, it does not allocate sites for development.  To make such allocations for housing, employment and other uses, to identify assets for protection and to update the UDP it is necessary to have site allocations.  This is considered to be particularly important in ensuring that the Borough can safeguard and provide sufficient land for employment, and to support infrastructure planning. The Site Allocation DPD is  accompanied by an update of Walsall's UDP Proposals Map. The Proposals Map is  known as the Adopted Policies Map. The Site Allocation DPD and Walsall Town Centre AAP was adopted on 7 January 2019.

2.6     Rather than include development management policies, as proposed previously, it was concluded that  that the necessary policies can be provided through the use of 'saved' UDP policies and national policies, with the possibility of a separate future document when resources allow.

**B) Area Action Plans (AAPs)**

**Walsall Town Centre Area Action Plan**

2.7     The BCCS confirms that Walsall Town Centre has a strategic role and as one of the Black Country's 'Strategic Centres' (with Brierley Hill, West Bromwich Town Centre and Wolverhampton City Centre) its ability to attract and accommodate investment in shopping, offices, leisure and culture will be of vital importance for the regeneration strategy.  However, the work for the BCCS indicated concerns that Walsall would lose market share if it did not compete with developments elsewhere, whilst at the BCCS Examination in Public issues were raised, concerning the locations for investment in the centre, which would most effectively be addressed at the local level.  In response, an AAP has been prepared for Walsall Town Centre.  This identifies and allocates sites and opportunities for development and investment and co-ordinates these with the necessary infrastructure as well as with environmental and management improvements (which can be brought forward in parallel with the statutory processes).

2.8     The need for subsequent replacement of the UDP Inset Plans for the smaller Town / District Centres (Aldridge, Bloxwich, Brownhills, Darlaston and Willenhall) will be considered in future reviews of the LDS. The UDP Inset Plans for the District Centres will be saved and then modified as necessary as replacement DPDs are adopted.

**C) Supplementary Planning Guidance (SPG) and Supplementary Planning Documents (SPD)**

2.9     Walsall has a number of items of SPG prepared under the old planning system, as listed in an appendix to the UDP.  This SPG cannot be automatically transferred into a Local Plan document with the status of the new-style SPD, but it can retain its status as a material consideration, as long as it is linked to saved policies in the UDP that are still in operation.  Whilst, on the same basis as for SPD, there is no requirement for existing SPG to be set out in the LDS, the SPG that have been linked to the UDP are listed in Appendix 3 for ease of reference.

2.10   SPDs, under the Local Plan system, have been prepared to elaborate upon development plan policies.  So far, these have been on saved UDP policies; an SPD on Affordable Housing has been adopted and then reviewed, and SPDs have been adopted on Open Space, 'Walsall Waterfront', Healthcare, Education Provision, Design and also the Natural Environment. The SPDs on Healthcare and Education provision have subsequently been revoked as they did not comply with the CIL Regulations and there was a lack of supporting up to date evidence. The Design and Natural Environment SPDs have been revised to take account of changes in legislation and policy, including the adoption of the BCCS.  A more recent SPD has been produced on Shop Fronts which is based on both UDP and BCCS policies.  The latest SPD to be adopted was produced jointly between the four Black country authorities and elaborates on the BCCS policies along with national policies and guidance.  The programme for future work on SPDs no longer has to be set out in the LDS, but Walsall's existing SPDs are listed in Appendix 4.  No further SPDs are in preparation at the time of writing, however, consideration may be given to future plan making work beyond what is set out in this LDS, and this might include the future production of SPDs.


## Other Documents


## Statement of Community Involvement

2.11   The Statement of Community Involvement (SCI) outlines how the Council will involve local communities, stakeholders and others in the preparation of LDDs and the consideration of planning applications. It has regard to the consultation strategies of the Council and the then Walsall Borough Strategic Partnership (WBSP), and it aimed to reduce any potential duplication of consultation activity that may be taking place on other initiatives.  The original version was adopted by the Council in June 2006 and a revised versions were  adopted in February 2012 and November 2018.

## Authority's Monitoring Report (previously the Annual Monitoring Report)

2.12   Local authorities are required to produce a report at least once per year on what developments have taken place to measure progress against targets and indicators set out in the development plan as well as by Government.  This includes progress on plan-making in terms of the extent to which the programme in this LDS is being met.  Walsall's latest Authority's Monitoring Report can be found on the Council's website[4].  Aspects of the BCCS will be monitored jointly with Dudley, Sandwell and Wolverhampton Councils.

## Charging Schedule for the Community Infrastructure Levy

2.13   The Community Infrastructure Levy (CIL) was introduced as a mechanism to fund the provision of infrastructure such as open space. It was proposed by the Government in part to replace contributions that were previously provided through Section 106 agreements made in conjunction with planning permissions. CIL is charged on new developments based on a fixed rate per square metre for each type of land use.

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[4]   https://go.walsall.gov.uk/annualmonitoringreport

2.14   It was the intention that the CIL Charging Schedule would be submitted for independent examination by an appointed examiner at the same time as the SAD and AAP was submitted to the Secretary of State. However, the Housing White Paper published on 7th February 2017 stated that the Government will examine the options for reforming the system of developer contributions. In view of this likelihood of significant changes to CIL taking place before the Council was in a position to adopt and implement a charging regime, Cabinet on 15th March 2017 accepted the recommendation that the draft Charging Schedule should not be submitted for examination at this time and that work on CIL should be suspended. This was to avoid potentially abortive further work being done. At present there is no agreed timetable for progressing CIL in the short term, however work is currently taking place to explore how the additional infrastructure that is likely to be required to support the growth proposed in the emerging Black Country Plan will be delivered. It may be that the result of this work will require the introduction of a Charging Schedule.

2.15   The Charging Schedule would not form part of the statutory development plan nor would it have to be included within the Council's LDS.

# 3.     PROGRAMME FOR FUTURE DPD PREPARATION

**Black Country Core Strategy Review (otherwise known as the Black Country Plan)**

3.3     When the current Black Country Core Strategy (BCCS) was adopted there was a commitment to review it after 5 years. This was deemed necessary by the Planning Inspectors who examined the Plan to ensure the spatial objectives and the strategy are continually up to date, and also to ensure that the Plan reflects up to date national planning policy and guidance.

3.4     The review of the BCCS will plan for further into the future – up to 2039 – and will provide the updated statutory framework within which the four Black Country Local Planning Authorities will make decisions about the use and development of land.

3.5     The current programming for the review of the Core Strategy (now known as the Black Country Plan) is set out in the table below.   The timetable has been updated since the previous LDS in 2018 to take account of changes in stages of the plan's production. In commencing the review of the BCCS it has been determined that the in order to meet the projected housing and employment needs of the area that an allocations document will be needed. This means that whilst it was intended that the review would continue as a tier 1 strategic plan, the Black Country Plan (BCP) will now become a tier 2 document. The revised plan will allocate land for development including housing (including affordable housing) and for industry and business (including investment in strategic and town centres), as well as including policies to protect the environment and important heritage assets.

3.6     Along with a change in the approach to the preparation of the BCP there have also been changed made to the stages of the plan in order to support the delivery of the plan in the most expedient timescale possible with such a complex set of land use and policy considerations to resolve. As set out in the LDS 2018  there has been the removal of 'Preferred Options' as a separate stage, so the next stage of consultation will be on the Draft Plan.  The rolling of the Preferred Options stage into the Draft Plan allows for more time to understand complex evidence and address fully the consultation responses to the Issues and Options stage without a delay in the overall anticipated adoption date for the plan.  The DPD profile on the Black Country Plan which can be viewed in Appendix 1, contains more detailed information on the proposed timescales and chain of conformity.  In view of the complexity of the issues the Black Country Plan has to address and the likelihood that these might be affected by changing circumstances or new evidence[5] this programme will have to be kept under review.

**Other Documents**

3.6     There is no requirement to set out the programme for future work on any SPDs, on Walsall's SCI, nor on the Authority's Monitoring Report.

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[5] For example, the potential impact of Covid-19 on economic projections. The Government was also expected to announce in July 2020 proposals to amend the methodology for assessing housing need.

3.7    This LDS has to be primarily concerned with the programme of work on the DPDs currently in preparation, and the major commitment involved in commencing the review of the Black Country Core Strategy/ the Black Country Plan.  This is as far as it seems appropriate to take matters in this LDS; future reviews of the LDS will roll things forward.  If further LDDS are required as a result of the Black Country Plan or because of other changes, they will be set out in a future revision of the LDS.

## LDS PROGRAMME SUMMARY:
**Black Country Core Strategy Review 2017 – 2024**

| Plan preparation stage | Timescale |
|---|---|
| **Progress to date** | |
| Issues and Options Cabinet Report | July 2017 |
| Issues and Options Report Consultation | July- August 2017 |
| Call for Sites closed | June 2019 |
| **Next steps** | |
| Publish revised timetable, publish further evidence and re-open 'call for sites'. | July- August 2020 |
| Publish delivery evidence to update development capacity across the Black Country | December 2020 |
| Cabinet consideration of Draft Plan | July 2021 |
| Draft Plan Public Consultation | August-September 2021 |
| Cabinet consideration of Publication version of BCP | July 2022 |
| Publication Public Consultation | August-September 2022 |
| Submission of Plan | March 2023 |
| Examination | April 2023 - March 2024 |
| Adoption | April 2024 |

## 4.    RESOURCES AND MANAGEMENT

**Staff Resources for LDD preparation**

4.1     The broad resource and management arrangements for each LDD are set out in the profiles in Appendix 1. The main resources for Local Plan preparation and the overall management lead will come from the Planning Policy Team in Regeneration and Development of the Economy, Environment and Communities Directorate and this is programmed in the relevant service plan.  Significant contributions on some matters will, however, also come from other teams within the Economy, Environment and Communities Directorate – namely but not exclusively the Development Team, Development Management and Transport Strategy.   In some cases these other teams will take the lead on the preparation of individual documents or issues.

4.2     In addition there will be important contributions from others Directorates of the Council.

4.3     Local Plan documents will also be prepared in close liaison with external partners and organisations.  The Council will work in partnership with the 'key partners' identified in the Statement of Community Involvement (SCI) to facilitate contact with local communities when it comes to consultation on Local Plan documents.

4.4     The Black Country Plan is being produced jointly between the four Black Country authorities.  This is an effective way of managing resources and sharing expertise but means that the progress on the plan is dependent on joint decision making and in some cases the work of others.  As the Black Country Plan is a multi-dimensional strategy it will require professional input from a range of technical disciplines and statutory consultees at all stages of production

**Political Management**

4.5     The Council is responsible for approving DPDs, upon the recommendation of Cabinet.  Specific responsibility for the Local Plan within the Cabinet will be taken by the Portfolio Holder for Regeneration.  Responsibility for approving the LDS rests with Cabinet, although there is delegated authority for officers to make minor changes and up-dates.  Cabinet is responsible for approving the SCI and SPDs, as documents that are not part of the Local Plan.

4.6     Walsall's Cabinet and Council are also responsible for key political decisions on the Black Country Plan, and the other Black Country authorities equally have responsibility to make key decisions through their own political arrangements. However, the views of the four authorities are coordinated through informal meetings of the Association of Black Country Authorities (ABCA) which brings together Council Leaders and Chief Executives.

**Financial Resources**

4.7     In addition to the staff resources noted above, a budget will be needed to support Local Plan preparation on an ongoing basis. This will be used, for example, to fund any commissioned survey or consultancy work; the printing of documents; publicity and consultation; and the administrative costs involved in public examinations into DPDs. It is recognised that a significantly increased level of resources will be needed in the years when public examinations will be held – and this will become more frequent as work on the Local Plan proceeds.  The Council had successfully attracted a significant amount of New Homes Bonus and some of this had been allocated to

support Local Plan work to date. Further financial contributions towards particular aspects of Local Plan work may also be sought from Government and from other services or other organisations in the future.

4.8    A joint budget has been agreed to undertake the review of the BCCS.  This covers all stages of the plan making from the Issues and Options Consultation to examination and adoption.  Producing a joint plan is a cost effective way to plan for the area.  There may be a need to revisit the budget assigned to the review if further or more detailed evidence is required.  The budget will be kept under review at all stages on the Black Country Plan.

## Factors Influencing Delivery

4.9    The proposals for DPD preparation set out in this revised LDS are presently considered by the Council to be achievable.  However, there is inevitably a level of uncertainty associated with the process especially in terms of future plan production and it is relevant to consider any factors that might affect delivery so that these can be anticipated and planned for as far as possible. The following are seen as the main areas of risk.

### Staff and Other Resources

4.10   The Council is very much aware that there will be many conflicting demands on its limited staff resources throughout the Local Plan preparation process. Many of these place unforeseen pressure on staff time for example responding to Government Consultations or responding to planning applications in neighbouring areas.  The LDS work programme seeks to allow for this.

### Council Procedures

4.12   The timetable for producing DPDs is very much dependent upon obtaining, where necessary, Council and Cabinet approval for their revision, submission and approval.  Although the timetables have been produced with this in mind, factors, including the unforeseen rescheduling of Council meetings and any subsequent changes to 'lead in times' when preparing reports, together with the 'purdah period' during Council elections could have implications for delivering the DPDs in accordance with their anticipated timetables.  This will be monitored closely and we will inform the public and relevant stakeholders if it is likely that further amendments to their timetables are required.

### The Planning System

4.13   Despite recent amendments, the development plan system remains very complex and demanding.  Changes that have happened or been proposed in recent years include CIL, 'neighbourhood planning', amendments to the regime for managing changes of use of land and buildings,  and efforts to boost the housing market.  The National Planning Policy Framework has been revised and this places new requirements on Councils, such the introduction of a 5 year housing delivery test, which if failed, requires Council to production action plans, which can take resources away from plan making.

4.14   The continuing flow of initiatives could result in both planning objectives and the delivery process being reoriented towards meeting targets that mighty differ from the

current strategy for the Black Country as set out in the BCCS. Under the 'Duty to Cooperate', it is necessary to respond to local plans and other proposals both in the areas of Walsall's immediate neighbours and also further afield.

4.15    At the same time, the Government is seeking to place increasing emphasis on plan-making, in terms of legislative requirements (notably the Neighbourhood Planning Act 2017), policy requirements (the revised NPPF) and Practice Guidance (such as the proposal to consult on how the latest household projections might be used to prescribe local housing need figures that would support the Government's policy aspirations).

## Impact of Partners

4.16    Implementation is dependent on partners, both within and outside the Council. These may not be committed to the formal planning system, may not understand the requirements or may lack the resources or skills to do what's required.  The Black Country Plan  involves joint working with a number different partners and stakeholders including discussions over cross-boundary issues outside of the Black Country.  This may in turn impact on the programme for the Black Country Plan.

## Level of Public Involvement

4.17    It is difficult to predict precisely what the level of public interest and involvement will be for particular LDDs and hence the amount of time and resources that will need to be devoted to consultation.  It is possible given the nature of the BCCS Review that there will be substantial public interest in the plans as the four authorities look to plan to meet future needs.  The Council's intentions for public involvement are detailed in the SCI and this aims to strike a careful balance between the two objectives of public involvement and speed of preparation.

4.18    The Government has set great store in the need for 'front-loading' the involvement of stakeholders, developers and landowners in the plan preparation process (i.e. this taking place earlier in the process).  This is aimed at removing the introduction of new issues and proposals at later stages of the process and thereby hopefully reducing the objections that will need to be considered at a public examination.

## Capacity of the Planning Inspectorate

4.19    The Local Plan system envisages a greater number of independent public examinations, although they are expected to be shorter and more focussed.  The capacity of the Planning Inspectorate to achieve this will obviously have implications for the programming of DPDs by all local authorities.

## The Economy

4.20    The adopted policies of the Local Plan have been prepared during time of economic uncertainty and yet have recognised economic trends and provided evidence through examination that they are flexible to respond to changing circumstances. By their nature the BCCS and Walsall SAD and Town Centre AAP are regeneration strategies to support economic growth (and recovery). The economic crisis in 2008 saw a marked decrease in lending and house building. The subsequent recession showed the relatively narrow base of the Black Country economy and the limited viability of many potential development sites, particularly where these involve previously developed land that may be contaminated or suffer from ground instability. There was a period during the recovery from recession that has meant there has been

a significant decline in development and fewer resources available from planning obligations in that intervening period.


4.12   Now the UK, the Black Country, and Walsall face further economic uncertainties and challenges following the worldwide Covid-19 pandemic. At the time of updating the LDS it is forecast that the UK is entering into a further recession. Said recession is most likely to impact on delivery of current DPD targets and it is assumed to have an impact on the evidence base being collated for the Black Country Plan (BCP). The revised timetable of the BCP has in part being revised to take account of these uncertainties in the Black Country economy, with the revised timetable allowing time ahead of Draft Plan consultation for further evidence to be collected, and ahead of Publication consultation, to refresh the same evidence base.


4.13 Overall it is unfortunate but likely that a whole range of objectives are likely to be more difficult and take longer to achieve. Public resources, in particular those available to local authorities, are continuing to be reduced.  In addition to any Covid-19 recession the UK has left the Europeans Union and is also due to exit the transition period at the end of 2020; with trade deals still being negotiated at the time of revising the LDS there remains uncertainty of what impact 'Brexit' will have on the local economy when already facing a recessionary period. The preparation of DPDs will endeavour to take account of these circumstances and the LDS may need further revisions accordingly.

# 5. INFORMATION, MONITORING AND SUSTAINABILITY

**The Evidence Base**

5.1 A range of background work needs to be undertaken to produce the new planning documents. All LDDs need to be underpinned by an appropriate evidence base. Any new DPD will be examined by an independent Planning Inspector, and will have to pass the test of 'soundness'. Demonstrating 'soundness' will depend in part on the quality, robustness and credibility of the information and technical work underpinning the DPDs. Any supporting technical papers produced either by, or for, the Council will be made publicly available to assist public involvement in the Local Plan process.

5.2 The Black Country Plan review requires new technical work to be undertaken at a Black Country level to update the previous evidence base used to inform the strategy. This will involve careful consideration of the Black Country's future growth needs and the ability to accommodate such growth.

5.3 The Authority's Monitoring Report (AMR), and reviews of the LDS, will provide an opportunity to assess whether there are any new areas of technical work that will be needed to support LDD preparation (as well as possibly identifying the need to prepare or review individual LDDs).

**Sustainability Appraisal / Strategic Environmental Assessment, etc.**

5.4 A Sustainability Appraisal (SA) was carried out during the preparation of Walsall's UDP which was consistent with legislation and guidance at that time. For DPDs, the requirements are more rigorous. Current planning legislation requires all DPDs to be subject to a SA, whilst local authorities are also increasingly expected to consider the equality and health impacts of their proposals, with such assessments integrated with the SA. This was done in respect of the existing BCCS.

5.5 An SA was undertaken for each stage of the production of the Site Allocation DPD and Town Centre AAP. This was an iterative process which influenced the plans' development to ensure they deliver sustainable development. The SA was submitted with the DPDs for examination. A Strategic Environmental Assessment (SEA); Equality Impact Assessment (EqIA); and Health Impact Assessment (HIA) were incorporated into the SA for completeness and to ensure the potential impacts of the plans are fully considered.

5.6 Preparation of the Black Country Plan will include the carrying out of an integrated Sustainability Appraisal at each formal stage – and at later stages an Equality Impact Assessment and Health Impact Assessment.

5.7 Changes to the legislation mean that the SCI, SPDs and the CIL Charging Schedule no longer have to be subject to SA.

5.8 Separate legislation from EU Directives, transposed into UK law, also requires the impacts of local authority plans and programmes to be subjected to Strategic Environmental Assessment where there are likely to be significant environmental effects, and to require an 'appropriate assessment' under the Habitats Regulations where it is determined that there is likely to be harm the integrity of an internationally important biodiversity site. In relevant cases DPDs and also SPDs will need to be

screened and discussed with the relevant statutory bodies, to check whether assessments are required including potential impacts outside the area being planned[6].

5.9    The Black Country Plan  will also be screened to determine if any of the proposed updates to the strategy since the previous HRA screenings and appropriate assessment could have likely significant effects on European Sites.

## Monitoring

5.10    Walsall has, over many years, collected a comprehensive range of monitoring statistics relevant to measuring the performance of development plans.  Much of this information has also contributed to monitoring systems covering the West Midlands Region.  The Council regards monitoring as an integral part of the planning process and sees an objective-led monitoring system as essential so that the effectiveness of policies and the implementation of proposals can be evaluated and reviewed on an ongoing basis.  Walsall's UDP and the BCCS include a comprehensive set of monitoring indicators across all topic areas.

5.11    The findings of the AMR should inform the review of the LDS, including decisions on the need for preparation or review of particular LDDs and the evidence base to support this work.  The AMR is publicly available, including on the council's website[7].  The potential for linkages with monitoring carried for other purposes (e.g. for the Sustainable Community Strategy) will be explored and the Black Country councils have agreed to joint monitoring of key parts of the BCCS.

5.12    The scope of the AMR includes:
- Assessing progress with LDD (especially DPD) preparation against the programme set out in the LDS;
- Assessing progress towards targets and implementation milestones within individual LDDs (including the saved policies of Walsall's UDP);
- Providing contextual monitoring information in relation to trends at the national, regional and local levels;
- Reviewing any significant changes in the policy context (e.g. revisions to Government policy) that might have bearing on the Local Plan;
- Identifying the need for review to LDDs in circumstances where policies are not working effectively, objectives are not being met or there is the need for updating.

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[6] See:
The Environmental Assessment of Plans and Programmes Regulations 2004 (No. 1633)(the SEA Regulations) http://www.legislation.gov.uk/uksi/2004/1633/contents/made
The Conservation of Habitats and Species Regulations 2010 (No. 490)
http://www.legislation.gov.uk/uksi/2010/490/contents/made
[7] https://go.walsall.gov.uk/annualmonitoringreport

# APPENDIX 1: PROFILES OF PROPOSED DEVELOPMENT PLAN DOCUMENTS

## BLACK COUNTRY CORE STRATEGY REVIEW- THE BLACK COUNTRY PLAN

### Overview

| | |
|---|---|
| **Role & Content** | To provide an updated statutory framework within which the four Black Country Local Planning Authorities will make decisions about the use and development of land.  To ensure the Black Country Plan  continues to provide a strategy for growth that meets the Black Country's needs up to -2039<br><br>To support the Council's economic and corporate priorities, and enable the progression of regeneration plans and transportation strategies. The final stage of the plan will allocate land for development including housing and for industry and business, as well as including policies to protect the environment and important heritage assets. |
| **Coverage** | The Black Country (Dudley, Sandwell, Walsall & Wolverhampton) |
| **Status** | Development Plan Document |
| **Conformity** | With the NPPF |

### Timetable

| Stage | Dates |
|---|---|
| Start | July 2017 |
| Consultation | |
| Issues and Options | July – September 2017 |
| Draft Plan | July- September 2021 |
| Publication | August- September 2022 |
| Submission to Secretary of State | March 2023 |
| Examination Begins | April 2023 |
| Adoption | April 2024 1 |

### Arrangements for Production

| | |
|---|---|
| **Political** | DPDs will be approved by the full Council advised by Cabinet – particular responsibility will rest with the Portfolio Holder for Regeneration. |
| **Internal Resources** | Lead by the Planning Policy Team and other internal service areas as appropriate, working jointly with Planning Teams from the four Black Country authorities |
| **External Resources** | The review is being undertaken jointly with the colleagues from the four Black Country authorities.  Consultants will undertake work on evidence to support the review including studies on the amount of housing and employment land required to meet the future needs of the area.  Consultants will also undertake the necessary the Sustainability Appraisal / Strategic Environmental Assessment. |

| | |
|---|---|
| **Community and Stakeholder Involvement** | In accordance with the SCI and Duty to Cooperate. |
| **Post Production Monitoring & Review** | The effectiveness and continued relevance of the DPD will be kept under review through the Annual Monitoring Report process and reviews brought forward as necessary through future revisions to the LDS. |

# APPENDIX 2 – WALSALL UDP 'SAVED' POLICIES

The purpose of this Appendix is to outline the present position on the policies and proposals of the adopted Walsall Unitary Development Plan (UDP) 2005, and how the UDP has been affected by changes following adoption.

The Walsall UDP was adopted in April 2005, and included the following:

- Part I - general Strategic Policy Statements
- Part II – policies on General Principles, Environment & Amenity, Jobs & Prosperity, Strengthening Our Centres, Housing, Transport, Leisure & Community, Waste Management and Minerals
- Town and District Centre Policies – for Walsall Town Centre, Aldridge, Bloxwich, Brownhills, Darlaston and Willenhall
- Proposals Map – site allocations and designations such as Green Belt
- Inset Maps – details of proposals in the Town and District Centres

In 2007, the adopted UDP policies were reviewed by the Secretary of State. A Direction issued in December 2007 confirmed that all but four of the policies in Walsall's UDP were to be 'saved'[8]  The four policies that were not 'saved' (ENV22, ENV39, H8 and BR3) ceased to have effect from 8 March 2008.

In February 2011, Walsall Council adopted the Black Country Core Strategy (BCCS). This is a joint Core Strategy covering Dudley, Sandwell and Wolverhampton as well as Walsall.  It sets out a spatial strategy and strategic policies for the whole of the Black Country. On adoption, the Core Strategy replaced many of the 'saved' UDP policies, including much of Part I, although the Proposals Map has not been altered.  The UDP policies which have been replaced by new Core Strategy policies ceased to have effect from 3 February 2011.

The table on the following pages summarises the current status of the UDP policies. Policies that are no longer effective either because they have not been 'saved' or have been replaced by BCCS policies are struck through (e.g. ~~GP7 Community Safety~~). Where relevant, references to BCCS replacement policies are also given. The 'saved' policies not struck through are still in place, and still form part of the statutory development plan for Walsall.  The table also indicates where 'saved' UDP policies are expected to be replaced by the proposed Site Allocation DPD or Walsall Town Centre AAP (these might be subject to change).

Key to Abbreviations in Table:

UDP = Walsall Unitary Development Plan
BCCS = Black Country Core Strategy
SADPD – Site Allocation DPD
WTCAAP = Walsall Town Centre AAP

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[8] https://go.walsall.gov.uk/language/en-us/planning_and_building_control/planning_policy/unitary_development_plan

**Walsall UDP 2005 – Status of UDP Policies at June 2017**

| UDP Policy/ Proposal | | Policy not "saved" after 08.03.08 | Policy Replaced by BCCS Policy from 03.02.11 | Policy to be Replaced by New DPD |
|---|---|---|---|---|
| **Ref.** | **Chapter 2: General Principles** | | | |
| 2.1-2.4 | Strategic Policy Statement | | Vision and Sustainability Objectives | |
| GP1 | The Sustainable Location of Development | | Vision and Sustainability Objectives | |
| GP2 | Environmental Protection | | | No |
| GP3 | Planning Obligations | | | No |
| GP4 | Local Area Regeneration | | Vision and Sustainability Objectives | |
| Fig. 2.1 | Regeneration: Main Initiatives | | | |
| GP5 | Equal Opportunities | | | No |
| GP6 | Disabled People | | | No |
| GP7 | Community Safety | | CSP4, ENV3 | |
| **Ref.** | **Chapter 3: Environment & Amenity** | | | |
| 3.1, 3.10, 3.12, 3.16-3.18 | Strategic Policy Statement | | Vision and Sustainability Objectives, CSP3-4, ENV1-4, ENV7 | |

| | | | | |
|---|---|---|---|---|
| 3.2-3.9, 3.11, 3.13-3.15 | Strategic Policy Statement | | | No |
| ENV1 | The Boundary of the Green Belt | | | SADPD GB1 |
| ENV2 | Control of Development in the Green Belt | | | SADPD GB2 |
| ENV3 | Detailed Evaluation of Proposals in the Green Belt | | | SADPD GB2 |
| ENV4 | Major Developed Sites in the Green Belt | | | SADPD GB2 |
| ENV5 | Stabling and Riding of Horses and Ponies | | | No |
| ENV6 | Protection and Encouragement of Agriculture | | | No |
| ENV7 | Countryside Character | | | No |
| Fig. 3.1 | Countryside Area Profiles | | | No (this figure is not cross-referenced in the UDP text so is for information only) |
| ENV8 | Great Barr Hall & Estate and St. Margaret's Hospital | | | SADPD EN7 |
| ENV9 | Environmental Improvement Initiatives | | | No |
| ENV10 | Pollution | | | No |
| ENV11 | Light Pollution | | | No |
| ENV12 | Hazardous Installations | | | No |
| ENV13 | Development Near Power Lines, Substations & Transformers | | | No |
| ENV14 | Development of Derelict and Previously-Developed Sites | | | No |
| ENV15 | Forest of Mercia | | | Replaced as no longer considered relevant (the programme is no longer operational and the boundaries |

| | | | | |
|---|---|---|---|---|
| | | | | are not shown on the SADPD Policies Map) |
| ENV16 | Black Country Urban Forest | | | No (however, this programme is no longer operational) |
| ENV17 | New Planting | | | No |
| ENV18 | Existing Woodlands, Trees and Hedgerows | | | No |
| ~~ENV19~~ | ~~Habitat & Species Protection~~ | | ENV1 | See also SADPD EN1 |
| ~~ENV20~~ | ~~Local Nature Reserves~~ | | ENV1 | See also SADPD EN1 |
| ~~ENV21~~ | ~~Sites of Local Importance for Nature Conservation~~ | | ENV1 | See also SADPD EN1 |
| ~~ENV22~~ | ~~Protected Species~~ | × | ENV1 | |
| ENV23 | Nature Conservation and New Development | | | No |
| ENV24 | Wildlife Corridors | | | No But see also SADPD EN1 |
| Fig 3.2 | Wildlife Corridors | | | A revised map of wildlife corridors is contained in the SADPD (Map 7.3) and in the Technical Appendix |
| ENV25 | Archaeology | | | No |
| ENV26 | Industrial Archaeology | | | No |
| ENV27 | Buildings of Architectural Interest | | | No |
| ENV28 | The Local List of Buildings of Historic or Architectural Interest | | | No |

| ENV29 | Conservation Areas | | | SADPD EN5 and TCAAP AAPLV5 - 7 (but saved for use in District Centres) |
|---|---|---|---|---|
| ENV30 | Registered Parks and Gardens | | | No |
| ~~ENV31~~ | ~~Continued Protection of the Historic Built Environment~~ | | ENV2 | |
| ENV32 | Design and Development Proposals | | | No |
| ENV33 | Landscape Design | | | No |
| ENV34 | Public Art | | | No |
| ENV 35 | Appearance of Commercial Buildings | | | No |
| ENV36 | Poster Hoardings | | | No |
| ENV37 | Small Poster Panel Advertisements | | | No |
| ENV38 | Telecommunications Equipment | | | No |
| ~~ENV39~~ | ~~Renewable Energy and Energy Conservation~~ | × | ENV7 | |
| ENV40 | Conservation, Protection and Use of Water Resources | | | No<br>But see also SADPD EN3 and TCAAP AAPINV7 |
| Fig. 3.3 | Flood Zones | | | The SADDP Policies Map, SADPD Map 7.8, TCAAP AAPINV7 and AAP Technical Appendices show more detailed and up to date flood zones |

| Ref. | Chapter 4: Jobs & Prosperity | | | |
|---|---|---|---|---|
| ~~4.1-4.2~~ | ~~Strategic Policy Statement~~ | | EMP1–3 | |
| 4.4, 4.5 | Core Employment Areas and Best Quality Sites | | EMP2 and EMP3 | SADPD IND1 – IND3 |
| 4.6 | The Service Sector | | | No |
| JP1 | New Employment Sites | | | SADPD IND1, IND2, IND5 |
| ~~JP2~~ | ~~Improving the Employment Land Supply~~ | | EMP1 | |
| ~~JP3~~ | ~~Rail-Served Sites~~ | | TRAN3 | |
| JP4.1 | East of M6 Junction 10 | | | SADPD IND2 |
| JP4.2 | James Bridge (former IMI Works) | | | SADPD IND2 |
| JP5 | Core Employment Areas | | | SADPD IND1 - 5 (but saved for use in District Centres as a small part of Willenhall District Centre is a Core Employment Area) |
| JP6 | Best Quality Sites | | | SADPD IND1, IND2 and IND5 |
| JP7 | Use of Land and Buildings in Other Employment Areas | | | SADPD IND1 - 5 (but saved for use in District Centres) |
| JP8 | Bad Neighbour Industrial Uses | | | No |

| Ref. | Chapter 5: Strengthening Our Centres | | | |
|------|--------------------------------------|--|--|--|
| ~~5.1 – 5.3~~ | ~~Strategic Policy Statement~~ | | CEN1-2 | |
| 5.4-5.11 | Strategic Policy Statement | | | No |
| S1 | Definition of Town Centre Uses | | | No |
| S2 | The Hierarchy of Centres | | | No |
| Fig. 5.1 | Shopping Provision in Walsall Borough April 2004 | | | No (this figure is for information only as the centres are shown on the Policies Map: note also that Darlaston Green (34) was deleted as a local centre by the BCCS) |
| S3 | Integration of Developments into Centres | | | No |
| S4 | The Town & District Centres: General Principles | | | No |
| S5 | The Local Centres | | | SADPD SLC1 and SLC2 |
| S6 | Meeting Local Needs | | | No |
| S7 | Out-of-Centre and Edge-of-Centre Developments | | | No |
| S8 | Housing in Town Centres | | | No |
| S9 | Amusement Centres & Arcades | | | No |
| S10 | Hot Food Take-Aways | | | No |
| S11 | Drive-Through Facilities | | | No |
| S12 | Petrol Filling Station Shops | | | No |
| S13 | Nurseries, Garden Centres and Builder's Merchants | | | No |
| S14 | Farm Shops | | | No |
| S15 | Banking and Cashpoint Facilities | | | No |
| S16 | Internet Shopping | | | No |

| S17 | Shopmobility | | | No |
|---|---|---|---|---|
| **Ref.** | **Chapter 6: Housing** | | | |
| 6.1-6.2 | Strategic Policy Statement | | | No |
| ~~6.3-6.6~~ | ~~Strategic Policy Statement~~ | | HOU1-4 | |
| H1 | Renewal of Existing Residential Areas | | | No |
| H2 | Land Allocated for New Housing Development | | | SADPD HC1 |
| H3 | Windfall Sites and Conversion of Existing Buildings | | | SADPD HC2 and WTCAAP AAPLV1 (but saved for use in District Centres) |
| ~~H4~~ | ~~Affordable Housing~~ | | HOU3 (parts a), b) c) d) e) and f)) | No Parts g) h) i) and j) of UDP to be saved |
| H5 | Housing for People with Special Needs | | | SADPD HC3 (but saved for use in District Centres) |
| H6 | Nursing Homes and Rest Homes for the Elderly | | | No |
| H7 | Hostels and Houses in Multiple Occupation | | | No |
| ~~H8~~ | ~~Accommodation for Travelling People~~ | × | HOU4 | |
| ~~H9~~ | ~~Minimum Densities~~ | | HOU2 | |
| ~~H10~~ | ~~Layout, Design and Dwelling Mix~~ | | HOU2, ENV2-3 | |
| **Ref.** | **Chapter 7: Transport** | | | |
| ~~7.1, 7.2 7.3, 7.5, 7.6, 7.7, 7.8 7.9~~ | ~~Strategic Policy Statement~~ | | TRAN1-2, TRAN4 | |
| 7.4 | Strategic Policy Statement | | | No |

| T1 | Helping People to Get Around | | | No |
|---|---|---|---|---|
| T2 | Bus Services | | | SADPD T2 and WTCAAP AAPT3 (but saved for use in District Centres) |
| T3 | The Rail and Metro Network | | | SADPD T3 and WTCAAP AAPT3 (but saved for use in District Centres) |
| Fig. 7.1 | Rail Network (Existing and Proposed) | | | SADPD T3, WTCAAP AAPT3 (but saved for use in District Centres) |
| T4 | The Highway Network | | | SADPD T4, WTCAAP AAPT4 (but saved for use in District Centres) |
| Fig. 7.2 | Strategic Highway Network and District Distributors | | | SADPD Map 10.1, WTCAAP Policies Map (but saved for use in District Centres) |

| T5 | Highway Improvements | | | SADPD T5, WTCAAP AAPT4 (but saved for use in District Centres) |
|---|---|---|---|---|
| T6 | Traffic Calming | | | No |
| T7 | Car Parking | | | No but see also AAPT5 |
| T8 | Walking | | | No but see also AAPT1 |
| T9 | Cycling | | | No but see also AAPT5 |
| T10 | Accessibility Standards – General | | | No |
| T11 | Access for Pedestrians & Cyclists | | | No |
| T12 | Access by Public Transport | | | No |
| T13 | Parking Provision for Cars, Cycles and Taxis | | | No |
| **Ref.** | **Chapter 8: Providing for Leisure & Community Needs** | | | |
| 8.1-8.2, 8.4-8.6 | Strategic Policy Statement | | CSP1, CSP3-4, ENV4, ENV6, CEN1-5 | |
| 8.3, 8.7-8.9 | Strategic Policy Statement | | | No |
| LC1 | Urban Open Spaces | | | SADPD OS1 and WTAAP AAPLV8 |

| | | | | |
|---|---|---|---|---|
| | | | | (but saved for use in District Centres) |
| LC2 | Proposed Open Space | | | SADPD OS1 |
| LC3 | Children's Play Areas | | | No |
| LC4 | Allotment Gardens | | | No |
| LC5 | Greenways | | | SADPD LC5 and WTAAP AAPT1 (but saved for use in District Centres) |
| LC6 | Sports Pitches | | | No |
| LC7 | Indoor Sport Including Health & Fitness Centres | | | No |
| LC8 | Local Community Facilities | | | No |
| ~~LC9~~ | ~~Canals~~ | | ENV4 | But see also SADPD EN4 and TCAAP AAPLE4 |
| LC10 | Wolverhampton University, Walsall Campus, Broadway | | | SADPD UW1 |
| LC11 | Land for Cemetery Extension, Bentley Lane | | | SADPD LC11 |
| **Ref.** | **Chapter 9: Minerals** | | | |
| ~~9.1-9.11~~ | ~~Strategic Policy Statement~~ | | TRAN3, WM4-5, MIN1-5, Minerals Key Diagram | |
| ~~M1~~ | ~~Minerals Safeguarding Areas~~ | | MIN1, Minerals Key Diagram | But see also SADPD M1 and SAD Policies Map, and TCAAP AAPINV7 and |

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| | | | | AAP Policies Map |
|---|---|---|---|---|
| M2 | Branton Hill Lane Quarry, Aldridge | | ENV5, MIN2, MIN5, Minerals Key Diagram | But see also SADPD M5 and SAD Policies Map |
| M3 | Birch Lane Quarry, Aldridge | | ENV5, MIN2, MIN5, Minerals Key Diagram | But see also SADPD M4 and SAD Policies Map |
| M4 | Working of Etruria Marl and Fireclay | | MIN3-5, Minerals Key Diagram | But see also SADPD M7, M8, M9 and SAD Policies Map |
| M5 | Etruria Marl – North of Stubbers Green Road | | MIN3-5, Minerals Key Diagram | But see also SADPD M8 (MP9) and SAD Policies Map |
| M6 | Etruria Marl – South of Stubbers Green Road | | MIN3-5, Minerals Key Diagram | But see also SADPD M8 (MP6) and SAD Policies Map |
| M7 | Birch Coppice | | | SADPD M9 (MP3) and SAD Policies Map |
| M8 | Brownhills Common | | CSP2, ENV1, MIN4-5, Minerals Key Diagram | But see also SADPD M8 (MP5) and SAD Policies Map |
| M9 | Working of Coal | | CSP2, ENV1, MIN4-5 | But see also SADPD M9 and |

| | | | | SAD Policies Map |
|---|---|---|---|---|
| **Ref.** | **Chapter 10: Waste Management** | | | |
| ~~10.1-7~~ | ~~Strategic Policy Statement~~ | | CSP3, ENV7, WM1-5 | |
| ~~WM1~~ | ~~Consideration of Proposals for Waste Management Activities~~ | | WM1-2, WM4 | But see also SADPD W2, W3, W4 |
| ~~WM2~~ | ~~Control of Landfill, Land Raising and Other Waste Deposition~~ | | WM4, MIN5 | But see also SADPD W4 |
| ~~WM3~~ | ~~Special Wastes~~ | | WM3 | |
| ~~WM4~~ | ~~Provision of Recycling Facilities in Development Schemes~~ | | WM5 | |
| **Policy** | **Chapter 12: Walsall Town Centre** | | | |
| WA1 | Primary Shopping Area | | | TCAAP AAPS1 - 2 |
| WA2 | The Market | | | TCAAP AAPS3 |
| WA3 | Other Town Centre Uses | | | TCAAP AAP1 and AAPLV1 |
| WA4 | Walsall College of Art and Technology – St Paul's Campus | | | TCAAP AAPLV2 |
| WA5 | Conservation Areas and Areas of High Townscape Value | | | TCAAP AAPLV5 - 7 |
| WA6 | Community Safety - CCTV | | | TCAAP AAPLV6 |
| WA7 | Development/ Investment Opportunities | | | TCAAP Chapter 8 |
| WA8 | Hatherton Street/ Littleton Street/ Albert Street | | | TCAAP Chapter 8 |
| WA9 | Intown | | | TCAAP Chapter 8 |
| WA10 | Lower Hall Lane/ Digbeth/ Old Square | | | TCAAP Chapter 8 |

| WA11 | Upper Rushall Street/ Ablewell Street/ The Ditch | | | TCAAP Chapter 8 |
|---|---|---|---|---|
| WA12 | Town Wharf | | | TCAAP Chapter 8 |
| WA13 | Littleton Street West/ Wisemore/ Garden Street/ Portland Street | | | TCAAP Chapter 8 |
| WA14 | Town Centre Transport Interchange | | | TCAAP AAPT1 - 3 |
| WA15 | Bus Services | | | TCAAP AAPT3 |
| WA16 | Rail Services | | | TCAAP AAPT3 |
| WA17 | Road Improvements | | | TCAAP AAPT4 |
| WA18 | Provision of Car Parking | | | TCAAP AAPT5 |
| WA19 | Pedestrians, Cyclists and Disabled People | | | TCAAP AAPT1 |
| **Policy** | **Chapter 13: Aldridge District Centre Inset Plan** | | | |
| AL1 | Primary Shopping Area | | | No |
| AL2 | Environmental Improvement | | | No |
| AL3 | The Croft | | | No |
| AL4 | The Precinct | | | No |
| AL5 | Land at High Street/ Little Aston Road | | | No |
| AL6 | Rail Station | | | No |
| AL7 | Pedestrian and Cycle Routes | | | No |
| AL8 | Traffic Circulation and Bus Priority | | | No |
| AL9 | Car Parking | | | No |
| **Policy** | **Chapter 14: Bloxwich District Centre Inset Plan** | | | |
| BX1 | Primary Shopping Area | | | No |
| BX2 | The Market | | | No |
| BX3 | Conservation Areas | | | No |
| BX4 | Urban Open Spaces | | | No |
| BX5 | Environmental Improvements | | | No |
| BX6 | Development/ Investment Opportunities | | | No |

| | | | | |
|---|---|---|---|---|
| BX7 | The Market Centre | | | No |
| BX8 | South East End of High Street | | | No |
| BX9 | Improved Passenger Rail Facilities | | | No |
| BX10 | Improvements to Bus Facilities | | | No |
| **Policy** | **Chapter 15: Brownhills District Centre Inset Plan** | | | |
| BX11 | Pedestrian and Cycle Routes | | | No |
| BX12 | Traffic within the District Centre | | | No |
| BX13 | Car Parking | | | No |
| BR1 | Primary Shopping Area | | | No |
| BR2 | Brownhills Market | | | No |
| ~~BR3~~ | ~~Neighbourhood Resource Centre~~ | × | | |
| BR4 | Redevelopment/ Refurbishment Schemes | | | No |
| BR5 | Heritage | | | No |
| BR6 | Public Art | | | No |
| BR7 | Environmental Enhancement | | | No |
| BR8 | Retail Development Opportunities | | | No |
| BR9 | Leisure, Service and Community Development Opportunities | | | No |
| BR10 | Transport Interchange | | | No |
| BR11 | Traffic within the Centre | | | No |
| BR12 | Bus Facility Improvements | | | No |
| BR13 | Pedestrian Routes | | | No |
| BR14 | Cycle Access and Parking | | | No |
| BR15 | Car Parking Provision | | | No |
| **Policy** | **Chapter 16: Darlaston District Centre Inset Plan** | | | |
| DA1 | Primary Shopping Area | | | No |
| DA2 | Darlaston Market | | | No |
| DA3 | Environmental Enhancement | | | No |
| DA4 | Urban Open Spaces | | | No |

| DA5 | Housing Developments | | | No |
|---|---|---|---|---|
| DA6 | Other Town Centre Uses | | | No |
| DA7 | Bus Facilities | | | No |
| DA8 | Pedestrians and Cyclists | | | No |
| DA9 | Car Parking | | | No |
| **Policy** | **Chapter 17: Willenhall District Centre Inset Plan** | | | |
| WH1 | Primary Shopping Area | | | No |
| WH2 | The Market | | | No |
| WH3 | Environmental Enhancement | | | No |
| WH4 | Development/ Investment Opportunities | | | No |
| WH5 | Rail Station and Transport Interchange | | | No |
| WH6 | Buses | | | No |
| WH7 | Pedestrians | | | No |
| WH8 | Provision for Cyclists | | | No |
| WH9 | Traffic Management | | | No |
| WH10 | Parking | | | No |
| | **Proposals Map & Inset Maps** | | | |
| | UDP Proposals Map | | | SADPD Policies Map |
| | Walsall Town Centre Inset Map | | | WTCAAP Policies Map |
| | Aldridge District Centre Inset Map | | | No |
| | Bloxwich District Centre Inset Map | | | No |
| | Brownhills District Centre Inset Map | | | No |
| | Darlaston District Centre Inset Map | | | No |
| | Willenhall District Centre Inset Map | | | No |

# APPENDIX 3: SUPPLEMENTARY PLANNING GUIDANCE

## Introduction

Supplementary Planning Guidance (SPG) prepared before 2004 does not have the same status as a supplementary planning document (SPD) prepared under the current development planning system, which when adopted, forms part of the LDF. However, where it can be demonstrated that existing SPG is linked to a 'saved' UDP policy, and has gone through a process similar to that required for SPDs, it can still be a 'material consideration' for relevant planning applications.

In Walsall, the general principles for the preparation of SPG under the previous development plan system were that the SPG should accord with policies of the Walsall UDP, and that the SPG was approved by the Council after a period of public consultation. Therefore, where previously prepared SPG is still linked to a saved UDP policy and remains relevant, it will still have the status of a 'material consideration'"

The following table lists the existing SPG that is still in place, with references to the UDP policies it supports. However, it is recognised that some of the SPG is now out-of-date, for example, where sites covered by development briefs have been developed or where policies or legislation have changed. If resources allow, the Council will carry out a review of existing SPG as well as SPDs, with a view to cancelling obsolete guidance.

**Supplementary Planning Guidance (SPG) – Remaining SPG at June 2011**

| Title of SPG | Linked to "saved" UDP Policy | Date Approved | Superseded by …. |
|---|---|---|---|
| **Topic-Based SPG** | | | |
| Birmingham & Black Country Biodiversity Action Plan | ENV23-24, Appendix 2 | 2000 | |
| ~~Shutters and Security Grilles~~ | ~~ENV35, Appendix 2~~ | ~~1998~~ | Shop Front SPD April 2015 |
| **Area-Wide SPG** | | | |
| Walsall Town Centre Strategy | WA1-19, Appendix 2 | 1998 | Walsall Town Centre AAP when adopted |
| Strategy for Bloxwich Town Centre | BX1-13, Appendix 2 | 2000 | |
| Brownhills Town Centre Action Plan | BR1-2 BR4-15, Appendix 2 | 1999 | |
| Brownhills Town Centre Townscape Master Plan | BR1-2 BR4-15, Appendix 2 | 1999 | |
| Darlaston Town Centre Plan | DA1-9, Appendix 2 | 1999 | |
| Barr Beacon Countryside Area Profile | ENV7, Appendix 2 | 1993 | |
| Longwood Gap Countryside Area Profile | ENV7, Appendix 2 | 1994 | |

| Title of SPG | Linked to "saved" UDP Policy | Date Approved | Superseded by …. |
|---|---|---|---|
| Rough Wood Chase Countryside Area Profile | ENV7, Appendix 2 | 1996 | |
| Area of Special Townscape Character, Thornhill Road / Middleton Road / Foley Road East, Streetly | ENV32, Appendix 2 | 2003 | |
| **Site Specific Planning Briefs** | | | |
| Butts Centre, Butts Road / Cecil Street, Walsall | Appendix 2 | 2001 | |
| Land at Castle Street / Booth Street, Darlaston | Appendix 2 | 1988 | |
| Strategy for Digbeth / Old Square, Walsall Town Centre | WA7, WA10, Appendix 2 | 2000 | Walsall Town Centre AAP when adopted |
| Planning Brief for Site G, Land to West of Essington Road, New Invention, Willenhall | Appendix 2 | 1988 | |
| Land at Granville Street, Willenhall | Appendix 2 | 2001 | |
| Revised Development Guidelines – Land at High Bridges, Lichfield Road, Pelsall | Appendix 2 | 2002 | |
| Land at Hollyhedge Lane, Walsall (Revised) | Appendix 2 | 1998 | |
| Development Brief: Former Site of Kings Hill JMI School, Old Park Road, Darlaston. (Revised) | Appendix 2 | 2000 | |
| Design Guidelines - Land at Littleton Street East / Hatherton Street / Lower Forster Street, Walsall | Appendix 2 | 1998 | |
| Land at Middlemore Lane, Aldridge | Appendix 2 | 2002 | |
| Land at Mill Street / Cannon Street, Walsall | Appendix 2 | 2001 | |
| Noose Lane Opportunity Area: Planning Brief | Appendix 2 | 1992 | |
| Planning Guidelines For Former Portobello | Appendix 2 | 2002 | |

| | | | |
|---|---|---|---|
| School, School Street, Willenhall | | | |
| Development Guidance – Land at Roebuck Road (Revised) | Appendix 2 | 2003 | |
| Planning Guidelines for the Rowley View Nursery Site, Moxley | Appendix 2 | 2003 | |
| Land at Sherlock Close, Lane Head, Willenhall | Appendix 2 | 1993 | |
| Development Guidelines – Land West of Sherlock Close, Lane Head, Willenhall | Appendix 2 | 2002 | |
| Revised Development Guidelines – Land West of Sherlock Close, Willenhall | Appendix 2 | 2004 (Draft) | |
| Development Guidelines – Land at Stroud Avenue, Willenhall | Appendix 2 | 2003 | |
| Development Guidance – Land at Sunningdale Way | Appendix 2 | 2004 | |
| Development Brief – Land at Taylor Avenue/ Walker Road/ Well Lane/ Guild Avenue, Walker Road, Victoria House/ Church Place, Blakenall Close (Blakenall New Deal for Communities) | Appendix 2 | 2003 | |
| Development Guidelines – Land at Turnberry Road | Appendix 2 | 2004 | |

# APPENDIX 4: ADOPTED LOCAL PLAN DOCUMENTS

**Walsall's Unitary Development Plan (Saved Policies)**
http://cms.walsall.gov.uk/annotated_2011_udp_-_february_2011.pdf

- Document: **Walsall Unitary Development Plan (annotated version)**
  Date of Adoption: March 2005 ('saved' December 2007)

**Black Country Core Strategy**
http://www.walsall.gov.uk/index/environment/planning/local_development_framework/ldf_core_strategy.htm &
http://blackcountrycorestrategy.dudley.gov.uk/

- Document: **Black Country Core Strategy**
  Date of Adoption: February 2011

**Walsall Site Allocation Document**
https://go.walsall.gov.uk/site_allocation_document

- Document: Walsall Site Allocation Document
  Date of Adoption: January 2019

**Walsall Town Centre Area Action Plan**
https://go.walsall.gov.uk/walsall_town_centre_area_action_plan

- Document: Walsall Town Centre Area Action Place
  Date of Adoption: January 2019

**Walsall Supplementary Planning Documents**
http://www.walsall.gov.uk/index/environment/planning/local_development_framework/ldf_supplementary_planning_documents.htm

- Document: **Affordable Housing SPD**
  Date of Adoption: July 2005, Review Adopted April 2008

- Document: **Open Space, Sport and Recreation SPD**
  Date of Adoption: April 2006

- Document: **Walsall Waterfront SPD**
  Date of Adoption: November 2006
  Note this will be superseded by the Town Centre AAP when it is adopted.

- Document: **Healthcare SPD**
  Date of adoption: January 2007  *Revoked February 2012*

- Document: **Education SPD**
  Date of adoption: February 2007  *Revoked February 2012*

- Document: **'Designing Walsall' Design Guide SPD**

Date of adoption: ~~February 2008~~ July 2013 (revision)

- Document: **Natural Environment SPD**
  Date of adoption: ~~April 2008~~ July 2013 (revision)

- Document: **Shop Front SPD**
  Date of adoption: April 2015

- Document: **Black Country Air Quality SPD**
  Date of adoption: February 2017

# APPENDIX 5: GLOSSARY

| | | |
|---|---|---|
| Authority's Monitoring Report | AMR | A report that assesses progress with the implementation of the LDS and the extent to which the policies in LDDs are being achieved. Formerly known as the Annual Monitoring Report. |
| Area Action Plans | AAP | These plans focus on areas which are subject to significant change and will benefit from having development plan status.  As with other DPDs, they will be subject to independent examination. |
| Area Partnerships | | Six Area Partnerships have previously been established across Walsall Borough to seek to encourage agreement on how local areas might be managed and improved.  They bring together representatives of the Council, local residents, businesses and partner organisations. As of May 2017 these have been replaced by four 'Localities'. |
| Black Country Plan | BCP | The proposed DPD that is currently being prepared via a review of the Black Country Core Strategy. It will update the current Core Strategy and allocate land for housing and employment whilst including policies to protect the environment and important heritage assets. |
| Core Strategy | BCCS | The DPD that sets out the vision, objectives and spatial strategy for the Borough (in this case for the Black Country, i.e. Dudley, Sandwell and Wolverhampton as well as Walsall)). |
| Community Infrastructure Levy | CIL | The legislation enabling the introduction of CIL came into force in April 2010.  It allows local authorities to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. The Housing White Paper of February 2017 has committed to a Government Review and an announcement in the 2017 Autumn Statement. |
| Development Plan Document | DPD | One of a number of documents that are part of the development plan for the Borough and which are subject to independent examination. |
| Local Development Document | LDD | One of a number of documents that make up the LDF, including Development Plan Documents and Supplementary Planning Documents. |
| Local Development Framework | LDF | The folder of Local Development Documents that will constitute the planning policies for the Borough. Also known as the 'Local Plan'. |

| | | |
|---|---|---|
| Local Development Scheme | LDS | A project plan for preparing the documents that will make up the LDF. It will be reviewed at least annually. |
| Localities | | Walsall Council has often sought to work locally to encourage involvement in the management and improvement of all areas of the borough. As of May 2017 the previous 'Area Partnerships' have been replaced by four 'Localities'. These maintain the previous approach of bringing together representatives of the Council, local residents, businesses and partner organisations. |
| Neighbourhood Plans | NP | Plans prepared by local communities (as Neighbourhood Planning Forums) under the Localism Act 2011. |
| Regional Spatial Strategy | RSS | The former strategic plan for the whole region. The West Midlands RSS was revoked in May 2013. |
| Statement of Community Involvement | SCI | A document setting out how local communities, stake-holders and other interested people and organisations will be involved in the process of producing LDDs. The SCI will itself be subject to public consultation, but no longer has to be independently examined. |
| Supplementary Planning Document | SPD | A document that elaborates on policies in DPDs and does not have development plan status. It still requires community involvement in line with the SCI or minimum regulations but is not subject to independent examination. |
| Supplementary Planning Guidance | SPG | Existing planning documents prepared under the old planning system which elaborate upon UDP policies, many of which will be retained as 'material considerations'. |
| Sustainability Appraisal | SA | The evaluation of the effect of proposals on sustainable development in environmental, economic and social terms. Includes Strategic Environmental Assessment (SEA) where this is required. |
| Walsall Unitary Development Plan | UDP | The 'old style' development plan for the Borough, which was adopted in 2005. Following the changes introduced by the 2004 Planning Act, most of the policies have been "saved" although some have subsequently been replaced by policies in the BCCS. The remaining policies will eventually be |

replaced by other 'new style' LDF documents to be prepared in the future.

# Cabinet – 21 October 2020

# Walsall Nature Conservation Designations:

**Portfolio:** Councillor Adrian Andrew, Deputy Leader and Portfolio Holder Regeneration

**Related portfolios**: n/a

**Service:** Regeneration, Housing and Economy- Economy Environment, and Communities

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

## 1. Aim

1.1 The adoption of nature conservation sites within the Borough will help to protect regionally and locally important habitats through the creation of new and updated Sites of Importance for Nature Conservation (SINCs) and Sites of Local Importance for Nature Conservation (SLINCs); which have been designated by the Local Sites Partnership. Such sites alongside a network of other designated sites for nature conservation play an important role in protecting biodiversity and the natural landscape of the borough. Such designations enable the Council and its partners, including land owners, to manage and enhance these landscapes for the benefit of protecting species and creating environments that residents can enjoy, with communities having the benefit of being able to access those sites which are publically accessible for recreational purposes. It is recognised that the quality of the environment is a determinant of quality of life and a contributor to health and wellbeing and the local economy. As such nature conservation sites play an important role in supporting many of the Council's policies and plans including the Walsall Local Plan (the Local Development Framework) and the Council's Corporate Plan.

## 2. Summary

2.1 This report seeks Cabinet approval for the adoption of newly amended boundaries and assessments for some of Walsall's existing nature conservation designations, following resurveys carried out by the Birmingham and Black Country Wildlife Trust (BBCWT) in late 2018 and throughout 2019 and the endorsed adoption of such sites by the Local Sites Partnership (a body of representatives of all the organisations involved in the operation of the Local Sites system with a purpose to provide expert advice to the area's local authorities and other organisations as appropriate on the selection, management, protection and review of the network of Local Sites throughout Birmingham and the Black Country).

2.2    The resurvey work has been commissioned as part of the ongoing work on the revision to the Black Country Core Strategy known now as the Black Country Plan and its evidence base. A number of potential development sites were submitted during a Call for Sites exercise that began in July 2017 and concluded in June 2019, alongside the Issues and Options Stage of the Plan. See elsewhere on this Cabinet agenda a report relating to the Black Country Local Plan and Walsall's revised Local Development Scheme.

2.3    The sites being reviewed are Sites of Importance for Nature Conservation (SINC) and Sites of Local Importance for Nature Conservation (SLINC). The purpose of the surveys is to assess their value and amenity in the light of potential development that either lies adjacent to them, or which, in some cases, lies within the current designation's boundaries. In other instances, proposed development sites have been assessed for their likely ecological value where no such survey had been undertaken previously.

2.4    The purpose of this report is to present the findings of the surveys to Cabinet for their consideration and formal adoption, to ensure that ecological issues on sites submitted for potential development purposes are robustly evidenced and assessed using the most up-to-date information available on them. The report also seeks a delegation to adopt any further amendments/ new designations that arise from surveys that are to take place in late 2020 and early 2021 in a timely way aligned to the Black Country Plan timetable.

2.5    The report is a key decision as the local site designations for nature conservation affect more than one ward.


3.     **Recommendations**

3.1    That Cabinet approve the adoption of the amended and additional nature conservation site boundaries (as at **Appendix A**) and as proposed and endorsed by the Birmingham and the Black Country Local Sites Partnership.

3.2    That Cabinet agree to delegate to the Executive Director- Economy, Environment and Communities in consultation with the Portfolio Holder Regeneration the adoption of any further sites proposed and endorsed by the Birmingham and Black Country Local Sites Partnership that are agreed necessary to support the evidence base for the Black County Plan.


4.     **Report detail - know**

       *Context*
4.1    Walsall contains a significant number of sites with importance for biodiversity, ecology and geology. Many of these sites have been identified more formally through their designation as Sites of Importance for Nature Conservation (SINC) or as Sites of Local Importance for Nature Conservation (SLINC). The designations in many cases date back to work carried out in the 1970s and 1980s across the West Midlands County, with subsequent revisions and reviews of individual sites carried out on an ad hoc basis.

4.2 In Walsall, there are presently 36 SINCs and 70 SLINCs, covering various aspects of the natural environment. SINCs are sites that have importance at a regional level, and represent a non-statutory designation, albeit one to which strategic policy protection is offered. SLINCs are lower-tier sites of local importance. Both designations are supported in the Black Country Core Strategy under Policy ENV1, where a SINC site is protected from harmful development and a SLINC site is protected from development proposals that could negatively impact upon them. The policy states:

> *Where, exceptionally, the strategic benefits of a development clearly outweigh the importance of a local nature conservation site, species, habitat or geological feature, damage must be minimised. Any remaining impacts, including any reduction in area, must be fully mitigated. Compensation will only be accepted in exceptional circumstances. A mitigation strategy must accompany relevant planning applications.*

The designations also work alongside or support evidence for the following policies that can be found within the Local Plan:

- Black Country Core Strategy Policies
  - CSP3: Environmental Infrastructure
  - ENV1: Nature Conservation
- Walsall Site Allocation Document (SAD) Policies:
  - EN1: Nature Conservation
  - EN2: Ancient Woodland
- Unitary Development Plan  (UDP) Saved Policies:
  - GP2: Environmental Protection
  - ENV7: Countryside Character
  - ENV14: Development of Derelict and Previously-Developed Sites
  - ENV17: New Planting
  - ENV18: Existing Woodlands, Trees and Hedgerows
  - ENV23: Nature Conservation and New Development
  - ENV24: Wildlife Corridors
- National Planning Policy Framework (NPPF)
  - Chapter 15. Conserving and enhancing the natural environment

4.3 During the first Black Country Call for Sites process, associated with the ongoing review of the Black Country Plan (previously known as the review of the Black Country Core Strategy), a number of proposed development sites were identified that could potentially impact upon designated sites either directly or indirectly. As a result of this, the four Black Country Authorities have undertaken a programme of ecological assessments on those development sites with the potential to impact on the natural environment. In Walsall's case, this was addressed by commissioning the Birmingham and Black Country Wildlife Trust (BBCWT) to carry out Phase One ecological surveys of the sites and at the same time, where appropriate, to consider the potential impacts on designated ecological areas. Surveys were conducted in 2018 and during 2019 and the findings reported to the Local Sites Partnerships over the course of the corresponding months and up until March 2020.

4.4 In July 2020 the Black Country opened a further Call for Sites process to reflect a change in the preparation timetable and the time that has lapsed since 2017; this allowed development proposals from land owners and site proposers to be updated evidence to the Black Country Plan. The Council is also undertaking an open space study to inform whether current Open Space sites might provide opportunities to meet the Black Country's housing and employment needs (as identified in the Urban Capacity Study 2019). Both the second Call for Sites process and the Open Space Study will give rise to the need to undertake further Phase One ecological surveys which are anticipated to be undertaken in 2020 and early 2021 to coincide with ecological survey seasons. These surveys may give rise to further endorsements from the Local Sites Partnership to amend/ add designations and to expedite this process and adhere to the Black Country Plan timetable it is recommended that the decision be delegated to the Executive Director in consultation with the relevant Portfolio Holder.

4.5 This initial tranche of sites (conducted in 2018) were considered by the BBCWT to represent the most potentially sensitive development sites at the time, as they all lie within or adjacent to designated sites of varying degrees of ecological importance. Contact was made with the agents / landowners to secure permission for entry to the sites to undertake the surveys. Permission was given for all but two of the sites (despite follow-up, no consent was forthcoming and the sites were not visited). Then in 2019, a second tranche of sites were surveyed to ensure the evidence base was as complete as it might be for where we are in the process of preparing the evidence base. Noting also that Covid-19 meant no survey work could be conducted in the 2020 ecological season due to restrictions placed on the BBCWT and as such some survey work is now delated until 2021.

4.6 The outcome of the 2018 and 2019 work was a series of revised and updated surveys for the designated areas. In most cases the sites have retained their current designations as SINC or SLINC, but in a few cases, the reassessments now reveal that sites have developed additional value in terms of habitat or biodiversity, or in a couple of cases have seen their ecological value reduce due to habitat loss.

4.7 The various changes proposed to the status of the designated sites were reported to the Local Sites Partnership for their consideration and endorsement and full details can be found at **Appendix A** of this report.

### *Council Corporate Plan priorities*

4.8 Local designated sites for nature conservation form a suite of protections and policies that support the Council to fulfil its statutory responsibilities and wider objectives. Planning documents, plans and designations provide the mechanism for ensuring communities have access to opportunities, services and facilities. The Council's Corporate Plan 2018 – 2021 sets out the Council's purpose along with the priorities, with the aim of reducing inequalities and maximise potential. Specifically sites which provide protection to the environment help to deliver the Council's outcomes by contributing to the 2020/21 outcomes*:*
  - People live a good quality of life and feel that they belong.

*Risk management*

4.9     If up to date and robust ecological evidence is not provided, there is a risk that decisions on whether to allocate development sites will be made in part on the basis of incorrect or outdated ecological information. This could also mean that the Council will be less able to address potentially harmful effects on the natural environment within the Borough on proposed new sites (should they subsequently be allocated), in determining planning applications or within the vicinity of the protected areas in general, to influence the design of new developments in a positive way to benefit of local communities, businesses and visitors. As such it will be important for the Council to undertake a suite of further surveys on sites in 2020 and 2021 that may have been promoted as development opportunities within the Call for Sites process or on sites that have the potential for development but are not currently allocated for housing or employment uses. This will ensure the Black Country Plan evidence is as comprehensive as it can be.

4.10    Failing to adopt the local designated sites that have been recommended and endorsed by the Local Sites Partnership risks the evidence base for the Black Country Plan being found unsound and may lead to the unintentional loss of habitats or species that are rare within the Black Country or on the UK or European Red Lists.

4.11    Due to the Covid-19 pandemic fieldwork surveys could not be completed in the 2020 season. This means that sites due to be surveyed this year have been held back to 2021. The delay to the surveying of sites is an additional risk as it will put pressure on the timetable for the surveys to ensure they are completed early enough to be used as evidence for the Draft Black Country Plan.

*Financial implications*

4.12    The completed Phase One ecological surveys were funded through mainstream revenue budgets and revenue reserves that support the preparation of the Local Plan; a budget of £26,813 was used to undertake the survey work which was completed in 2019. Should any additional survey work be needed in the preparation of the Black Country Plan then this will be found from within existing revenue reserve.

*Legal implications*

4.13    National planning policy sets out clear expectations for local authorities to take a strategic approach to the environment and biodiversity. Survey and resurvey work on sites of ecological interest and value should contribute to development plan documents (such as the Black Country Plan and important supplementary planning documents. Section 40 of the Natural Environment and Rural Communities (NERC) Act (2006) requires all public bodies to have regard to biodiversity conservation when carrying out their functions – commonly referred to as the 'Biodiversity duty'.

4.14    Monitoring the status of nature conservation sites and identifying new sites is also part of the requirements of The Conservation of Habitats and Species Regulations (2010). This also sets out the Schedules of EU Protected Species of animals, some of which may be present in Walsall.

4.15    A number of the sites featured Red List Species of plants or animals which mean that these sites are of particular value and importance for nature conservation. Failing to identify, assess and designate such sites will leave sites and species of high importance without the level of protection that designations provide.

*Procurement Implications/Social Value*

4.16    The BBCWT was procured following the Council's Contract Rules and followed Public Procurement Rules for the commissioning of professional services.

*Property implications*

4.17    Should any land currently in the ownership of the Council be considered in future in terms of its development potential as part of the Black Country Plan then these and other surveys will help to inform consideration of the likely impacts of designation on sensitive locations.

*Health and wellbeing implications*

4.18    Protecting sites of nature conservation value, and providing good quality places and spaces are important to the health and well-being of local people. For example, making provision for natural habitats that are also accessible to the public for recreation is likely to improve wellbeing and encourage healthy physical activity.

*Staffing implications*

4.19    As per the preparation of the Black Country Plan, the Council's Planning Policy Team has overseen the resurvey process, including consultation with landowners and agents and the commissioning of the BBCWT to undertake the work. The Council also provides representation on the Local Sites Partnership.

*Reducing Inequalities*

4.20    An Equalities Impact Assessment has not been carried out for this specific set of recommendations, namely as the designations provide an evidence base for future decision making that will take account of development proposals, site allocations and planning policies that may impact on Walsall's communities. The Black Country Plan will followed recognised guidance for the undertaking of an integrated Sustainability Appraisal, Equality Impact Assessment (EqIA) and Health Impact Assessment.

*Consultation*

4.21    There is no statutory requirement of the Council to consult with the community on local site designations in the way that they are for statutory designations. The results of the ecological surveys have been peer reviewed by the Local Sites Partnership who are formed of technical specialists who hold the interest of the environment and communities within their geographical remit. The site

designations provide an evidence base to the preparation of the Black Country Plan which in itself has a series of consultation points in order to engage the community and stakeholders on emerging development proposals and planning policies.

**5. Decide**

5.1 Options that have been considered include:
   (A) Do nothing – sites remain designated by the Local Sites Partnership but have not been officially adopted by the Council so do not hold weight as Material Considerations for Planning Applications
   (B) Adopt the designations put forward by the Local Sites Partnership. These become material considerations for the planning process and provide evidence for the Black Country Plan with further survey work being undertaken to provide the most comprehensive evidence base.

5.2 It is the recommendation of this report that Option B is selected as this provides the Council with the evidence base to continue to protect regionally and locally important habitats.

**6. Respond**

6.1 If Cabinet resolves to approve the local designations then the Council's records will be updated and the changes can take immediate effect. The designations will be recognised as material considerations in the determination of planning applications and will form part of the evidence base for the Black Country Plan. Further surveys will be undertaken, reviewed and the recommendations will be endorsed by the Local Sites Partnership, with the delegation sought in this report to amend/ add local site designations.

7. **Review**

7.1 The sites designated here will become part of a larger network of SINCs and SLINCs throughout the Black Country. There is an existing commitment to reviewing these sites every five years to monitor any changes.

**Background papers**

n/a

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Simon Neilson
Executive Director

21 October 2020

Councillor Andrew
Portfolio Holder

21 October 2020

# Walsall Nature Conservation Designations: Appendix A – List of Designated Sites

**Survey 1- Sites noted as being important to survey in 2018.**

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| 60 - Land at Highfields: Land off Walsall Road | Adjoins: Jockey Fields (SSSI) | Apr-19 | Proposed upgrade from SLINC to SINC to reflect species diversity, site connectivity and buffer to adjacent SSSI. | LSP Endorsement –SINC upgrade approved. | Jockey Fields (Land at Highfields Road) SINC |
| 102 - Land off Sutton Road (Longwood Lane) 176 - 263a Land adj. Sutton Road | Wood End Farm (SLINC) (ID 176) | Jun-19 | Proposed extension of SLINC to include adjacent fields of rank grassland with successional growth. | LSP Endorsement – extension of SLINC approved. | Wood End Farm SLINC |
| 112 - Middlemore Lane West | Adjoins: Daw End Railway Cutting SSSI Bosty Lane Hedges (SLINC) | Jan-19 | The site offers little intrinsic value other than a hedgerow. There has been a reduction in SLINC designated hedgerow on the eastern side of the site due to habitat loss. | LSP Endorsement – Reduction in SLINC designation approved. | Bosty Lane Hedges SLINC |
| 118 - Land at Bosty Lane – College Farm | Adj. to Daw End Railway Cutting SSSI Contains: Park Lime Pits: Jack Holes (SINC) – part, Daw End Branch Canal (SLINC) - part | Feb-20 | This site was presented for consideration at the previous LSP meeting, where there was a query regarding the assessment/mapping of the hedgerow/field margin network. SPr reported she had undertaken a review of the field margins and concluded the hedgerow network was correctly mapped as lines rather than polygons. Based on the assessment provided previously, the parts of the hedgerow network that support traditional bank and ditch systems and have good species diversity merit designation as a SLINC. | LSP endorsement – agree with recommendations for part deletion of Jack Holes SINC to exclude adjacent pasture (compartment 5) and designation of parts of the hedgerow network as a SLINC. | Jack Holes SINC |
| 125 - Land at Stencils Farm | Within site: Park Lime Pits (SINC), Stencill's Farm Hedges (SLINC) | Jun-19 | Proposed extension of SLINC to include semi-improved neutral grassland and adjacent hedgerow in the southwest part of the site, and amendment to boundary of Park Lime Pits SINC. | LSP Endorsement – extension of Land at Stencil's Farm SLINC and amendment to boundary of Park Lime Pits SINC approved. | Stencill's Farm Hedges SLINC, Park Lime Pits SINC |
| 135 - Darlaston Road | Bentley Mill Lane (SLINC) | Jun-19 | Proposal to retain SLINC status. | LSP endorsement – retention of SLINC status approved | Bentley Mill Lane SLINC |
| 148 - Land at King Hayes Farm | Within site: King Hayes Fields (SINC) | Apr-19 | Proposed SINC extension to include an area of marshy grassland. | LSP Endorsement –SINC extension approved. | Kings Hayes Fields SINC |
| 152 - Land at Yorks Bridge | Near to Cannock Extension Canal SAC Within site: Wyrley and Essington Canal (a small basin). Adjacent: Wyrley and Essington Canal (SLINC); Pelsall North Common (LNR/SINC) | Jul-20 | In response to comments made by LSP members at previous meetings (8th October 2019 and 4th February 2020), a revised LS assessment report had been circulated. | LSP endorsement – agree with the recommendation that the site merits designation as a SLINC | Land at Yorks Bridge SLINC |
| 163 - Skip Lane Walsall | Skip Lane Hedges (SLINC) | Jan-19 | An attractive area of remnant countryside that provides good connectivity between urbanised Walsall to the west and open countryside to the east, in addition to being situated in a corridor connecting to other designated sites. The habitats present support a good diversity of flora and fauna, which meet the criteria for SLINC status. | LSP Endorsement – Extension to SLINC designation approved. | The Skip SLINC |
| 164 - Skip Lane Walsall | Skip Lane Hedges (SLINC), Skip Lane (SLINC) | Jun-19 | Proposal to extend SLINC to include area of marshy grassland and scrub to the southwest. | LSP Endorsement – extension of SLINC approved. | Skip Lane SLINC |

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| 208 - Land adjacent to Barr Common Road 212 - Land south of Bosty Lane | adj: Hay Head Quarry (SSSI, ID 212) ADJ: Cuckoo's Nook and the Dingle (LNR/SINC), Hay Head Wood (LNR/SINC), Bosty Lane Hedges (SLINC) | Jan-19 | This assessment concludes that hedgerow compartment H2 'Bosty Lane Hedge' still achieves the criteria necessary for SLINC designation. In addition, the area covered by farmland south of Bosty Lane PSI and further associated hedgerows meet the criteria for SLINC status and should be designated as such. | LSP Endorsement – SLINC designation approved for the area covered by farmland south of Bosty Lane PSI and further associated hedgerows. | Farmland South of Bosty Lane SLINC, Bosty Lane Hedges SLINC |

**Survey 2- Sites noted as most important to survey in 2019**

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| 106 – Yieldsfield Farm, Stafford Road, Bloxwich (partly outside borough) | Adj. Newtown Pool SINC | Jul-20 | In response to comments made by LSP members at a previous meeting (31st March 2020), a revised LS assessment report had been circulated. | LSP endorsement – agree with the recommendation that the northern and eastern hedgerows and former canal line (now a combination of semi-improved grassland, tall ruderal and scrub habitat) merit designation as a SLINC (Lords' Hays Canal Hedges). | Land at Yieldfields Farm SLINC |
| 213 - Land at Vicarage Road / Coronation Road, High Heath *279 – duplicate* | SSSI consultation area - Jockey Fields; SLINC - Ford Brook | Jul-20 | A site of 31ha of farmland, which includes plantation woodland, standing and running water and a variety of semi-improved grassland and arable fields bordered by intact and defunct hedgerows. Although many of the habitats present display limited structural diversity and support a restricted range of floral species, there are some habitats of greater ecological value – the Hawthorn and Hazel dominated hedges, field drainage ponds, streams and areas of semi-improved neutral grassland and plantation woodland. The site provides ecological connectivity to statutory and non-statutory designated sites in close proximity, including Jockey Fields SSSI. When assessed against the LS selection criteria, the site scores mostly Medium and Medium-Low, with one High (Position & Connectivity) and one Low (Species Diversity0. Based on this assessment the report recommends the intact native hedgerows, woodland plantation and semi-improved neutral grassland merit designation as a SLINC due to their greater structural and species diversity and their role in providing ecological connectivity. | LSP endorsement – agree with the report's recommendation that the intact native hedgerows, woodland plantation and semi-improved neutral grassland merit designation as a SLINC. | High Heath Common Farm SLINC |
| 46 - land opp Coach House (metal gate), Chester Rd, Aldridge | - | Feb-20 | A site of 4ha that includes broad-leaved woodland, hedgerows, semi-improved neutral grassland and scrub habitats. These habitats contain a range of native species and display good structural diversity. Adjacent to a rail corridor, the site acts as a useful stepping stone to nearby Sutton Park SSSI. When assessed against the LS selection criteria, the site scores High for one ecological criterion (Position & Connectivity), Medium against three ecological criteria (Habitat Diversity, Species Diversity and Naturalness) and Low against the remaining ecological criteria. As such, the site is considered to meet the threshold for designation as a SLINC. | LSP endorsement – agree with the recommendation that the site merits designation as a SLINC. | Bath Lane SINC |
| 49 - 237 Watling Street | Anglesey Branch SLINC | Feb-20 | A site of c. 6ha on the northern edge of Walsall borough which consists of improved grassland, arable fields and ephemeral/short perennial vegetation and is enclosed by a hedgerow network. The majority of habitats show limited species and structural diversity, although the hedgerows are dominated by native species, are intact and of generally good structure. The site is well-positioned, adjacent to Wyrley and Essington Canal SLINC, and with the hedgerows providing connectivity to the wider countryside. As such, when assessed against the LS selection criteria, the site scores High for the ecological criterion relating to Position & Connectivity. However, the site scores mostly Low/Low-Medium when assessed against the remaining ecological criteria and therefore does not meet the threshold for selection as a SINC or SLINC. | LSP endorsement – agree with assessment that the site does not merit designation as a SINC or SLINC. | n/a |
| 70 - land at former Goscote hospital site, Goscote Lane | Wyrley and Essington Canal SLINC | Mar-20 | The site, of c. 7ha, encompasses a working care home to the east of Bloxwich and bordering the Wyrley and Essington Canal SLINC and Goscote Wedge SLINC. It comprises managed and naturalised habitats, including broadleaved plantation woodland, scattered parkland trees, neutral and amenity grassland, hedgerows, scrub, introduced shrubs, hardstanding and buildings. The less intensively managed, and consequently more naturalised habitats are focused around the peripheries | LSP endorsement – agree with the recommendation to designate the naturalised habitats around the site's boundaries as a SLINC. | Goscote Hospital Woods SLINC |

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| | | | of the site, particularly to the north and east. When assessed against the LS selection criteria, the site scores High against one ecological criterion (Position & Connectivity), Medium for two criteria (Habitat Diversity; Species Diversity) and Low-Medium/Low for the remaining ecological criteria. Based on this assessment, the report recommends the naturalised habitats (plantation woodland; tussocky neutral grassland with anthills) around the site's peripheries merit designation as a SLINC. | | |
| 107 - Land to the east and west of Chester Road, Hardwick | two adj. SLINCs - Corporation Wood and Tower's Covert; Osier Bed | Mar-20 | A site of c. 24ha to the north of Hardwick on western boundary of Sutton Coldfield and in proximity to sites of ecological interest including Sutton Park SSSI and Barr Beacon LNR. The site comprises farmland including arable fields and semi-improved grassland bordered by Hawthorn dominated hedgerows. One of the semi-improved grassland fields is an area of set-aside that may have been sown as part of the stewardship scheme for wintering birds since it displays greater floristic diversity than the other grassland compartments. In general, the arable field margins are narrow in width and comprise common ruderal species, however along the western boundary the field margins are wider, comprise a mosaic of tall ruderal and scrub vegetation, and provide a semi-natural buffer to the adjacent, off-site ancient woodland. A stream runs adjacent to the northern boundary. A railway embankment along the eastern boundary provides habitat connectivity to the wider landscape. When assessed against the LS selection criteria, the site scores mostly Medium/Low-Medium, with one High (Size or Extent). Based on this assessment, the report recommends the habitats along the western and northern boundaries, which comprise hedgerows, wide field margins and the semi-improved grassland compartment F4, merit designation as a SLINC. These features act as a habitat corridor, provide a semi-natural buffer to the adjacent ancient woodland and wet ditch, and display moderate floristic and structural diversity. | LSP endorsement – agree with the recommendation that the habitat features along the northern and western boundaries – hedgerows, field margins and grassland compartment F4 - merit designation as a SLINC. | Farmland at Chester Road SLINC |
| 116 - Land at Queslett Road/ Aldridge Road (Columba Park) | adj Barr Beacon SINC - northwest of boundary; adj. Doe Bank Wood SLINC – opp. side of Doe Bank Lane | Jul-20 | A site of 45ha of farmland, including arable fields and poor semi-improved grassland, bordered by hawthorn hedgerows. The habitats present display limited structural and species diversity, although the site does provide ecological connectivity between a number of statutory and non-statutory designated sites in close proximity. When assessed against the LS selection criteria, the site scores mostly Low-Medium for the ecological criteria, with two Medium (Size or Extent; Position & Connectivity) and one Low (Species Diversity). Based on this assessment, the report concludes the site does not meet the criteria for designation as a SINC or SLINC. | LSP endorsement – agree with the report's recommendation that the site does not merit designation as a SINC or SLINC. | n/a |

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| 131 - Home Farm, Sandhills<br>*145 – duplicate* | Anglesey Branch SLINC | Feb-20 | A large area (c. 85ha) of arable land, hedgerows, woodland, marshy and semi-improved neutral grassland adjacent to Wyrley and Essington Canal SLINC. The hedgerows and woodland display a good mix of native species and the site is well-positioned adjacent to the canal and acts as a stepping stone. The field margins were found to be species-poor, with the arable fields intensively managed; as such the arable fields provide limited potential for ground-nesting farmland birds such as skylark. When assessed against the LS selection criteria, the site scores High for one ecological criterion (Position & Connectivity) and Medium/Medium-High against the remaining ecological criteria. Based on this assessment, the ecologically valuable features of the site – the species-rich and structurally diverse hedgerows, the semi-natural broad-leaved woodland and marshy grassland – merit designation as a SLINC. | <u>LSP endorsement</u> – agree with recommendation that the species-rich and structurally diverse hedgerows, the semi-natural broad-leaved woodland and marshy grassland merit designation as a SLINC. | Home Farm Hedges and Woods SLINC |
| 139 - Land at Chester Road, Streetly<br>*172 – duplicate* | Corporation Wood and Tower's Covert SLINC | Jul-20 | In response to comments made by LSP members at the previous meeting (31st March 2020), a revised LS assessment report had been circulated. | <u>LSP endorsement</u> – agree with the recommendation that the site does not merit designation as a SINC or SLINC. | n/a |
| 159 - Walsall Wood Sewage Treatment Plant (part) | Ford Brook SLINC | Jul-20 | A site of 3ha to the north-west of Walsall Wood, comprising a variety of unmanaged habitats including hedgerows, semi-improved neutral grassland, plantation woodland, a ditch, reed bed and sizeable areas of tall herb/ruderal vegetation. The site provides valuable ecological connectivity to adjacent statutory and non-statutory designated sites, including Jockey Fields SSSI. When assessed against the LS selection criteria, the site scores mostly Medium for the ecological criteria, with one High (Position & Connectivity) and one Low (Size or Extent). Based on this assessment, the report recommends the site merits designation as a SLINC due to its function as an ecological corridor and its mosaic of successional habitats, which provide structural diversity. | <u>LSP endorsement</u> – agree with the report's recommendation that the site merits designation as a SLINC due to its structural diversity and its role as an ecological corridor. | Walsall Wood Field SLINC |
| 162 - Land north of Stonnall Road, Aldridge | - | Feb-20 | This site comprises c. 14ha of arable fields and hawthorn dominated hedges north of Aldridge. The site's habitats are intensively managed and support limited species and structural diversity despite the hedgerows meeting the definition for Habitat of Principal Importance. As such, when assessed against the LS selection criteria, the site scores mostly Low/Low-Medium for the ecological criteria and therefore does not merit designation as a SINC or SLINC. | <u>LSP endorsement</u> – agree with recommendation that the site does not meet the criteria for designation as a SINC or SLINC. | n/a |
| 173 - Land at Little Aston Road, Aldridge | - | Feb-20 | This site comprises c. 7.5ha of horse grazed, improved grassland bordered by hedgerows with trees to the east and south; the northern boundary is defined by tall herb vegetation. Due to intensive management practices, the grassland habitat is of limited species and structural diversity. The hedgerows show more varied species and structural diversity, in particular, the eastern hedgerow (H3) includes some individual mature trees of potential value to invertebrates. When assessed against the LS selection criteria, the site scores mostly Low/Low-Medium for the ecological criteria; as such, it does not meet the threshold for designation as a SINC or SLINC. | <u>LSP endorsement</u> – agree with the assessment that the site does not merit designation as a SINC or SLINC. | n/a |

| Site ID / address | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|
| 185 – opp. One Hundred Acre School, Aldridge Road | - | Jul-20 | A site of 45ha of farmland, including arable fields and poor semi-improved grassland, bordered by hawthorn hedgerows. The habitats present display limited structural and species diversity, although the site does provide ecological connectivity between a number of statutory and non-statutory designated sites in close proximity. When assessed against the LS selection criteria, the site scores mostly Low-Medium for the ecological criteria, with two Medium (Size or Extent; Position & Connectivity) and one Low (Species Diversity). Based on this assessment, the report concludes the site does not meet the criteria for designation as a SINC or SLINC. | LSP endorsement – agree with recommendation that the site does not meet the criteria for designation as a SINC or SLINC. | n/a |
| 210 - Land at Greenwood Road and Lazy Hill Road, Aldridge *277 - duplicate* | 50m SLINC bat buffer (Lazy Hill Road Hedges) | Mar-20 | This site is located north-east of Walsall on the edge of the green belt and in proximity (but not directly linked) to an existing SINC (Lazy Hill Wood) and SLINC (Lazy Hill Road Hedge). It comprises 2.65ha of species-poor semi-improved grassland bordered by intact and defunct hedgerows and with scattered patches of scrub and tall herb vegetation along the southern boundary. The habitats present display limited species and structural diversity. When assessed against the LS selection criteria, the site scores mostly Low for the ecological criteria, with two Medium scores (Naturalness; Position & Connectivity). Based on this assessment, the report concludes the site does not meet the threshold for designation as a SINC or SLINC. | LSP endorsement – agree with the recommendation that the site does not merit designation as a SINC or SLINC. | n/a |
| 215 – Longwood Lane | Adj. to Hay Head Quarry SSSI, Cuckoos Nook and the Dingle SINC | Mar-20 | This site, of 2.7ha, forms part of an area of farmland, golf course and nature reserves which separate the built up areas of Daisy Bank, Pool Green and Streetly. The site includes an arable field bordered by hedgerows, a small area of woodland and a stream with a large pond. The northern and western hedgerows are intact and include a more diverse range of shrub and field layer species. The small area of broadleaved woodland adjacent to the western boundary includes large patches of the axiophyte Dog's Mercury. The site has good connectivity to adjacent sites of ecological importance including Hayhead Wood and Cuckoo's Nook and the Dingle. When assessed against the LS selection criteria, the site scores mostly Medium/Low-Medium, with one High (Position & Connectivity) and one Low (Size or Extent). Based on this assessment, the report recommends the woodland, stream and hedgerows along the western and northern boundary merit designation as a SLINC due to their species and structural diversity and value in providing ecological connectivity. | LSP endorsement – agree with the recommendation that the site merits designation as a SLINC | Longwood Lane SLINC |

**Additional Sites identified to survey in 2019**

| Site ID | Site Name / Address | Current land use | Ecological interest | Date of Meeting | Proposal to the Local Sites Partnership | Resolution of the Local Sites Partnership | Name of Designated Site |
|---|---|---|---|---|---|---|---|
| 220 | The Rising Sun, Chester Road North, Brownhills | Public house and car park | Brownhills Common SINC | Feb-20 | A site of 2.2ha which forms part of the wider Brownhills Common SINC. The mosaic of semi-natural habitats includes woodland, scrub, neutral, acidic and marshy grassland and standing water. Scrub has developed on an area of hardstanding that was previously a pub car park. The habitats present include those that are uncommon across Birmingham and the Black Country and are listed as priority habitats. The site is well positioned between two SSSIs. When assessed against the LS selection criteria, the site scores High for the ecological criteria, with the exception of Size or Extent and Naturalness, which are assessed as Medium-High. Based on this assessment, the site continues to merit designation as a SINC, with the exception of Compartment 1, which is dominated by the former pub car park area. | <u>LSP endorsement</u> – agree with the recommendation to retain the surveyed area as a SINC, with the exception of the former car park. | Brownhills Common SINC |
| 221 | Land north of Northfields Way, Clayhanger, Brownhills | Agricultural | Adj. Wyrley and Essington Canal SLINC; west of Clayhanger Village SLINC | Mar-20 | A site of c. 2ha to the north of Clayhanger and adjacent to Wyrley and Essington Canal. A detailed ecological survey was not possible as prior to the survey being undertaken the site had been subject to major clearance works using heavy machinery. Therefore, a LS assessment has not been completed. A review of aerial and street view images and other desk study data suggest the site comprised former agricultural land of improved grassland and boundary hedgerows. Although the built up areas of Brownhills and Clayhanger are located to the north and south of the site, the site is in close proximity to a network of sites of ecological interest including Clayhanger Common SINC to the east and Clayhanger SSSI to the west. The site's linkage to Wyrley and Essington Canal strengthens its function as an important "stepping stone" along a key wildlife corridor. | LSP members raised concerns about the site clearance works, which had occurred during the bird breeding season and had resulted in what was deemed significant damage and disturbance to a site of potential ecological value. The LSP members endorsed the LS assessment report findings, accepting that in this situation a full LS assessment could not be completed. However, they considered the believed deliberate damage prior to the LS survey and assessment process to be unacceptable, and emphasised the need for the site to be restored. | n/a |
| 288 | Former NHS site, land east of Nether Hall Avenue, Great Barr | Vacant former NHS land | St Margaret's Hospital Grounds SINC, St Margaret's Hospital SLINC | Feb-20 | A site of 1.4ha located in Great Barr which supports well-established, semi-natural broad-leaved woodland and scrub. The woodlands are currently designated as part of St Margaret's Hospital Grounds SLINC. The site has good connectivity to adjacent designated sites – Holly Wood LNR and Land at Queslett SINC. When assessed against the LS selection criteria, the site scores High for one ecological criterion (Position & Connectivity), Medium against three ecological criteria (Habitat Diversity, Species Diversity, Habitat Rarity) and Low-Medium and Low against the remaining two ecological criteria. Based on this assessment, the site's woodland areas continue to merit designation as a SLINC. | <u>LSP endorsement</u> - agree with the recommendation that the woodland areas continue to merit designation as a SLINC. | St Margaret's Hospital SLINC |

**Additional Sites Not Yet Surveyed – to be surveyed in 2020/21 (noting additional surveys may be required arising from the Call for Sites 2020 process)**

| Call for Sites Submission ID | Site Name / Address | Current land use | Ecological interest | Notes |
|---|---|---|---|---|
| 129 | Land north of Park Hall Road | | Skip Lane Hedges (SLINC) | Site was originally due to be surveyed in 2018, but was not completed as the team were unable to access the premises to undertake the survey. |
| 281 | Aldridge School and land to the south of Bosty Lane *Already surveyed in part - partial duplicate of ID212* | Agricultural land, school | WA068 Land to the South of Bosty Lane (part) | Survey covering the section of the site on the north side of Bosty Lane as the southern side of Bosty Lane has already been surveyed. |
| 285 | Land R/O 10 - 30 Castle Road, Walsall Wood | Residential, storage, open fields | | |
| 286 | Land at Druids Heath Golf Club, Stonnall Road | Landscaping | | |
| 289 | Land north of Showmen's Caravan Site, Goscote Lane, Pelsall | Vacant open land -small size (0.2ha) | | |
| 291 | Highfields North - Land West of Walsall Road, Walsall | Extant planning permission for coal extraction | WA052 Jockey Fields (Land at Highfields) (part) | |
| 297 | Albutts Road, Brownhills | Open space | | |
| 305 | Land off Allen's Lane, Pelsall | Grazing | | |
| 307 | Erdington Road, Aldridge | Agricultural land | | |
| 317 | Site west of Chester Rd, bordered by Gould Firm Lane, Hobs Hole Lane and Chester Rd | Agricultural land | | Also known as "Chester Road Aldridge" |
| 318 | Hayhead Farm Longwood Lane | Agricultural land | Candidate SLINC WA158 Longwood Lane | |

**Cabinet – 28 October 2020**

**Covid-19 - Community response**

**Portfolio:**          Councillor Perry, Deputy Leader, Resilient Communities.

 **Related portfolios**: Councillor Martin, Adult Social Care

**Service:**          Resilient Communities

**Wards:**          All

**Key decision:**     No

**Forward plan:**     No

**1.     Aim**

1.1     To update Cabinet on the key issues for community response to the current COVID-19 and report on the current status.

**2.     Summary**

2.1     The COVID-19 Pandemic has continued to have a major negative impact on the borough.  The Council has in place key elements of operational infrastructure that are in a positive state of readiness for the latest restrictions due to the current High Alert Level.

2.2     A key segment of the population are those that are vulnerable and shielded.  A support programme has been set up with Adult Social Care to provide telephone contact and support through the Making Connections Walsall Hubs.

2.3     Cabinet are asked to approve the extension of this support programme to the end of March 2021 at a cost of £108,000.00

**3.     Recommendations**

3.1     That Cabinet approves further expenditure of £108,000 from the Emergency Assistance grant, allocated for a further five months of support for shielded residents who do not meet the criteria for support from Adult Social Care.

**4.     Report detail - know**

4.1     Walsall Council is now in tier 2 of the Government's response to the COVID-19 pandemic and the alert level for the borough is high. This alert level

increases the number of restrictions on residents and businesses in the borough of Walsall.

4.2 The community and community organisations have provided a highly effective response to key elements of our fight against the COVID-19 pandemic.

4.3 The Council has focused on ensuring the key infrastructure elements that support the community response is ready to cope with the higher alert level key elements of infrastructure that needs to be in place as the Making Connections Walsall has been a key part of that community response.

4.4 The key infrastructure elements are:

Food supply lines
MCW- West Midlands Fire Service Infrastructure
MCW – Hubs infrastructure
Volunteer support for hubs
E-mail infrastructure
Communications
Medically shielding support
Governance

4.5 The following table provides a checklist of activities and their current status.

| Activity | Status | Notes |
|---|---|---|
| Food parcels | | 1000 food parcels were prepared in readiness for any increased restrictions. The majority have been moved to MCW hubs in readiness for use. |
| Food parcel criteria | | Draft is attached to this briefing as appendix (a). General direction is that most users in need of food support will be signposted to other schemes including shopping services, priority supermarket slots and other supermarket home delivery offers. Clear need to avoid dependency culture. |
| Fire service infrastructure | | In place and scalable. Funding in place for core service until March 2021. |
| MCW Hubs | | Operationally ready and funded until the end of March 2021. Capacity will be monitored on a regular basis. |
| Volunteers | | Food parcel deliveries will not be required however additional volunteer support may be required. |

| | | |
|---|---|---|
| E-mail infrastructure | | In place and operating. Additional resource on standby. |
| Communications | | New COVID-19 leaflet being prepared. Decision required on distribution method. Leaflet will also focuses on £500 emergency payment administered through Money, Home, Job. Engagement with appropriate VCS sector underway (Food banks, food providers outside of MCW). General communication through resident newsletter and local press. |
| Contact with medically shielded individuals. | | Requirement to keep in contact with residents medically shielded. Currently through MCW Hubs and working effectively. Fully funded until the end of October 2020. The cost of providing this support will be £108k and will cover a 5 month period between November 2020 and March 2021. This work is seen as critical to wellbeing during the pandemic and also a key factor in supporting vulnerable people who do not meet criteria for statutory support. |
| Governance | | VCS bronze is still in operation. Organisations invited include One Walsall, Public Health, MHJ and West Midlands Police. MCW are connected through our Resilient Communities team. |
| Overall status | | |

### *Council Corporate Plan priorities*

4.6    A Resilient Communities approach will assist the Council across all of its corporate priorities. In particular the corporate priority of "Communities prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion." A confident and resilient community sector is the key to delivering this priority. The key success factor in the delivery of the community response during the first stage of the pandemic was attributable to the work of communities, focused through hubs, on key support activities.

### *Risk management*

4.7    A failure to deliver appropriate support during the tightening of restrictions could lead to vulnerable people not receiving the appropriate support. These risks are mitigated through appropriate support in the right location at the right time

### *Financial implications*

4.8 The council has received a grant of £420,000 from the Government for emergency assistance. This funding is being utilised for a range of activities to support vulnerable citizens during the pandemic, including support for those residents who were advised to shield. This report seeks approval to provide funding of £108,000 for 4 community hubs from within the total grant allocation.

### *Legal implications*

4.9 There are no legal implications of this report.

### *Procurement Implications/Social Value*

4.10 Expenditure needs to comply with our corporate procurement policy.

### *Property implications*

4.11 There are no property implications of this report.

### *Health and wellbeing implications*

4.12 The COVID-19 pandemic is creating increased issues amongst our communities and the impact has been felt amongst those shielding, therefore any activity that creates contact in a COVID-safe environment is welcomed. This work provides much needed contact in difficult times.

### *Staffing implications*

4.13 There are no direct staffing implications of this report.

### *Reducing Inequalities*

4.14 A resilient community plays a key role in reducing inequalities.  A confident community identifying local solutions will challenge the most critical areas of need in their community.

### *Consultation*

4.15 There are no Consultation implications of this report.

## 5    Decide

5.1 Cabinet are asked to approve COVID-19 funding of £108,000 for support to vulnerable adults through the MCW hubs.

**6    Respond**

6.1    The COVID-19 pandemic has had a major impact on how the Council operates. The last eight months has seen the Resilient Communities approach deliver and the Council will continue to place Resilient Communities at the heart of what it does.


**7    Review**

7.1    Cabinet will receive a further Resilient Communities report in January 2021.  In the meantime the resilient communities approach will continue to be utilised as it has proved to be an effective approach.


**Background papers**

None


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Simon Neilson                                    Councillor Perry
Executive Director                          Portfolio holder - Health and Wellbeing

22 October 2020                              22 October 2020

**Cabinet – 28 October 2020**

**ADULT SOCIAL CARE INFECTION CONTROL FUND RING-FENCED GRANT 2020 – ROUND 2**

| | |
|---|---|
| **Portfolio:** | Councillor Rose Martin |
| **Related portfolios**: | All |
| **Service:** | Adult Social Care |
| **Wards:** | All |
| **Key decision:** | Yes |
| **Forward plan:** | No |

**1.    Aim**

1.1    Department of Health and Social Care guidance was issued on the 1 October 2020 with regard to the allocation of the Adult Social Care Infection Control fund ring-fenced Grant 2020.  This funding is to support Adult Social Care providers in England to reduce the rate of transmission in and between care homes and to support workforce resilience.  The Grant allocation for Walsall is £2,342,514 based on the registered care home beds and community care users at September 2020.

**2.    Summary**

2.1    The Infection Control Fund Ring Fenced Grant was issued on 1 October 2020.  This Grant will provide additional financial support to Adult Social Care providers who have a vital role in ensuring the safety and security of the most vulnerable in our community.

2.2    The Infection Control Fund is ringfenced for Adult Social Care and the Grant determination letter makes clear that it must be used to provide support to Adult Social Care providers, including those providers with whom the local authority does not have a contract, to reduce the rate of COVID-19 transmision within and between care settings.  The Grant must only be used to support care providers to tackle the risks of COVID-19 infections.  Funding will be distributed to local authorities in England, to ensure funding reaches adult social care providers in their administrative area.

2.3    The Grant conditions stipulate that 80% of the total Grant should be passported directly to CQC registered providers delivering care in residential or nursing care or in a community setting such as extra care, supported living or in a person's own home ie domicillary care providers.  The Grant should be passported in two instalments the first no later than 20 days after the 1 October, and the second in December 2020.

2.4    The Grant conditions stipulate that the remaining 20%, £468,503 must be spent by the Local Authority on the funding of support to the care sector on other COVID-19 infection control measures but this can be allocated at their discretion.

2.5.    Cabinet is asked to support partial commitment of the 20% to fund additional resources to administer the Grant.  The balance will be used to fund any other infection related expenditure across Adult Social Care including any funding approved as a result of the flexible arrangements currently offered to providers.

**3.    Recommendations**

3.1.    That Cabinet determines:

3.2.    The Interim Executive Director of Adult Social Care, in consultation with the Portfolio Holder for Adult Social Care, distributes 80%, £1,874,011 of the Adult Social Care Infection Control Grant 2020 in accordance with the Grant conditions as set out.

3.3.    The Interim Executive Director of Adult Social Care, in consultation with the Portfolio Holder for Adult Social Care distributes the remaining 20% (£468,503), to be utised to fund other COVID-19 infection control measures and to meet the costs of administering the grant in accordance with the relevant Grant conditions.

**4.    Report detail - know**

*Context*

4.1.    The Infection Control Fund Ring Fenced Grant – Round 2 was issued on 1 October 2020 and follows round 1 issued on 22 May 2020.  The primary purpose of the fund is to support Adult Social Care providers, including those providers with whom the Local Authority does not have a contract, to reduce the rate of COVID-19 transmission both in care home settings and and wider CQC regulated community care providers (domicilary care, extra care and supported living) within the local authority's administrative area on a 'per user' basis.  This funding will be paid as a Section 31 Grant, ring fenced exclusively for actions that tackle the risk of Covid-19 infections and is in addition to funding already received.

4.2.    The Grant will be paid to the Local Authority in two instalments, one received in October and the second in December 2020.

4.3.    The Minister of Care's expectation is that the Grant will be fully spent by providers on infection control measures of the specified kinds by the end of March 2021.  Both instalments are subject to providers meeting grant conditions including grant payments being fully spent by 31 March, 2021.  Each local authority must write to DHSC by 31 October, 2020 confirming a winter plan is in place, and that  we are working with care providers in our area on their business continuity plans and submit high level returns specifying how the grant has been spent based on an example template has been provided for the submission.

4.4.    The Grant is contingent on the Deparment of Health and Social Care being satisfied that the Grant is being used in accordance with the conditions which

includes providers completion of the Capacity Tracker at least twice (ie two consecutive weeks) and continue to do so once per week until 31 March 2021.

4.5.  Local Authorities must distribute the money in line with the Local Authority Circular Adult Social Care Infection Control Fund ring-fenced Grant 2020, which was published on the 1 October guidance and the first instalment should be paid by no later than the 20 October 2020.  There are statutory reports to be submitted in respect of the first instalment that must be made to the Department of Health and Social Care (DHSC) by no later than 31 October, 2020.  There are 6 report points which must be submitted to DHSC with the final one on 30 April 2021.  There are statutory annexes for completion attached to the government guidance.

4.6.  Subject to the Grant conditions being met 80% of funding should be prioritised for funding straight to care homes within the local authority administrative area on a 'per bed' basis, and to CQC regulated community care providers within the local authority's administrative area on a 'per user' basis, including to social care providers with whom the local authority does not have existing contracts.

4.7  The expectation of the DHSC is that this takes no longer than twenty days upon receipt of the funding in a Local Authority.  The remaining 20% must be spent by the Local Authority on the funding of support to the care sector on other COVID-19 infection control measures.  This funding can be allocated at each local authority's discretion.  It is proposed to be utilised to fund any additional expenditure incurred as a result of the flexible arrangements currently offered to providers  and to meet costs incurred to administer the Grant.

**Council Corporate Plan priorities**

4.8  People have increased independence, improved health and can positively contribute to their communities.
    •      P1 - Enhancing quality of life for people with care and support needs and those with long term conditions.
    •      P2 - Delaying and reducing the need for care and support.
    •      P3 - People recover from episodes of health or injury.
    •      P4 - The most vulnerable are protected from avoidable harm, including treating and caring for people in a safe environment.

4.9  All of the above corporate priorities are supported by this approach in these extraordinary circumstances.

**Risk management**

4.10.  Providers must account for all payments paid out to them on the 'per beds' and 'per user' basis and keep appropriate records.  In so far as a provider does not use the entirety of the 'per beds' or 'per user' allocation in pursuit of infection control measures, any remaining funds must be returned to the Local Authority.  Local Authorities must ensure that appropriate arrangements are in place to enable them, if necessary, to recover any such overpayments.  None of the funding provided is to be used for any purpose other than the specified infection control measures.  A Local Authority must ensure that the funding, which it allocates for a measure described above, is allocated on condition that the recipient care provider uses it only for infection control measures which are stated in the Circular, and will

provide the Local Authority with a statement certifying that that they have spent the funding on those measures by 31 October 2020.

4.11. To mitigate the risk of not being able to passport the Grant to providers additional resources will be secured to support with the compliance.

**Financial implications**

4.12. Adult Social Care Infection Control fund ring-fenced Grant 2020 – Round 2. The Grant allocation for Walsall is £2,342,515 based on 'per bed' and 'per user' basis as registered with the Care Quality Commissioning September 2020. Of this total sum, 80% (£1,874,011) of this funding is required to be passported to care homes within the local authority area on a 'per bed' basis, and to CQC regulated community care providers within the local authority's geographical area on a 'per user' basis, including to social care providers with whom the Local Authority does not have existing contracts.

4.13. The remaining 20%, £468,503 must be spent by the Local Authority on the funding of support to the care sector on other COVID-19 infection control measures. From this element it is proposed that it will be used to fund other Covid-19 infection control related expenditure, including any such expenditure as a result of the flexible arrangements currently offered to providers and any costs to administer the Grant.

4.14. A recipient authority must maintain a sound system of internal financial controls. If a recipient authority has any grounds for suspecting financial irregularities in the use of any grant paid under this funding agreement, it must notify the Department immediately, explain what steps are being taken to investigate the suspicion and keep the Department informed about the progress of the investigation. For these purposes "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of the Grant for purposes other than those for which it was provided.

**Legal implications**

4.15. In distributing this Grant the Council must ensure that it follows the terms and conditions set out in the Grant document pertaining to the Adult Social Care Infection Control Fund especially as there is a power of recovery.

4.16. The Council must ensure that any Grant funding distributed by it to care providers is State Aid compliant. The 'Background' section of the 'Adult Social Care Infection Control Fund Ring-fenced Grant 2020 Local Authority Circular' sets out central government's view that such grants are State Aid compliant, but in addition the Council will require all recipients of this funding to give a written endorsement to the Council that they:

(i) have satisfied themselves that any such funding is State Aid compliant; and
(ii) will repay to the Council any funding that is found not to be.

4.17. Adult Social Care will engage with the Council's legal department as required to support the safe allocation of funds and the preparation of appropriate

documentation.   The allocation process must be implemented in a fair and transparent way, as well as in compliance with the applicable Grant conditions.

**Procurement Implications/Social Value**

4.18.   Adult Social Care will engage with the Council's procurement team as required to support the safe allocation of funds.

4.19.   Detailed procurement advice will be provided if there are any contractual implications that require consideration, in particularly in relation to the 20% of the grant which the Council has discretion over, to ensure compliance with Public Contract Regulations 2015 as appropriate.

**Property implications**

4.20.   Not applicable

**Health and  wellbeing implications**

4.21.   This Grant will allow a proactive approach to support vulnerable care home and domicilliary care clients by ensuring that the providers have the means to provide the best infection control measures to their residents/clients.

**Reducing Inequalities**

4.22.   This Grant will support Walsall providers to deliver care and support services to our most vunerable residents who have been very high profile in the media over the last 6 months.

4.23.   An Equality Impact Assessment (EqlA) is not required for this report.

**Consultation**

4.24.   Due to the urgent nature and timescales for payments of this legislation and guidance there has been limited consultation with key partners.

**5      Decide**

5.1.    To agree to speedy administration of 80% of this ring fence Grant to Walsall borough residential, nursing, domiciliary care, supported living and extra care providers in two instalments.

5.2.    To agree that the Local Authority's discretion is applied to use the remaining 20% of the Grant (£468,503) on the funding of support to the care sector on other COVID-19 infection control measures and to administer the Grant in accordance with the relevant Grant condions.

**6      Respond**

6.1.    This Grant funding supports Adult Social Care providers in Walsall to reduce the rate of transmission in and between care homes and community packages at this time of Covid-19.

6.2.  This report provides the framework to respond to the distribution of the Adult Social Care infection control Grant 2020 – Round 2.  Following the requirements of the Grant as set out in the local authority circulate sent by DHSC.

## 7    Review

7.1.  The distribution of this Grant is time limited and the first instalment will need to be distributed by 20 October, 2020.  The providers will have to submit returns to show compliance with the requirements of the ring fenced Grant.
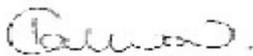
**Background papers**

Adult Social Care
Infection Control Fund

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Kerrie Allward
Interim Executive Director

13 October 2020

Councillor Rose Martin
Portfolio holder

13 October 2020

# GOV.UK

1. Home (https://www.gov.uk/)
2. Coronavirus (COVID-19) (https://www.gov.uk/coronavirus-taxon)
3. Healthcare workers, carers and care settings during coronavirus (https://www.gov.uk/coronavirus-taxon/healthcare-workers-carers-and-care-settings)
4. Adult Social Care Infection Control Fund: round 2 (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2)

- Department of Health & Social Care (https://www.gov.uk/government/organisations/department-of-health-and-social-care)

Guidance

# Adult Social Care Infection Control Fund – round 2: guidance

Published 1 October 2020

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**OGL**

## Background

The Adult Social Care Infection Control Fund (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund) was first introduced in May 2020 (https://www.gov.uk/government/news/care-home-support-package-backed-by-600-million-to-help-reduce-coronavirus-infections) and was initially worth £600 million. The purpose of this fund is to support adult social care providers, including those with whom the local authority does not have a contract, to reduce the rate of COVID-19 transmission within and between care settings, in particular by helping to reduce the need for staff movements between sites.

Due to its success in limiting the transmission of COVID-19 within and between care settings, the Adult Social Care Infection Control Fund has been extended until March 2021, with an extra £546 million of funding. This is a new grant, with revised conditions from the original Infection Control Fund. It brings the total ringfenced funding for infection prevention and control to £1.146 billion.

## When the funding will be issued

The funding will be paid in 2 tranches. The first will be paid to local authorities on 1 October 2020. The second tranche will be paid in December 2020.

We expect the grant will be fully spent on infection control measures (as outlined in the grant determination letter) by 31 March 2021. We are clear that 'spent' means that expenditure has been incurred on or before 31 March.

Local authorities should prioritise passing on the 'per bed'/'per user' allocation (as outlined below) to care homes and CQC-regulated community care providers (domiciliary care, extra care and supported living) in their geographical area. We expect this to take no longer

than 20 working days upon receipt of the funding in a local authority, subject to providers meeting the conditions as stated in the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020).

## About the 80/20 split of the funding

All funding must be used for COVID-19 infection control measures. Local authorities should pass 80% of each instalment to:

- care homes[1] within the local authority's geographical area on a 'per beds' basis
- CQC-regulated community care providers (domiciliary care, extra care and supported living) within the local authority's geographical area on a 'per user' basis

This includes social care providers with whom the local authority does not have existing contracts. The allocations per local authority have been published in annex B of the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020).

The other 20% of the funding must be used to support care providers to take additional steps to tackle the risk of COVID-19 infections but can be allocated at the local authority's discretion. We expect any funding allocated through this 20% will be used to support the full range of social care providers regardless of whether the local authority already commissions care from them.

## About the 80% 'per beds'/'per user' allocation

Local authorities should pass the entirety of the 'per beds'/'per user' allocation straight to care homes and community care providers within their geographical area. We expect this to take no longer than 20 working days upon receipt of the funding in a local authority, subject to providers meeting the conditions as stated in the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020). This includes social care providers with whom the local authority does not have existing contracts.

### Infection prevention and control (IPC) measures

Local authorities must assure themselves that all funding passed on to providers as part of the 'per beds' or 'per user' allocation is spent on the following infection prevention and control measures. Providers can use this funding to pay for the continuation of infection control measures they may have already taken if they are in line with these measures:

Residential settings:

- ensuring that staff who are isolating in line with government guidance receive their normal wages and do not lose income while doing so. At the time of issuing the grant circular, this includes:
    - staff with suspected symptoms of COVID-19 waiting for a test

- where a member of the staff's household has suspected symptoms of COVID-19 and are waiting for a test
- where a member of the staff's household has tested positive for COVID-19 and is therefore self-isolating
- any staff member for a period of at least 10 days following a positive test
- if a member of staff is required to quarantine prior to receiving certain NHS procedures (generally people do not need to self-isolate prior to a procedure or surgery unless their consultant or care team specifically asks them to)

- limiting all staff movement between settings unless absolutely necessary, to help reduce the spread of infection. This includes staff who work for one provider across several care homes, staff that work on a part-time basis for multiple employers in multiple care homes or other care settings (for example in primary or community care). This includes agency staff (the principle being that the fewer locations that members of staff work in the better). Where the use of agency staff is absolutely necessary, this should be by block booking
- limiting or cohorting staff to individual groups of residents or floors/wings, including segregation of COVID-19 positive residents
- to support active recruitment of additional staff (and volunteers) if they're needed to enable staff to work in only one care home or to work only with an assigned group of residents or only in specified areas of a care home, including by using and paying for staff who have chosen to temporarily return to practice, including those returning through the NHS returners programme. These staff can provide vital additional support to homes and underpin effective infection control while permanent staff are isolating or recovering from COVID-19
- steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport (https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers) by members of staff)
- providing accommodation for staff who proactively choose to stay separate from their families in order to limit social interaction outside work
- supporting safe visiting in care homes, such as dedicated staff to support and facilitate visits, additional IPC cleaning in between visits, and capital-based alterations to allow safe visiting such as altering a dedicated space
- ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so, and any costs associated with reaching a testing facility

Community care settings:

- ensuring that staff who are isolating in line with government guidance receive their normal wages and do not lose income while doing so. At the time of issuing the grant circular, this includes:

- staff with suspected symptoms of COVID-19 waiting for a test
- where a member of the staff's household has suspected symptoms of COVID-19 and are waiting for a test
- where a member of the staff's household has tested positive for COVID-19 and is therefore self-isolating
- any staff member for a period of at least 10 days following a positive test
- if a member of staff is required to quarantine prior to receiving certain NHS procedures (generally people do not need to self-isolate prior to a procedure or surgery unless their consultant or care team specifically asks them to)
- steps to limit the number of different people from a home care agency visiting a particular individual or steps to enable staff to perform the duties of other team members/partner agencies (including, but not limited to, district nurses, physiotherapists or social workers) when visiting to avoid multiple visits to a particular individual
- meeting additional costs associated with restricting workforce movement for infection control purposes. This includes staff who work on a part-time basis for multiple employers or in other care settings particularly care homes. This includes agency staff (the principle being that the fewer locations that members of staff work in the better)
- ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so
- steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport (https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers) by members of staff)

A non-exhaustive list of examples of ways in which providers can spend funding as part of the 'per beds' or 'per user' allocation can be found in annex A.

**Unoccupied beds**

As outlined in annex B of the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020), the 'per beds' allocation of local authority grants is based on the Care Quality Commission (CQC) Care Directory with Filters (September 2020). We have set out that, for care homes, funding must be allocated on a 'per bed' basis.

In some limited circumstances, local authorities may need to take account of care home specific circumstances that mean there are a significant number of unoccupied beds not related to the outbreak of COVID-19. This could be due to a new and recently opened care home, or a care home that is closing. In these circumstances, local authorities may add unallocated funding to the 20% allocation. We do not expect local authorities to penalise those care homes that have temporary vacancies due to COVID-19.

**Community care users**

As outlined in annex B of the local authority circular
(https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020), the 'per user' allocation of this funding is based on the Care Quality Commission (CQC) Community Care Users as collected at the time of providers' date and is based upon an average number of service users receiving regulated activities in a seven day period. Where there has been a change in these user numbers since that data was collected, local authorities can use more up to date information to make the allocation to their providers. Local authorities who choose to do this should inform the department of the basis of their decision.

**Providers who refuse funding**

If a provider in a local authority's geographical area does not accept their allocation, the local authority may add unallocated funding to the 20% allocation. However, local authorities should make every effort to enable all providers to accept this funding, and any unallocated funding must be used by the local authority to support the whole market, including providers the local authority does not currently commission care from. Local authorities will also continue to receive this allocation at the second instalment, assuming the other grant conditions have been met.

## About the 20% allocation for other care settings and infection control measures

Local authorities must use 20% of the funding to support the care sector to put in place other COVID-19 infection control measures but this can be allocated at their discretion.

A non-exhaustive list of wider measures that this could include is below:

- providing support on the IPC measures outlined above to a broader range of care settings, including, but not limited to:
    - community and day support services (the department would like local authorities to consider using this fund to put in place infection prevention and control (IPC) measures to support the resumption of services)
    - other non-CQC regulated residential settings
    - carers support services
    - individuals who directly employ one or more personal assistants to meet their care needs
    - individuals who are in receipt of direct payments
    - the voluntary sector
- paying care staff their usual wages in order to attend a GP or pharmacy to be vaccinated against flu outside of their normal working hours
- measures the local authority could put in place to boost the resilience and supply of the adult social care workforce in their area to support effective infection control

Local authorities may also choose to allocate this funding in line with the 80% 'per

beds'/'per user' allocation.

We expect any funding allocated through this 20% will be used to support the full range of social care providers regardless of whether the local authority already commissions care from them.

## Specific restrictions on the use of the funding

The purpose of this funding is to support adult social care providers, including those with whom the local authority does not have a contract, to reduce the rate of COVID-19 transmission within and between care settings, in particular by helping to reduce the need for staff movements between sites. This funding must not be used to pay for activities that do not support the purpose of this fund.

## Staff who are off sick with conditions other than COVID-19, furloughed or shielding

This funding cannot be used by providers to pay usual wages to staff who are off sick with conditions other than COVID-19, nor to top up the pay of staff who are furloughed or to pay the wages of staff who may be shielding (in line with government guidance). This funding can be used to pay usual wages of staff who are self-isolating with suspected COVID-19 symptoms (rather than only after a positive test), but those individuals must be seeking to confirm whether this is COVID through a test. In these circumstances, where a member of staff receives a negative test for COVID, a provider can still use this fund to pay usual wages where the symptoms were suspected to be COVID in line with government guidance.

The fund is specifically for supporting providers with the additional costs they will face in complying with the government guidance on infection prevention and control with respect to COVID-19, particularly workforce measures that restrict staff movement.

The department is content that this approach is important to ensure that staff who are isolating in line with government guidance on COVID-19 receive their normal wages while doing so. If providers have concerns, they should seek legal advice.

## Personal protective equipment (PPE)

The 80% 'per bed'/'per user' allocation cannot be used by providers to pay for the cost of purchasing personal protective equipment (PPE).

Local authorities may use 20% of the grant on other COVID-19 infection control measures to support the care sector. This could include, for example, additional financial support for the purchase of PPE by providers or by the local authority directly (although not for costs already incurred).

However, the Adult Social Care Winter Plan (https://www.gov.uk/government/publications/adult-social-care-coronavirus-covid-19-winter-plan-2020-to-2021/adult-social-care-our-covid-19-winter-plan-2020-to-2021) set out the government's commitment to the provision of free PPE for COVID-19 needs for adult social care providers until March 2021. We expect this scheme to mean that this funding does not need to be routinely used to cover the cost of PPE.

## Visiting

Providers should only use this funding to put in place extra measures to facilitate safe visiting (in line with government guidance) due to the risk of transmission of COVID-19.

## Interaction with Test and Trace

The government announced that people on low incomes would be eligible for support to self-isolate through the Test and Trace scheme (https://www.gov.uk/government/news/new-package-to-support-and-enforce-self-isolation). This will be available to people on a low income, required to self-isolate who would otherwise lose income from not working.

The Infection Control Fund provides financial support to providers so they can continue to pay their staff their normal wages whilst self-isolating according to government guidelines. The fund aims to ensure that care workers do not lose income because they are self-isolating.

We expect the Infection Control Fund to be the primary way to support workers in social care to self-isolate, however, this does not exclude individuals from being eligible for the Test and Trace scheme in certain circumstances.

## Retrospective costs

This funding cannot be used retrospectively to compensate for expenditure incurred before 1 October 2020. It can, however, be used by providers to cover the ongoing costs of activities consistent with the aforementioned IPC measures.

The grant must not be used to compensate for activities for which the local authority has already earmarked or allocated expenditure.

## Financial pressures

This funding cannot be used to address general financial pressures that providers might be experiencing.

## Requirements for local authorities

## Local authority reporting on spending

Local authorities must submit monthly returns specifying how the grant has been spent. This information should be returned at the following points:

| Reporting point | Department Deadline | Information required |
|---|---|---|
| **Reporting point 1** | 23 November 2020 | Spending up to the end of October, and planned spending for the entirety of the fund |

| Reporting point | Department Deadline | Information required |
|---|---|---|
| **Reporting point 2** | 31 December 2020 | Spending up to the end of November, and planned spending for the entirety of the fund |
| **Reporting point 3** | 29 January 2021 | Spending up to the end of December, and planned spending for the entirety of the fund |
| **Reporting point 4** | 26 February 2021 | Spending up to the end of January, and planned spending for the entirety of the fund |
| **Reporting point 5** | 31 March 2021 | Spending up to the end of February, and planned spending for the entirety of the fund |
| **Reporting point 6** | 30 April 2021 | Spending up to the end of March (the full lifetime of the grant) |

These returns should be returned to the mailbox: scfinance-enquiries@dhsc.gov.uk

An example template can be found in annex E of the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020), and demonstrates the information required. This includes:

- whether the 80% 'per bed'/'per user' allocation has been fully transferred to providers
- the number of providers in each setting that have received funding
- the number of settings that have used funding under each IPC measure
- the total amount of funding that has been spent on each IPC measure up to the end of that reporting period (as specified on the reporting template)
- the number of providers who have not accepted funding
- the planned spending for the overall allocation, up to 31 March 2021

The template that local authorities will need to complete will be made available before the reporting point.

The department does not require any information further to that outlined in the template. If you experience any difficulties completing this template, please contact the department using the above email address.

Local authorities must also write to the department by 31 October, confirming that they have put in place a winter plan, and that they are working with care providers in their area on business continuity plans.

## Departmental assurance processes

Local authorities must comply with any departmental assurance processes, including requests for information they have received from providers on spending of this funding, and the first Infection Control Fund. The department will review the information provided by local authorities and may request that providers make their financial records available. If the department finds evidence of the grant being misused it will recover the funding.

If the department finds that a local authority has not spent the entirety of the first instalment (at reporting point 3) or the second instalment (at reporting point 6), the department will want to understand why and may choose to recover any unspent monies.

## Local authority assurance processes

Local authorities must put in place sufficient processes to assure themselves that this fund is correctly spent by providers.

### Ensuring funding is spent in line with grant conditions

In relation to the first instalment of funding issued on 1 October 2020, a local authority must ensure that the 80% 'per bed'/'per user' allocation is only allocated on condition that the recipient care provider agrees to use it only for the infection prevention control measures outlined above, commits to completing either the Capacity Tracker or the CQC homecare survey (as per government guidance) at least once per week, and will provide the local authority with information on how they have spent the funding on a monthly basis, at least one week prior to each monthly reporting point (or as directed to them by their local authority).

We are aware that, at the time of issuing the grant, some community care sectors (for example Shared Lives) do not have access to the CQC homecare survey. In the rare circumstances where this is the case, this condition does not apply. However, such sectors will be expected to complete the survey (or any successor, as per government guidance) if and when it becomes available to them.

If the information that local authorities receive from providers about their spending on the first Infection Control Fund gives local authorities cause for concern that spending was not consistent with the conditions of the first Infection Control Fund, they should withhold payment on this fund until they are satisfied providers have understood the conditions on this funding, and that funding can be reclaimed if spent inappropriately. More generally, if the information that local authorities receive from providers at any reporting point gives them concerns that a provider's spending is not in line with the grant conditions, they should withhold further allocations until they are satisfied or recover misused funding.

If the local authority finds that the provider has not spent the entirety of the first instalment (at reporting point 3) they should consider whether the provider has a realistic plan for spending the rest of the funding they have been allocated. If not, they should take steps to recover unspent funding. The department wants this funding to be spent evenly over the lifetime of the fund.

If the local authority finds that the provider has not spent the entirety of the funding (at reporting point 6), they must take steps to recover any unspent monies.

**Managing the risk of fraud**

Local authorities should have access to Spotlight, a digital assurance tool. Alongside other checks conducted by local authorities, the tool can help with pre-payment, and in some cases post-payment, assurance. The government Grants Management Function and Counter Fraud Function can offer support in using Spotlight and interpreting results. We expect local authorities to undertake additional due diligence where Spotlight highlights issues and recognise this could cause some delays in payment to those specific providers.

We also want local authorities to work with us and each other in identifying and sharing good practice, including protecting eligible businesses which may be targeted by fraudsters pretending to be central or local government or acting on their behalf. If local authorities detect any instances of fraud we expect them to share that information with the department.

Local authorities carry the financial risk through grant agreements with providers, and will therefore need to manage this risk and put in place effective processes to ensure an efficient recovery of funds in the case of fraudulent payments.

## Contingency of funding

All local authorities will be allocated the first instalment of this funding on 1 October 2020.

In order to receive the second instalment, local authorities must have written to the department by 31 October, confirming that they have put in place a winter plan, and that they are working with care providers in their area on business continuity plans.

The payment of the second instalment of the grant is contingent on local authorities having fully transferred the 80% 'per bed'/'per user' allocation of the first instalment to providers (the department expects that this should take no longer than 20 working days, subject to reasonable exceptions). The department will use the information provided reporting point 1 to check this and inform decisions on whether to delay or withhold payment of the second instalment.

Local authorities must also have complied with any requests for further information by the department (in respect of both Infection Control Funds 1 and 2) to receive the second instalment.

## Payment of the grant

Local authorities should promptly notify and repay immediately to the department any money incorrectly paid to it either as a result of an administrative error or otherwise. This includes (without limitation) situations where the local authority is paid in error before it has complied with its obligations under the grant conditions (as outlined in the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020). This funding would be due immediately. If the local authority fails to repay the due sum immediately the sum will be recoverable summarily as a civil debt.

# Requirements for providers

## Reporting requirements

### Capacity Tracker or CQC homecare survey

In order to receive the first instalment of funding, care providers will be required to adhere to the following requirements for the duration of the fund (which is until 31 March 2021):

- care homes, including homes with self-funding residents and homes run by local authorities, will be required to have completed the Capacity Tracker at least twice (two consecutive weeks), and have committed to completing the Tracker at least once per week
- community care providers, including those with exclusively self-funded clients, will be required to have completed the CQC homecare survey at least twice (two consecutive weeks), and have committed to continuing to complete this survey (or any successor, as per government guidance) at least once per week

To receive the second instalment of the fund, providers must have been completing the Capacity Tracker or CQC homecare survey (as per government guidance) at least once per week since they first received support from the new Infection Control Fund (which came into place on 1 October 2020).

We are aware that, at the time of issuing the grant, some community care sectors (for example Shared Lives) do not have access to the CQC homecare survey. In the rare circumstances where this is the case, this condition does not apply. However, such sectors will be expected to complete the survey (or any successor, as per government guidance) if and when it becomes available to them.

As outlined in the Adult Social Care Winter Plan (https://www.gov.uk/government/publications/adult-social-care-coronavirus-covid-19-winter-plan-2020-to-2021/adult-social-care-our-covid-19-winter-plan-2020-to-2021), we expect providers to continue to update the Capacity Tracker daily, or more frequently, if requested by HM Government. Nevertheless, as a condition of receiving this funding, providers need to complete the Capacity Tracker at least once per week.

The local authority must not make a first allocation of any funding to a provider unless they have met the above conditions, even if this means payments are not made within 20 working days.

### Information on spending required by local authorities

Providers must provide information to local authorities about how they have spent the funding to date and their planned expenditure over the lifetime of the fund on a monthly basis. They will need to provide this information at least one week prior to the department's deadline (or as indicated by their local authority) to the following timetable:

| Reporting point | Department Deadline | Information required |
|---|---|---|
| **Reporting point 1** | 23 November 2020 | Spending up to the end of October, and planned spending for the entirety of the fund |
| **Reporting point 2** | 31 December 2020 | Spending up to the end of November, and planned spending for the entirety of the fund |
| **Reporting point 3** | 29 January 2021 | Spending up to the end of December, and planned spending for the entirety of the fund |
| **Reporting point 4** | 26 February 2021 | Spending up to the end of January, and planned spending for the entirety of the fund |
| **Reporting point 5** | 31 March 2021 | Spending up to the end of February, and planned spending for the entirety of the fund |
| **Reporting point 6** | 30 April 2021 | Spending up to the end of March (the full lifetime of the grant) |

## Assurance processes

If the information that local authorities receive from providers about their spending on the first Infection Control Fund gives local authorities cause for concern that spending was not consistent with the conditions of the first Infection Control Fund, they should withhold payment on this fund until they are satisfied providers have understood the conditions on this funding, and that funding can be reclaimed if spent inappropriately.

More generally, if the information that local authorities receive from providers at any reporting point gives them concerns that a provider's spending is not in line with the grant conditions, they should withhold further allocations until they are satisfied or recover misused funding.

We do not expect local authorities to require providers to prove that they have spent all of the first instalment before passing on the second instalment.

We do not expect providers to have spent all of the first instalment before reporting point 1. However, we do expect providers to report how much they have spent by that point and how they intend to spend the funding at this point. We also expect providers to have spent all of the first instalment by the 31 December (and to demonstrate this at reporting point 3), and to have fully spent the funding by the end point of the fund on 31 March 2021 (and to demonstrate this at reporting point 6). Those providers who have not fully spent their allocation at the of the fund will be expected to repay any unspent monies.

We do not expect local authorities to routinely require providers to provide them with receipts or invoices to prove how the funding has been spent. Providers will, however, need to keep these records in the event that they are required to provide reassurances that the

funding has been used in accordance with the grant conditions. These records need to be sufficient to show how much of the Infection Control Fund they have actually spent on different measures.

The government will not accept deliberate manipulation and fraud – and any business caught falsifying their records to gain additional grant money will face prosecution and any funding issued will be subject to claw back, as may any grants paid in error.

The department will review the information provided by local authorities and councils and may request that providers make their financial records available. If the department finds evidence of the grant being misused it will recover the funding.

## Contingency of funding

In order to be eligible for funding, providers must be able to demonstrate to their local authority that:

First instalment:

- they have completed, the Capacity Tracker or CQC homecare survey (as per government guidance) at least twice (two consecutive weeks) and have committed to doing so once per week until 31 March 2021.
- where applicable, previous spending was in line with IPC measures, as outlined in the grant determination letter for ICF1 (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund/local-authority-circular-adult-social-care-infection-control-fund-ring-fenced-grant-2020)

Second instalment:

- they have completed the Capacity Tracker or CQC homecare survey (as per government guidance) at least once per week since they first received support from the new Infection Control Fund (which came into place on 1 October 2020)
- they have complied with any requests for more information by the department in regard to Infection Control Funds 1 and 2
- previous spending was in line with IPC measures, as outlined in grant determination letter, at reporting point 1
- have concrete plans to spend the funding that are consistent with the conditions of the fund at reporting point 1

These conditions apply per setting, rather than per provider.

## State aid considerations

As stated in the local authority circular (https://www.gov.uk/government/publications/adult-social-care-infection-control-fund-round-2/adult-social-care-infection-control-fund-round-2-local-authority-circular) (October 2020), in relation to the 'per bed'/'per user'; allocation, the department considers that the aforementioned IPC measures are covered by the Services of General Economic Interest Decision (SGEI) 2012/21/EU.

## Annex A: examples

A non-exhaustive list of examples of ways in which providers can spend funding as part of the 'per beds' or 'per user' allocation can be found here:

## Residential settings

| IPC measure | Examples of how funding can be spent |
|---|---|
| Ensuring that staff who are self-isolating receive their normal wages | Uplift the pay of staff who are self-isolating in line with government guidance to their normal wages to ensure they do not lose income while doing so. This would uplift the pay of those who need to isolate and who would normally receive less than their full wages (whether Statutory Sick Pay or a preferential but partial payment) while unwell or isolating. |
| Limiting all staff movement between settings unless absolutely necessary, to help reduce the spread of infection. This includes staff who work for one provider across several care homes, staff that work on a part-time basis for multiple employers in multiple care homes or other care settings (for example in primary or community care). This includes agency staff (the principle being that the fewer locations that members of staff work in the better). | Compensating staff whose normal hours are reduced due to restrictions on their movement. Paying overtime rates for staff to take on additional shifts in order to reduce reliance on agency or other workers who would normally work across settings (although not for a general increase in rates of pay for shifts they would have typically worked). Cover additional costs incurred to ensure employee doesn't work in other settings, such as compensating for lost wages |
| Limiting or cohorting staff to individual groups of residents or floors/wings, including segregation of COVID-19 positive residents | Paying for extra staff cover to provide the necessary level of care and support to residents. Paying for structural/physical changes to support separation of floors/wings and/or residents. Payments to offset reduced occupancy where this is required to implement appropriate cohorting/zoning of residential establishments. |

| IPC measure | Examples of how funding can be spent |
|---|---|
| Supporting active recruitment of additional staff (and volunteers) if they're needed to enable staff to work in only one care home or to work only with an assigned group of residents or only in specified areas of a care home | Recruitment costs, paying for additional staff, agency staff costs, associated management costs, training costs (free induction training is available through Skills for Care) incurred as a result of these measures. |
| Steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport by members of staff) | The cost of bike, taxi, minibus or car mileage to collect staff teams in a locality. The cost of parking, provided that there is no free parking available on site. Costs associated with the creation of a changing facility, including structural changes. The cost of reduced occupancy where this is required to convert a bedroom into a changing facility. Provision of extra facilities such as bike stands. |
| Providing accommodation for staff who proactively choose to stay separately from their families in order to limit social interaction outside work | This may be provision on site or in partnership with local hotels: the use of spare rooms within the home which should be equipped to make staff comfortable, and the 'accommodation cost' being charged with the addition of light, heat and food. |
| Safe visiting | Dedicated staff to support and facilitate visits. Additional IPC cleaning in between visits. Capital based alterations to allow safe visiting such as altering a dedicated space. |
| Ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so, and any costs associated with reaching a testing facility | Payments to staff at their normal hourly rate to attend work or a suitable testing facility when are not on shift. This includes compensation for travel time taken to reach a testing facility if required. Costs associated with testing, including the costs of fuel or transport to reach a testing facility. |

## Community care settings

| IPC measure | Examples of how funding can be spent |
|---|---|
| Ensuring that staff who are self-isolating receive their normal wages | Uplift the pay of staff who are self-isolating in line with government guidance to their normal wages to |

| IPC measure | Examples of how funding can be spent |
|---|---|
|  | ensure they do not lose income while doing so. This would uplift the pay of those who need to isolate and who would normally receive less than their full wages (whether Statutory Sick Pay or a preferential but partial payment) while unwell or isolating. |
| Meeting additional costs associated with restricting workforce movement for infection control purposes. This includes staff who work on a part-time basis for multiple employers or in other care settings particularly care homes. This includes agency staff (the principle being that the fewer locations that members of staff work in the better). | Compensating staff whose normal hours are reduced due to restrictions on their movement. Paying overtime rates for staff to take on additional shifts in order to reduce reliance on agency or other workers who would normally work across settings (although not for a general increase in rates of pay for shifts they would have typically worked). Cover additional costs incurred to ensure employee doesn't work in other settings, such as compensating for lost wages. |
| Steps to limit the number of different people from a home care agency visiting a particular individual or steps to enable staff to perform the duties of other team members/partner agencies (including, but not limited to, district nurses, physiotherapists or social workers) when visiting to avoid multiple visits to a particular individual. | Paying for additional staff and/or staffing costs to implement successful 'cohorting'. Funding additional administrative costs of dividing up the workforce and arranging logistics. Paying for additional training and relevant risk assessments to enable staff to perform the duties of other team members/partner agencies. |
| Ensuring that staff who need to attend work for the purposes of being tested (or potentially in the future, vaccinated) for COVID-19 are paid their usual wages to do so, and any costs associated with reaching a testing facility | Payments to staff at their normal hourly rate to attend work or a suitable testing facility when are not on shift. This includes compensation for travel time taken to reach a testing facility if required. Costs associated with testing, including the costs of fuel or transport to reach a testing facility. |
| Steps to limit the use of public transport by members of staff (taking into account current government guidance on the safe use of other types of transport by members of staff) | The cost of bike, taxi, minibus or car mileage to collect staff teams in a locality. The cost of parking, provided that there is no free parking available on site. Costs associated with the creation of a changing facility, including structural changes. The cost of reduced occupancy where this is required to convert a bedroom into a changing facility. Provision of extra facilities such as bike stands. |

1.  As per the Care Quality Commission Care Directory. This includes residential drug and alcohol services. ↩

**Cabinet – 28 October 2020**

**Proposed Schools Local Funding Formula 2021/22**

**Portfolio:**      Councillor Towe, Education and Skills

**Related portfolios**: Councillor Bird, Leader of the Council

**Service:**      Children's Services: Education

**Wards:**      All

**Key decision:**      Yes

**Forward plan:**      Yes

**1.      Aim**

1.1      The schools local funding formula is the process that is utilised (informed by national guidance which details the funding factors that can be incorporated) to allocate the Schools Block of the Dedicated Schools Grant funding that the Council receives to mainstream schools in the Borough of Walsall.  The Department for Education requires all Local Authorities, in consultation with their Schools Forum, to produce a schools local funding formula for the following financial year by the third week in January each year.  Due to the timing of Schools Forum and Cabinet meetings, agreement of the proposed direction for consideration in relation to the 2021/22 local funding formula requires agreement in advance of the Department for Education informing the Local Authority of its Dedicated Schools Grant for 2021/22 year, which is not expected to be provided until the last week of December 2020.

**2.      Summary**

2.1      From April 2018 Central Government began the implementation of the schools National Funding Formula, which it believes will allow for a more equitable and comparable distribution of funding to schools across the country compared to the previous methodology (which was in the main based on historic spending on education in each area rather than on the basis of need).

2.2      A report, supported by School Forum and Cabinet, in October 2018 set out Walsall's approach would be to incrementally move local factor values towards those within the NFF over a period of time rather than adopting them all fully at once.

2.3      In July 2020 the government announced that, due to the "need to focus efforts on meeting the challenges of Covid 19", the move to a 'hard' National Funding Formula for schools (NFF) is to be delayed and will not be implemented in April

2021.  Therefore local authorities will continue to operate a local funding formula for the forthcoming financial year 2021/22.

2.4     A report presented to Schools Forum on 14 October set out the Proposed Schools Funding Formula for 2021/22 and made recommendations on the allocation of any available funding into meeting the new mandatory requirements that the Department for Education have introduced for the year, with any remaining funding allocated to the Low Prior Attainment factor.

## 3.     Recommendations

3.1     That Cabinet approves the Schools Funding Formula (**Appendix A**) that was recommended by Walsall's Schools Forum at their meeting on 14 October 2020.

3.2     That Cabinet notes that the Department for Education may request revisions to the school funding formula and that values attributed in the formula may need to change once the Department for Education reviews the October 2020 census data.

3.3     Cabinet approves to delegate authority to the Executive Director of Children's Services in consultation with the Portfolio Holder for Education and Skills to amend the formula in line with Department for Education requirements and to comply with all and any relevant Department for Education regulations for the 2021/22 Schools Funding Formula.

## 4.     Report detail - know

### *Context*

4.1     For 2021/22 local authorities are required to set a local funding formula for their mainstream schools.

4.2     An Authority Pro-forma Tool, with pupil data specific to individual authorities, will be published in December 2020.  The agreed local funding formula factors will be used within the pro-forma to determine a budget share for all mainstream schools for 2021/22.

### Proposed Schools Funding Formula

4.3     The Minimum Per Pupil Level (MPPL) factor is compulsory and must be used in local funding formulae at the values set in the National Funding Formula (NFF) - £4,180 for primary and £5,415 for secondary. Therefore to ensure this requirement is met the first call on any additional school block funding available to the authority will need to be utilised to meet the increased MPPL.

4.4     In the 2021-22 NFF, the department has increased, as a result of the roll in of Teachers' Pension Grant and Teachers' Pension Employer Contribution Grant, basic per pupil funding rates by 3% and added £180 per pupil to primary and £265 per pupil to Key Stage 3 & 4.

4.5     While not compulsory, the department has stated it is their expectation that local authorities will add these amounts to the basic per pupil funding value they would

otherwise have used in local funding formulae, to ensure that they mirror the rolling in of grants for local schools.

4.6 It is therefore proposed to follow operational guidance and increase the Walsall Basic Entitlement rate for primary and secondary by 3% and add £180 per pupil to the primary rate and add £265 per pupil to the secondary rate. It should be noted that, unlike the NFF, the local formulae will continue to fund at a single rate for both key stage 3 and 4.

4.7 Provisional DSG allocations for 2021/22 indicate that the amount of new funding available will be sufficient to meet the compulsory increase in MPPL and the proposed increases to Basic Entitlement for primary and secondary pupils.

4.8 To date, once any mandatory changes have been accommodated, any remaining new DSG school block funding has been invested in areas where the NFF rates are higher than the local factor rate, namely English as an Additional Language (EAL), Low Prior Attainment (LPA) and Deprivation funding via IDACI data, with this latter factor mirroring the NFF banding rates in 2019/20 and 2020/21.

4.9 However current indications are that with the proposed changes to MPPL and Basic Entitlement there will only be limited new funding remaining, and it is proposed that whatever funding is available is fully invested in to the local LPA rate – which is currently only at circa 77% of the NFF LPA rates.

4.10 It should also be noted that even though deprivation banding rates will be unchanged, the incorporation of the 2019 update to the Income Deprivation Affecting Children Index (IDACI) will result in an increase in the total amount of funding allocated to schools for deprivation.

4.11 Appendix 1 to this report details the proposed local funding factors values for 2021/22 incorporating the above changes.

### Council Corporate Plan priorities

4.12 The funding formula is seen as equitable and is transparent to those who have been consulted with when setting the formula. The funding formula will not alter the total amount of funding given to Walsall schools and as such the role that schools play in meeting Council objectives will not be adversely impacted by the proposed funding formula.

### Risk management

4.13 The Department for Education, in their consultation with Local Authorities and schools in March 2012, recognised that smaller schools may become less financially viable under the new funding formula that was adopted nationally from 2013/14. Walsall Council's proposed funding formula for 2021/22 will continue to provide the maximum allowable lump sum. This lump sum commitment should continue to provide support to allow smaller schools time to manage these impacts.

### Financial implications

4.14 As required under DfE guidelines, it is estimated that the proposed Local Funding Formula would allocate all of the funding that Walsall Council receives within the Schools Block of its DSG to schools in Walsall.

4.15 Once the authority receives final details of its DSG allocation for 2021/22 a further review of proposed funding factor values may be required to ensure that the final factor values utilised are affordable within the overall level of funding that will be available to the authority.

4.16 Where schools see fluctuations in pupil numbers between 2020/21 and 2021/22 this will impact on budgets as it always has (and there will also be schools who gain from this process where pupil numbers have increased). The recently published local authority formulae arrangements in 2021 to 2022 allow the Minimum Funding Guarantee (MFG) to be set between +0.5% and +2% per pupil. The MFG in the proposed allocations in this report is included at the minimum +0.5% (the highest level that is affordable without capping gains at some schools to pay for a higher level of MFG). This means that all schools will see an increase in their funding allocations on a per pupil basis.

*Legal implications*

4.17 The Department for Education has prescribed the way in which schools should be financed for the 2021/22 financial year. These guidelines are set out in the Schools Revenue Funding 2021 to 2022 operational guide, and can be found at the following link:

https://www.gov.uk/government/publications/pre-16-schools-funding-local-authority-guidance-for-2021-to-2022

4.18 The purpose of these arrangements is to help secure greater consistency in the way in which funding is distributed to schools. The Council is bound to adhere to the rules issued by Department for Education, and the proposed Walsall Funding Formula sets out how funding will be allocated to schools in Walsall within the prescribed arrangements.

*Procurement Implications/Social Value*

4.19 None relating directly to this report.

*Property implications*

4.20 Unless any schools in Walsall were to close, there will be no property implications associated with this report.

*Health and wellbeing implications*

4.21 The content of this report has taken into account the Marmot objectives and it is confirmed that the proposals have been tested against the relevant considerations in this respect. As such there has been no indication that the proposed school funding formula would have any adverse impact on the health and wellbeing of staff and pupils based at Walsall schools.

*Staffing implications*

4.22 Where the proposed funding formula sees any school suffer a budget reduction Finance officers will continue to work with and support those schools that do experience financial difficulties so that they can plan the most appropriate way in which to manage these changes.

*Reducing Inequalities*

4.23 The implications for reducing inequalities have been taken into account and assessed as set out below.

4.24 When undertaking the consultation on the implementation of the National Funding Formula, Department for Education prepared an equality impact assessment. A copy of this is attached to this report.

4.25 With regard to equality implications the principles followed for allocating funding for 2021/22 are set out within the report, and were based on seeking consistency of funding between years, and to limit any financial impact on individual schools.

4.26 The current, and proposed 2021/22, schools funding formula takes account of all funding factors that are allowed to be used, and relevant to Walsall.  Funding is allocated to support children where English is an additional language, children with low attainment and to support schools in meeting the additional needs that children from deprived backgrounds may face.  There are no further eligible funding factors that can be taken into account in Walsall's funding formula to provide additional support in terms of equality and deprivation.

*Consultation*

4.27 Walsall Schools Forum have received a report on the proposed schools funding formula for 2021/22.  Additionally a full consultation exercise was carried out as part of the 2019/20 funding formula and the direction from this exercise has also been incorporated in to the proposed 2021/22 formula.

**5.    Decide**

5.1 The operational guidance provided by the Department for Education identifies the mandatory factors and also the optional factors that can be utilised within the local funding formula.  The options discussed with Schools Forum were therefore based on ensuring all mandatory factors were met, rolling in of the TPG and TPECG resulting in increasing the Walsall Basic Entitlement by 3%, and on feedback from the full consultation exercise that was undertaken with all mainstream Walsall schools in November 2019.

**6.    Respond**

6.1 Subject to approval of the recommendation, and confirmation of the 2021/22 Dedicated Schools Grant in December 2020, local funding formula factors values will be finalised and used to populate the Authority Pro-forma Tool.  The completed

pro-forma will be submitted to the Department for Education by the required deadline of January 2021.

6.2 A Budget Statement for each maintained school will then be published, confirming their budget share for 2021/22 as determined by the local funding formula. In respect of mainstream academy schools the totality of budget share allocations for these schools will be top-sliced from Walsall's Dedicated Schools Grant and paid directly to academies by the Education and Skills Funding Agency.

**7. Review**

7.1 Any further information releases by Department for Education in respect of the implementation date of a hard National Funding Formula will continue to be reviewed. Should these indicate that the implementation of a National Funding Formula will be moved back beyond 2022/23 the process of determining a local funding formula will, for that year, will need to be decided by Cabinet, in consultation with Schools Forum.

**Background papers**

Schools Forum Report 14 October 2020 – Proposed Schools Local Funding Formula 2021/22

ESFA – Schools revenue funding 2021 to 2022 operational guide

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Sally Rowe                                      Councillor Towe
Executive Director                            Portfolio holder
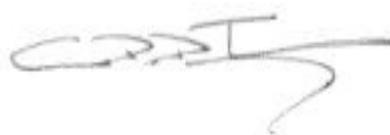
20 October 2020                              20 October

## Proposed Local Schools Funding Formula 2021/22

| Factor | | Indicator / Criteria / Data | | | £ Unit / multiplier | | |
|---|---|---|---|---|---|---|---|
| Basic Entitlement (AWPU) | Compulsory | October 2020 census | | Primary | £3,142 | | |
| | | | | Secondary | £4,728 | | |
| Minimum per Pupil Funding | Compulsory | MPPL rates have been set in guidance | | Primary | £4,180 | | |
| | | | | Secondary | £5,415 | | |
| Deprivation | Compulsory | Proportion of pupils eligible for Free School Meals | | Primary | £1,228 | | |
| | | | | Secondary | £1,473 | | |
| | | | | | | Primary | Secondary |
| | | Now changed to use IDACI 2019 ranks to group each lower super output area into one of six bands of decreasing deprivation. IDACI bands have previously been defined on basis of scores.

Funding allocated on proportion of pupils in each band. | Pupils in the next 10% most deprived LSOAs | Band F | | £210 | £300 |
| | | | Pupils in the next 10% most deprived LSOAs | Band E | | £250 | £405 |
| | | | Pupils in the next 5% most deprived LSOAs | Band D | | £375 | £535 |
| | | | Pupils in the next 5% most deprived LSOAs | Band C | | £405 | £560 |
| | | | Pupils in the next 5% most deprived LSOAs | Band B | | £435 | £625 |
| | | | Pupils in the most deprived 2.5% of LSOAs | Band A | | £600 | £840 |
| Lump Sum | | Maximum permitted | | | £175,000 | | |
| Low Prior Attainment | Optional | Primary pupils identified as not achieving the expected level of development in the early years foundation stage profile (EYFSP). Secondary pupils not reaching the expected standard in KS2 at either reading or writing or maths. | | | Primary    - £ 850

Secondary - £1,270 | | |
| English as Second Language | Optional | Pupils identified in the October census with a first language other than English may attract funding for up to three years after they enter the statutory school system | | | £535 | | |
| Business Rates | Optional | Rateable value of premises as at Jan.'21, with discretionary relief applied where appropriate. | | | £ TBC | | |
| Split Site – fixed sum | Optional | A separate site is recognised either where a single school occupies more than one building separated by a public highway or following an amalgamation of two schools where the new school continues to use the two former sites and have two entrances | | | £16,615 | | |
| Premise Rental | Exceptional circumstance | An exceptional factor approved by DfE to fund one primary school for the premise rental charged by the diocese of the school | | | £54,000 | | |

## Cabinet – 21 October 2020

## Proposed High Needs Local Funding Formula 2021/22

**Portfolio:**     Councillor Towe, Education and skills

**Related portfolios**:

**Service:**     SEND

**Wards:**     All

**Key decision:**     Yes

**Forward plan:**     Yes

### 1.     Aim

Work has continued throughout 2020/21, with the High Needs Funding Group of the Schools Forum, to review the existing local High Needs Funding Formula for Walsall and seek to develop a revised formula which provides a fair, needs led and child centred approach to allocating funding for school aged children with SEND. The outcome of this work was reported to Schools Forum at their meeting on 23 September 2020, and gained approval to progress to formal consultation. Approval is therefore sought from Cabinet to undertake formal consultation on the revised proposed model in line with School's Forum proposed decision on 23 September 2020.  Following consultation a further report will be presented to Schools Forum and Cabinet to seek approval of the final model and its implementation from 1 April 2021.

### 2.     Summary

2.1    This report provides an overview of the work already undertaken by the School's Forum High Needs Working Group, including:
- Development of a new High Needs banding document
- Audit of need for all school aged children in Walsall schools using the new High Needs banding document
- Moderation of audit responses

2.2    It also provides an overview of the work undertaken, including:
- Specifying provision for each band/area of need within the banding document
- Financial modelling

2.3    Finally, a summary of future actions and implementation timetable is provided, including:
- Consultation with schools regarding the new High Needs Funding model
- Implementation of the new High Needs Funding model

2.4 This constitutes a key decision as a change to the High Needs funding model could potentially have an impact on all school aged children with SEND, across all wards within the borough, and incur expenditure which is in excess of £250,000. Financial modelling and projections indicate that the proposed revised model is affordable within the totality of funding that is available within the High Needs Block of the Designated Schools Grant (DSG) that is paid to the authority.

## 3. Recommendations

3.1 That Cabinet approve the principles underpinning the development of the revised local high needs funding model and the timetable for 2021/22 set out in appendix B.

3.2 That Cabinet approve the proposals to move to a formal consultation process on the proposed high needs funding model for 2020/21.

3.3 That Cabinet agree that a further report be received, containing any proposed changes to the model after consultation, to seek final Cabinet approval of that model and its implementation.

## 4. Report detail - know

### Background

4.1 The high needs funding formula is the local process that is utilised to allocate the High Needs Block of the Dedicated schools Grant (DSG) funding that the Council receives, to the providers of support to children with additional needs in the Borough of Walsall.

4.2 A working group of the Schools Forum, comprising of representatives from all school phases and sectors has continued to meet and work on a proposed revised high needs funding methodology and model, which is child centred, needs based, transparent , equitable and affordable.

4.3 The methodology builds on the work undertaken in 2019 and the additional work in 2020 encompassing revised moderated SEN data from schools and academies to propose an updated model to be implemented from 1 April 2021. The model has been developed through extensive work with schools and partner services, led by the Schools Forum High Needs Funding working group.

4.4 The proposed basis of the high needs local funding formula for 2021/22 is set out in this report. Feedback from the recommended consultation will be used to identify any required changes to the proposed model before being presented back to Schools Forum and Cabinet for final approval of the implementation.

4.5 Once finalised and approved by Cabinet the new local high needs funding formula rates will be used to determine indicative budget shares for all special schools for 2021/22 and will determine the high needs top-up funding attracted by mainstream schools. As funding for PRUs and ARPs was not included in the review work undertaken to date, funding in these areas will continue to be allocated using the existing model for 2021/22, with a further review of the funding formula for these provisions then due to take place during 2021/22.

### Proposed High Need Funding Formula and Model

**Principles of the Review**

4.6     The following principles have underpinned the work:

*   Child centred - all children and young people will receive the 'right help, in the right place at the right time, for the right amount of time' in accordance with our Walsall Right for Children vision. There needs to be a child centred approach to funding which ensures that children continue to receive the right support, regardless of placement whether mainstream or special, and regardless of transitions
*   Transparency – there needs to be a transparent approach to funding across all sectors (mainstream/special, primary/secondary)
*   Equity – there needs to be a fair approach to funding that is based on the cost of provision to meet needs – a needs based approach rather than a setting based approach
*   Early intervention – there needs to be a graduated approach to support (and therefore funding for provision) to ensure that children can benefit from quality first teaching and early intervention with the aim of removing barriers and reducing the need for more specialist support.  Provision funding also needs to be responsive, reducing delay in schools being able to fund the support that children need
*   Inclusion – Our aim is to ensure that the majority of children and young people with SEND, including those with an EHCP, can access the right support within their local mainstream school and local community.  This is in accordance with our Walsall Right for Children vision and, also the general presumption set out in The Children and Families Act 2014, that children with SEND will access mainstream education. There needs to be an approach to funding that actively promotes and supports this and enables children to have their needs met and remain within their local mainstream school

**Development of the banding model**

4.7     The working group reviewed approaches taken in other local authorities and used models to develop a revised Walsall high needs banding model which could be applied across mainstream and specialist provision and across all phases.

The banding model that has been developed categorises need across 8 areas:

*   Cognition and learning
*   Speech, language and communication
*   Social, emotional, mental health
*   Hearing Impairment
*   Visual Impairment
*   Multi-sensory Impairment
*   Physical
*   Medical

Each area of need is split into up to 7 bands. Bands 1, 2 and 3 fall within a school's local universal offer and provision for children in these bands will be funded at a school level from a school's notional SEN budget.  Bands 4, 5, 6 and 7 will attract top up funding and it is expected moving forwards that only children in Bands 6

and 7 would require access to specialist provision in terms of a special school placement to meet their needs.

4.8     It is proposed that the revised model will be implemented for all Walsall children with an EHCP in Walsall schools. As the model indicates that provision for children in Bands 1, 2 and 3 can be provided within the school's notional SEN budget, it is expected that schools will make timely requests for EHCPs for children whose needs are identified as being at Band 4 or above. This will then enable them, if the request is supported, to have enhanced provision funded through high needs top up funding.

4.9     **Completion of the audit for all school aged children in Walsall**: Information regarding the new banding model has been shared with all Head Teachers through Primary/Secondary/Special school Head Teachers forums.  All schools have been asked to complete an audit of all children identified as having SEND, to identify where each child's needs would be on the new banding document.

4.10    Completion of this audit was hugely valuable for the Local Authority. Not only does it support the progress with the revised equitable approach to high needs funding, but it also provides the most detailed information received to date on the nature of SEN needs in Walsall. This supports us in understanding the needs in Walsall, providing appropriate support to schools and with needs led pupil place planning.

4.11    **Moderation:**   There was a need to complete a moderation exercise to ensure the accuracy of data submitted and to ensure that high needs funds are allocated fairly. This was relaunched, following inaccuracies and anomalies experienced with data collated in 2019, to provide a more thorough and considered process. Audit responses from schools have been analysed and a sample of schools/children were identified for moderation. The plan for moderation had to be adapted due to the impact of Covid-19 and therefore was largely completed through a remote process using the knowledge and expertise of specialist services.

        Following this work final audited data was provided to finance officers on 17 July 2020 to support financial modelling.


        **Financial modelling:**

4.11    The draft resourcing needs for each area of need and band were provided to finance officers, based on the Walsall Rights 4 SEND guidance document. This was informed by the high needs funding working group supported by specialist services, knowledge of provision currently provided in Walsall schools and relevant guidance to provide quantification of provision for each of the bands in each area of need for the purpose of the financial modelling work. This resourcing need then provides an assessment of the costs of meeting the needs of children in each band, which can then be compared to funding that the authority is predicted to receive in its DSG High Needs block. Further work will continue to be undertaken to identify the potential impact on individual schools/providers to plan for these changes

4.12    The outcome of the modelling indicates that for 2021/22 the proposed funding is estimated to be affordable within the totality of funding that is available within the High Needs Block  of DSG that is paid to the authority (based on a predicted total

top-up cost for the year for the revised model of circa £16.25 million). This includes an assumption of a 7% increase in demand in that year, which has been built in to accommodate anticipated pressures.

4.13    The breakdown of the financial model is contained in Appendix A for both special and mainstream schools.  It takes account of existing predicted funding levels and existing pupil numbers in the moderation exercise and includes an estimate of funding required to support 7% potential growth in the year

4.14    Implementation is recommended for existing and new EHCPs from 1 April 2021 and further moderation will also be supported through scheduled Annual Reviews for existing EHCPs from 1 April 2021 onwards, which will allow a robust level of review and challenge and supplement Annual Review and EHCP Hub training to be delivered to SENCOs in the autumn term 2020.

4.15    The School's Forum Working Group considered a range of funding models from other Local Authorities. The current model is proposed as it allowed for categorisation of primary need and would allow for the bandings to be used across all phases (primary and secondary) and settings (mainstream and special school).

4.16    Prior to 1 April 2021 the Transitional Top Up Support (TTS) scheme, approved by Schools Forum and Cabinet in February and March 2020, will continue.  However this scheme will then cease from 31 March 2021 with the implementation of the new formula on 1 April 2021.


**5        Council Corporate Plan priorities**

This work relates to the Corporate Plan Priorities for Children (Ch2 - The gaps in educational attainment between the least and most deprived communities will be narrowed for all under achieving groups). Specifically, the allocation of High Needs Funding should ensure that children identified as having SEND have the right support at the right time to ensure they access their entitlement to a full time education and can make good academic progress and achieve their potential.

**6        Risk management**

6.1     Consideration of the results of consultation may lead to changes within the funding formula.

6.2     The financial modelling supports the proposed funding formula within projected resources assuming a 7% growth factor. Budget monitoring and control will need to ensure the formula's financial sustainability into the future.

6.3     The funding formula proposed is a needs based model based on defined principles to ensure resources are allocated on the basis of pupil need and not the school or provision children and young people attend. Changes to the model would need to be closely monitored to ensure the core principles of the review are complied with.


**7        Financial implications**

7.1 The intention of revising Walsall's High Needs Funding Formula is to ensure that there is an equitable system in place to accurately identify pupil's additional needs and provide appropriate funding in support of this to achieve the best outcome for them. However this needs to be balanced against the fact that the High Needs funding the authority receives is a cash limited grant and any spend against this to support children's needs must be contained within the totality of the High Needs funding that is available to the council.

7.2 The outcome of the financial modelling that has been undertaken in relation to the proposed revised funding formula indicates that for 2021/22 the proposed funding is estimated to be affordable within the totality of funding that is available within the High Needs Block of DSG that is paid to the authority (based on a predicted total top-up cost for the year for the revised model of circa £16.25 million). This includes an assumption of a 7% increase in demand in that year, which has been built in to accommodate anticipated growth.

7.3 The proposal may be subject to the minimum funding guarantee (MFG) for special schools, which is set by a condition of grant that applies to local authorities' DSG and protects special schools from seeing a reduction in funding from year to year, of more than 1.5% per pupil, assuming that the number and type of places remains the same between two financial years. The final MFG calculation cannot be completed until later in the financial year when it is known no further pupil changes are likely prior to April 2021.

7.4 As this is a major reorganisation of high needs funding for special schools, moving from a 3 banded framework based on designation of school to a funding framework based on 5 areas of pupil need across 10 bands, a like for like comparison required by the MFG is not possible. Additionally if any MFG is required the impact of applying this may result in anomalous outcomes and potentially thwart one of the main principles of the funding review ie. that a pupil with assessed needs will attract the same funding for those needs regardless of the special school they attend.

7.5 As such School Forum's support was also sought for the authority to submit a disapplication request to disapply the MFG for 2021/2022 for special schools to enable increased flexibility in the implementation, which is subject to the consultation process. The submission deadline for disapplication is 11 October 2021, and therefore it is not yet known whether (if the application is approved by the secretary of state) the disapplication will need to be utilised, but if required an update confirming the potential impact of not applying the MFG will be brought back to Schools Forum, for review and recommendation, and on to Cabinet for decision as part of the process to agree the final implementation of the formula.

7.6 With any change in the allocation of the overall High Needs funding amongst individual schools / providers, as a result of the implementation of a revised funding formula, there are likely to be some schools that see an increase in the High Needs funding that is allocated to them, and others that may see a reduction. The authority will seek to work with those schools that do see a reduction in funding to help them plan for the impact of this.

**8** **_Legal implications_**

8.1 The DfE has prescribed the way in which schools should be financed for the 2021/22 financial year. These guidelines are set out in the Schools Revenue Funding 2021 to 2022 operational guide. The purpose of these arrangements is to help secure greater consistency in the way in which high needs funding is distributed to schools. The Council is bound to adhere to the rules issued by DfE.

8.2 It is essential that we achieve a fair, effective and efficient formula that meets the needs of those pupils and the schools where they are placed. Failure to do this could result in an increase in SEND tribunals and greater legal challenge from parents and carers as well as support groups within the areas of SEND.

**9** **_Procurement Implications/Social Value_**

There are no procurement/social value implications arising from the proposals in this report.

**10** **_Property implications_**

There are no property implications arising from the proposals in this report.

**11** **_Health and wellbeing implications_**

It is expected that the new model for High Needs Funding will support the Marmot objectives of:
- Give every child the best start in life
- o Enable all children, young people and adults to maximise their capabilities and have control over their lives

This will be achieved by ensuring that the approach to funding ensure children have access to the right support at the right time to promote their development, educational outcomes and prepare them for adulthood.

**12** **_Staffing implications_**

There are no staffing implications arising from the proposals in this report.

**13** **_Reducing Inequalities_**

An Equality Impact Assessment is being completed.

The overall aim of the proposed model is to ensure a fair and equitable approach to the allocation of High Needs Funding. This will reduce inequalities and ensure that children with SEND have access to the provision required to meet their needs, ensure access to their entitlement to fulltime education and to address the gap in outcomes between those with SEND and those without.

**14** **_Consultation_**

14.1. All Walsall schools and parents of children with SEND at those schools will be able to participate in the consultation on the revised high needs funding arrangements.

14.2    It is proposed that the consultation will take place for 6 weeks between 2nd November 2020 and 14th December 2020. The intention is to complete the consultation process prior to January 2020 so the outcome could be shared at the School's Forum meeting in January to consider the outcome of the consultation and the proposal for a new model to high needs funding.

14.3    The consultation will include the distribution of a survey to gather views as well as weekly timetabled 'drop in or video conferencing sessions' where people can ask questions and receive responses to any queries they have about the proposal.

14.4    Subject to approval of the principles underpinning the revised High Needs Funding model and the suggested process for consultation, the following actions will be taken:

- Consultation with all schools, parents/carers and partner services
- Review responses to consultation and take necessary action
- Report to School's Forum to seek recommendation to Cabinet for the implementation of revised High Needs Funding model
- Report to Cabinet to seek approval for the implementation of revised High Needs Funding model
- Identification of schools that will see an increase in the High Needs funding that is allocated to them. Identify actions to support those schools that see a reduction in funding to help them plan for the impact of this.

## 15    Decide

The School's Forum Working Group considered a range of funding models from other Local Authorities. The current model was developed as it allowed for categorisation of primary need and would allow for the bandings to be used across all phases (primary and secondary) and settings (mainstream and special school).

## 16    Respond

Subject to approval of the principles underpinning the revised High Needs Funding model and the suggested process for consultation, the following actions will be taken:
- Finalisation of financial modelling
- Finalisation of model
- Consultation with all schools
- Review responses to consultation and take necessary action
- Report to School's Forum to seek approval for the implementation of revised High Needs Funding model
- Report to Cabinet to seek approval for the implementation of revised High Needs Funding model
- Identification of schools that will see an increase in the High Needs funding that is allocated to them. Identify actions to support those schools that see a reduction in funding to help them plan for the impact of this.

17    **Review**

The approach to High Needs funding will be subject to an annual review by an identified sub group of Schools Forum. The allocation of funding will be reviewed alongside an analysis of the changing need reported through the audit process and pupil place planning.

**Background papers**

Schools Forum report – 23.09.20 – Proposed High Needs Local Funding Formula

Walsall Rights 4 SEND guidance document

Schools Forum report – 25.11.19 – High Needs Funding Formula Review

Cabinet report 20 March 2019 – High Needs Funding Formula 2019/20

ESFA – High Needs Funding 2019 to 2020 operational guide

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Sally Rowe
Executive Director Children's Services

October 2020

Councillor Towe
Portfolio holder Education and Skills

October 2020

## Proposed High Needs Top-up Rates 2021-22

| SEND Band | Proposed Special schools High Needs Top-Up Rates 2021-22 | Proposed Mainstream High Needs Top-Up Rates 2021-22 |
|---|---|---|
| SEMH Band 1,2 & 3 - funded by school budget | Na | na |
| SEMH Band 4 | Na | 4,267 |
| SEMH Band 5 | Na | 6,955 |
| SEMH Band 6 | 16,612 | 10,530 |
| SEMH Band 7 | 21,626 | 17,267 |
| C&L Band 1,2 & 3 – funded by school budget | Na | na |
| C&L Band 4 | na | 3,173 |
| C&L Band 5 | na | 4,702 |
| C&L Band 6 | 9,705 | 8,892 |
| C&L Band 7 | 14,467 | 15,490 |
| SLCN Band 1,2 & 3 – funded by school budget | Na | na |
| SLCN Band 4 | na | 3,405 |
| SLCN Band 5 | na | 7,000 |
| HI Band 1,2 & 3 – funded by school budget | na | Na |
| HI Band 4 | na | 4,702 |
| HI Band 5 | na | 6,955 |
| HI Band 6 | 10,125 | 10,056 |
| HI Band 7 | 14,467 | 14,642 |
| VI Band 1, 2 & 3 – funded by school budget | na | Na |
| VI Band 4 | na | 5,469 |
| VI Band 5 | na | 8,527 |
| VI Band 6 | na | 15,196 |
| VI Band 7 | na | 17,642 |
| MSI Band 1,2, & 3 – funded by school budget | Na | na |
| MSI Band 4 | na | 6,317 |
| MSI Band 5 | Na | 10,903 |
| MSI Band 6 | 21,146 | 16,847 |
| MSI Band 7 | 36,192 | 18,376 |
| Physical Band 1,2 & 3 – funded by school budget | na | Na |
| Physical Band 4 | na | 3,871 |
| Physical Band 5 | na | 6,848 |
| Physical Band 6 | 19,950 | 13,881 |
| Physical Band 7 | 23,515 | 18,634 |
| Medical Band 1,2 & 3 – funded by school budget | na | na |
| Medical Band 4 | na | 4,917 |
| Medical Band 5 | na | 8,280 |
| Medical Band 6 | 14,970 | 13,961 |
| Medical Band 7 | 18,534 | 17,267 |

## High Needs Funding Formula Review – Outline Timetable

| Area | Deadline | Lead Officer(s) | Other Officers / Input required |
|---|---|---|---|
| Letter sent to all Heads with update on High Needs Funding Review and revised timetable | 17th Jan 2020 | Max Vlahakis | School Forum Working Group |
| Update provided to Heads forums (primary, secondary, special) | End of Jan 2020 | Schools Forum Working Group reps (MV/CD, RB, KB) | |
| Banding document finalised | 29th February 2020 | Emma Thornberry / Head of SEND | School Forum Working Group |
| Update and banding document shared with Heads forums (primary, secondary, special) | March 2020 | School Forum Working Group | |
| Locality drop in events to provide training on new banding model and completing audit | April 2020 | School Forum Working Group | |
| Live team meeting to introduce new banding model to sencos | 20th & 21st April 2020 | Emma Thornbery | |
| All Audits completed and returned from schools (primary, secondary and special) | 22nd May 2020 | School Forum Working Group | |
| Provision specification provided for bands for financial modelling | April – May 2020 | Head of SEND / Schools forum working group | Emma Thornbery |
| Analyse data and plan moderation | 22nd May – 5th June | Head of SEND / Schools Forum working group | Emma Thornberry |
| Data based moderation with partners | 8th June – 19th 2020 | Schools forum | Head of SEND / Emma Thornberry |

| | | working group | |
|---|---|---|---|
| Phase 2 of moderation – validation, refinement and challenge with schools | 22nd June – 17th July | Identified moderator group | Emma Thornbery/Andy Crabtree |
| Final audit data to finance | 17th July 2020 | Head of SEND | Lloyd Haynes / Dawn Morris |
| Financial modelling of outcomes of moderation and ensure affordability within High Needs funding | July – August 2020 | Schools Forum working group / Lloyd Haynes / Dawn Morris/ Head of SEND | EHCP Manager/ Working Group |
| Finalisation of model and development of consultation process | September 2020 | Head of SEND | School's Forum Working Group |
| Drafting of reports for Schools Forum and Cabinet (and reporting to DMT/CMT) – principles and consultation<br>Draft approved by ED<br><br>Reports dispatched for CMT<br><br>Reports dispatched for Cabinet | September 2020<br><br>September 2020<br><br>September 2020 | Head of SEND/ Schools Forum working group | Lloyd Haynes / Dawn Morris |
| Consultation with/report to School's Forum on recommendations | 23rd September 2020 | Head of SEND/ Schools Forum working group | Lloyd Haynes / Dawn Morris |
| Report to Cabinet to seek agreement to consult on proposed model | October 2020 | Head of SEND | Lloyd Haynes / Dawn Morris |
| Consultation with all stakeholders (schools, parents and services) on proposed model | 1st November – early December 2020 | Schools Forum working group/ Head of SEND | |
| Review of outcomes of consultation and impact on proposals | December 2020 | Head of SEND / Schools Forum working group | Lloyd Haynes / Dawn Morris |

| Drafting of reports for Schools Forum and Cabinet (and reporting to DMT / CMT) – Final Outcome Post Consultation | January 2021 | Head of SEND | School Forum working group |
|---|---|---|---|
| Draft Approved by ED | January 2021 | | |
| Reports Dispatched for CMT | January 2021 | | |
| Release of Schools Forum Report | January 2021 | Head of SEND | Lloyd Haynes / Dawn Morris |
| Consultation with / report to Schools Forum on recommendations | January 2021 | Head of SEND / Lloyd Haynes | Dawn Morris / Working Group |
| Release of Cabinet Report | February 2021 | Head of SEND | Lloyd Haynes/ Dawn Morris |
| Report to Cabinet to seek agreement on new funding formula | February 2021 | Head of SEND | Lloyd Haynes |
| Implementation of revised funding formula | 1 April 2021 | Head of SEND Lloyd Haynes / Schools (for budget setting) | Dawn Morris |
| Ongoing review / reporting arrangements | Beginning in April 2021 | Head of SEND | Dawn Morris |

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

| Proposal name | Proposed High Needs Funding formula 2021/22 | |
|---|---|---|
| Directorate | Childrens services | |
| Service | SEND | |
| Responsible Officer | Andy Crabtree | |
| Proposal planning start | 1 April 2019 | Proposal start date (due or actual date) 1 April 2021 |

| 1 | What is the purpose of the proposal? | Yes / No | New / revision |
|---|---|---|---|
| | Show which category the proposal is and whether it is new or a revision. | | |
| | Policy | | |
| | Procedure | **Yes** | |
| | Guidance | | |
| | Is this a service to customers/staff/public? | **Yes** | |
| | If yes, is it contracted or commissioned? | **Yes** | |
| | Other - give details | | |
| 2 | **What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?** | | |
| | The proposed revised High Needs Local funding Formula is being consulted upon with the aim of allocating High Needs Funding Block resources on the basis of defined need for children and young people with Special Educational Needs and Disabilities (SEND). The resources are targeted equitably on the basis of recognised need for children and young people with Education Health and Care Plans and complies with the SEND Code of Practice 2015. | | |
| 3 | **Who is the proposal likely to affect?** | | |

| | People in Walsall | Yes / No | Detail |
|---|---|---|---|
| | **All** | | Children and young people with Special Educational Needs and Disabilities (SEND). The resources are targeted equitably on the basis of recognised need for children and young people with Education Health and Care Plans and complies with the SEND Code of Practice 2015. |
| | **Specific group/s** | Y | |
| | **Council employees** | | |
| | **Other (identify)** | | |

| 4 | **Please provide service data relating to this proposal on your customer's protected characteristics.** |
|---|---|
| | All Children and Young People must go through the SEND assessment process to determine need and obtain an Education Health and Care Plan in line with the SEND Code of Practice 2015. The revised High Needs Local Funding Formula proposed for 2021/22 allocates funding to individual schools and providers on the basis of need as set out in the formula. |

| 5 | **Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).** |
|---|---|
| | The Schools Forum on 23 September 2020, which consists of nominated representatives across the school sector, agreed to seek Cabinet's approval for permission to consult all schools and SEND Children parents and carers on the proposals contained in this report. Please see the consultation timetable in the report. Further decisions will be sought from the Schools Forum and Cabinet when the results of the consultation are known and have been considered. |

**Consultation Activity**

A complete timetable is contained in Appendix B to the Cabinet report

| Type of engagement/consultation | | Date | |
|---|---|---|---|
| Who attended/participated? | | | |
| Protected characteristics of participants | | | |
| Feedback | | | |

| 6 | **Concise overview of all evidence, engagement and consultation** |
|---|---|

The report seeks Cabinet permission to consult. A complete timetable is contained in Appendix B to the Cabinet report

| 7 | **How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.** | | | |
|---|---|---|---|---|
| | **Characteristic** | **Affect** | **Reason** | **Action needed Yes / No** |
| | Age | | The proposal targets resources equitably on the basis of recognised need for children and young people with Education Health and Care Plans and complies with the SEND Code of Practice 2015. | |
| | Disability | | | |
| | Gender reassignment | | | |
| | Marriage and civil partnership | | | |
| | Pregnancy and maternity | | | |
| | Race | | | |
| | Religion or belief | | | |
| | Sex | | | |

| | | |
|---|---|---|
| | **Sexual orientation** | |
| | **Other (give detail)** | |
| | **Further information** | |

| 8 | **Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.** | (Delete one) **No** |
|---|---|---|
| | | |

| 9 | **Which justifiable action does the evidence, engagement and consultation feedback suggest you take?** | |
|---|---|---|
| | A | **No major change required** <br> Consultation is not complete yet but the formula is needs based. |
| | B | **Adjustments needed to remove barriers or to better promote equality** |
| | C | **Continue despite possible adverse impact** |
| | D | **Stop and rethink your proposal** |

| Action and monitoring plan | | | | |
|---|---|---|---|---|
| **Action Date** | **Action** | **Responsibility** | **Outcome Date** | **Outcome** |
| 1 November 2020 | Wider Consultation Process begins | Andy Crabtree / Emma Thornberry | January 2021 | Further reports, post consultation required to Schools Forum and Cabinet |
| | | | | |
| | | | | |

| Update to EqIA | |
|---|---|
| **Date** | **Detail** |
| | |
| | |

Use this section for updates following the commencement of your proposal.

**Contact us**

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**Cabinet – 28 October 2020**

**Resilient Communities – Response to recommendations of the Scrutiny Overview Committee.**

**Portfolio:** Councillor Perry, Deputy Leader, Resilient Communities.

**Related portfolios**: All

**Service:** Resilient Communities

**Wards:** **All**

**Key decision:** **No**

**Forward plan:** No

**1. Aim**

1.1 To respond to the report of the Resilient Communities Working Group on Resilient Communities.

**2. Summary**

2.1 The Scrutiny Overview Committee (SOC) received a report from its Resilient Communities Working group on the 28 July 2020, and subsequently presented to Cabinet at its meeting on the 9 September 2020.

2.2 Cabinet made the decision to note the report and receive a report responding to the recommendations at the next Cabinet meeting.

2.3 This report outlines the Council response to the recommendations of the working group.

**3. Recommendations**

3.1 That Cabinet restates its commitment to a Resilient Communities Model to deliver the PROUD promises of improved customer experience, improved employee satisfaction and greater efficiency and effectiveness.

3.2 That Cabinet receives a further report in January 2021 on progress towards a Resilient Communities approach.

**4.    Report detail - know**

4.1    At a meeting of the 23rd October 2020 Cabinet adopted a Resilient Communities approach.  It was decided that

   "Cabinet adopts the Model of Resilient Communities as a policy that drives the way the Council interacts with communities"

4.2    At a further meeting on the 18th December 2020 Cabinet decided that

   "That Cabinet approve Resilient Communities Model as set out in paragraph 4.23 to 4.27 to deliver the PROUD promises of improved customer satisfaction, improved staff satisfaction and greater efficiency."

4.3    The Cabinet decision in December 2019 was called in by the Scrutiny Overview Committee and reviewed at a special meeting on 13 January 2020. This meeting set up a working group to consider the model and report back.

4.4    The Scrutiny working group met with a wide range of stakeholders and presented its final report and recommendations to the Scrutiny Overview Committee on 28 July 2020.

4.5    The Working Group made the following recommendations, and responses are included below;

*The implementation of the Resilient Communities model should be paused during the Coronavirus crisis to allow all Council resources to be focussed on assisting local residents.*

The Resilient Communities model is having a strong and direct impact on both the Council's response to COVID-19 and the future operations of the Council.  The approach has played a key role in the Making Connections Walsall delivery model and on a day to day basis the approach can be seen supporting communities in a difficult times. It is therefore not appropriate to pause it.  Indeed more will be done with a Resilient Communities focus.  It is correct to say that the report was written at a point in time but it also correct to say that since the report was finalised the reach of Resilient Communities has gone deeper and will continue.

*Cabinet explain why formal consultation, in line with Council policy and practice, on the Resilient Communities model did not take place and how the decision to not undertake consultation was made.*

*Once the coronavirus crisis has passed, the Resilient Communities model should not be implemented until formal consultation, in line with Council policy and practice, has taken place.*

The Resilient Communities paper will come back to Cabinet at some time in the future and consultation will be part of that report.  It should be noted that in the report

to Cabinet on the 15/01/2020, it was made clear that there had been engagement with staff and partners.  No formal consultation had taken place and formal consultation will be included in any decision making process.  There will be appropriate consultation, where needed, as we progress through building the Resilient Communities model prior to finalisation of the Council's plans.  Cabinet's position is that it expects a close and appropriate relationship with Walsall Together.

***In order to avoid duplication, consideration should be given to significant collaboration between the Council's Resilient Communities model with the Resilient Communities model being developed by Walsall Together.***

Constructive meetings have been held between the Walsall Together and representatives of the Resilient Communities team and the Walsall Community Network to ensure we maximise the strengths of both programmes of work.  A new working relationship has been proposed which will ensure greater alignment moving forward.  A representative of the Walsall Community Network have been invited to attend the next Walsall Together Board meeting,

***Significantly more detail on the Resilient Communities model is required, specifically on:***

- ***How the voluntary and community sector will be supported to achieve the vision including funding needs and an appreciation of the support needed in different localities;***

- ***How the proposed budget savings will be achieved, whilst maintaining service levels;***

- ***The role of elected Members at Community Forums;***

- ***How communities will be engaged in their localities on issues of strategic significance at Borough and regional level.***

The Community and voluntary sector network has delivered throughout the current pandemic and will continue to play a key role during the next phase of activity.  The Council, in particular has worked through Making Connections Walsall programme to ensure that the sector remains strong.  Work will continue to support the development of the VCS sector in Walsall both directly and through "One Walsall".

The current budget process for 2021/22 will consider options brought forward and Cabinet will be assured that the agreed budget will be deliverable.  There will be both Policy and Operational decisions which will go through Cabinet with the final decision on the overall budget envelope sits with Council.

Community forums will be managed through "One Walsall".  It is expected that members will be invited to attend the appropriate community forum.

It is expected that community forums will deal with matters of importance in the locality. It will be up to each forum to assess what is of importance and what is discussed. It is

expected that well run forums will deal with matters of strategic importance to their locality.

### *Council Corporate Plan priorities*

4.6    A Resilient Communities approach will assist the Council across all of its corporate priorities.  In particular the corporate priority of "Communities prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion."  A confident and resilient community and VCS is the key to delivering this priority.

### *Risk management*

4.7    The Resilient Communities is fundamental to the Council's future delivery plans.  Appropriate engagement and consultation will play a key part in the development of the mode.

### *Financial implications*

4.8    The original blueprint for resilient communities saving is £935,146, not being achieved in 20/21 and fully mitigated by covid-19 grant. This is being reviewed as part of the STP process and benefits relating to resilient communities will be identified from this process and will be included in future budget setting process.

### *Legal implications*

4.9    There are no legal implications of this report.

### *Procurement Implications/Social Value*

4.10    There are no procurement implications of this report.

### *Property implications*

4.11    There are no property implications of this report.

### *Health and wellbeing implications*

4.12    Safer communities are healthier communities. There are a number of Public Health outcomes related to Resilient Communities' young people not in education, employment or training (NEET), crime, domestic violence, alcohol and substance misuse.

4.13    Specific priorities and monitoring health and well-being improvement will be identified in the Community Safety plan.

4.14    Resilient Communities will support the delivery of the Health and Well-being Board priority to reduce youth violence.


*Staffing implications*

4.15    There are no direct staffing implications of this report.


*Reducing Inequalities*

4.16    A resilient community plays a key role in reducing inequalities.  A confident community identifying local solutions will challenge the most critical areas of need in their community.

*Consultation*

4.17    There are no Consultation implications of this report.


## 5.  Decide

5.1    The Council will continue to further develop and implement its Resilient Communities model.


## 6.  Respond

6.1    The COVID-19 pandemic has had a major impact on how the Council operates. The last eight months has seen the Resilient Communities approach deliver and the Council will continue to place Resilient Communities at the heart of what it does.


## 7.  Review

7.1    Cabinet will receive a further Resilient Communities report in January 2021.  In the meantime the resilient communities will continue to be utilised as it has proved to be an effective approach.


**Background papers**

Cabinet report dated 23rd October 2019
Cabinet report dated 18th December 2019

**Author**

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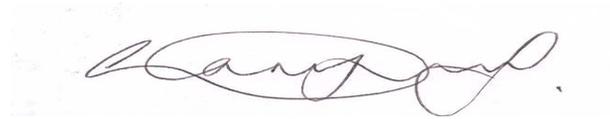


Simon Neilson                              Councillor Perry
Executive Director                     Portfolio holder - Health and Wellbeing

22 October 2020                        22 October 2020

## Cabinet – 28 October 2020

## Covid-19 Update - response to recommendations of the Scrutiny Overview Committee

**Portfolio:**          Councillor Craddock – Health and Wellbeing

**Related portfolios**:   All

**Service:**            Public Health

**Wards:**             All

**Key decision:**      No

**Forward plan:**      No

### 1.     Aim

1.1 To respond to recommendations of the Scrutiny Overview Committee from its meeting on 25 August 2020.

### 2.     Summary

2.1 In May 2020, the Scrutiny Overview Committee (SOC) established a Working Group to look at the economic impact of Covid-19 on businesses and communities. The finding and recommendations of the Working Group were reported to the SOC on 25 August 2020 and subsequently presented to Cabinet on 9 September 2020.

This report outlines the Council's response to the recommendations of the Working Group.

### 3.     Recommendations

3.1 That Cabinet notes the actions being taken by the Council and with its partners in response to Covid-19.

### 4.     Report detail - know

4.1 The Covid-19 working group was established to understand the economic impact of Covid-19 on businesses and communities and to determine the mechanisms needed to allow recovery.  The working group met with Council Officers, partners and local voluntary and community organisations to inform their deliberations.

4.2 The Working Group report was presented to Cabinet on 9 September 2020. A copy of which can be found here

4.3   The recommendations of the Working Group, together with the response are set out below.

In responding to the recommendations, the Council believes its community response to the COVID-19 pandemic increased its ability to deliver effectively. The work of the Voluntary and Community Sector in Walsall has been outstanding, and this includes the work of Elected Members, officers, its partners, local businesses and most importantly, the local community, who are all thanked for their excellent response and for maintaining services in unprecedented circumstances.

**Recommendation 1:**   *The Authority including Elected Members and Officers, its Partners, local businesses and most importantly, the local community, are thanked for its excellent response and for maintaining services in unprecedented circumstances.*

The Council continues to thank everyone for their continued efforts in these unprecedented times, including staff, Councillors and partners

**Recommendation 2:**   *The Council needs to be prepared for a second wave of the virus. It is important that 'lessons were learnt' from the initial phase of the pandemic, A coherent 'Walsall Communities Emergency Plan' should be developed and include;  A pool of volunteers ready to assist (police checked); Access to drivers, possibly WHG or the Fire Service to deliver food parcels; A strategy to help the most vulnerable who were not able to access digital/online services; Provision of coordinated information on accessing support and e.g. food bank, financial support and persons of contact; and Proactive work with local communities to further understand their needs ahead of a potential second outbreak.*

The Council has prepared for a period of tighter restrictions and step plans are in place. These plans, because of the lessons learned from the now paused lockdown will have a greater emphasis on individuals and families supporting themselves with assistance from their communities but appropriate help will be available to those who need additional support.  Work has included:

•A pool of appropriately checked volunteers ready to assist.
•Access to more volunteer drivers.  During the lockdown there was fantastic support from WHG and the Fire Service to deliver food parcels however depending on the terms of any tightening of restriction the number of drivers may need to supplemented.  Many of the Council's partner organisations no longer have availability of staff due to their operational requirements.  We will still get support but that will need to be against a backdrop of their operational requirements.
•Support to help vulnerable residents who were not able to access digital/online services.  The Making Connections Walsall (MCW) model includes arrangements for home shopping and doorstep delivery provision accessible on-line or by telephone.
•Provision of coordinated information on accessing support including key contact details including MCW and the Council's Money Home Job teams, bank, financial support and persons of contact.

- There has been a continuation of work on the community response to further develop the Council's community model.  This has included regular constructive dialogue with local community organisations to further develop the model.

**Recommendation 3:** *Enhanced partnership working should be developed with foodbanks in the future to ensure that their expertise and resources are included in the Authorities emergency response*.

Food banks are a critical part of the Community network and this role is recognised.  They carry out a vital role.  The balance between food bank provision and food parcel distribution at an industrial scale meant that phase 1 of our response to COVID-19 focused on mass distribution of food parcels through Making Connections Walsall Hubs.  If there is a period of tighter restrictions, there will be a different focus and the role of Food Banks will feature more in our support arrangements.  Consideration is of course needed regarding capacity issues and the Council would wish to work in closer partnership to ensure they are adequately supported.

**Recommendation 4**. *Enhanced engagement with Elected Members on the local Covid-19 situation should be developed to provide more speedy and detailed dissemination of information as and when available.*

Throughout the pandemic there has been regular engagement with Members and local MPs with weekly meetings with Group Leaders, weekly e-mail briefings to Members and MPs as well as e-mails on key specific issues so that Members were briefed and could support their constituents.  The Portfolio Holder for Health and Wellbeing has also sent information to Members on the current situation and where Members can find further resources to support their constituents.

As part of the Councils' Outbreak management plan, the Council has set up a Member Led Engagement Board (called the Local Outbreak Engagement Board) where Councillors and members of the public can ask questions of the Board.  Information on the Walsall Covid-19 dashboard is available which provides information on cases and spread of the virus across the borough.  The dashboard is updated weekly and can be found on the Council's Coronavirus Information and Advice webpage.  (access here).

**Recommendation 5:** *The Council should continue to ensure provision to businesses with/signposting to debt management and financial advice and continue to work in partnership with local business to support their needs.*

The council has set up Covid-19 external funding web pages. These are and will continue to be maintained to hold information for businesses and community groups, including links etc. to support this work. Information for Businesses can be found on the Council's Coronavirus Information and Advice webpage (access here)

**Recommendation 6**:  *The Local Authority should proactively work with its Partners to ensure that skills and training courses are developed to support career changes and to enable 16-24 year-olds to access the Government 'Kick Start Scheme'.*

The council has an approved extension for the EU funded Walsall Impact programme through to July 2023 to support 16-29 year-olds into employment and training, with an additional 1,400 places available. CMT approved a proposal for Walsall Council to become a Kick Start scheme intermediary, which will allow us to support employers to find and then take local unemployed people into this programme

**Recommendation 7:** *The Working Group welcome the Cabinet approved plan to address the mental wellbeing of residents caused by COVID-19 and encourage further valuable work by the Local Authority, it's Partners and the third sector to support residents to overcome their challenges created by the pandemic.*

The council will continue with this work and ensure that mental wellbeing is included in the Council's ongoing response to Covid-19. Further reports on how the Council is supporting the mental wellbeing of the community of Walsall will be brought to Cabinet in due course by the portfolio holder for Health and Wellbeing.

**Recommendation 8:** *Key Partners should be involved in the strategic and operational planning of the pandemic response, including at Gold Command, to ensure that skills and expertise was fully utilised.*

Throughout the response to the pandemic regular meetings and briefings with partners have been taking place. This includes initially weekly and then fortnightly meetings with Walsall Proud Partnership to share intelligence and coordinate partner action. In addition regular (weekly and then fortnightly) briefings were distributed to partners to keep them informed and involved in Walsall's response to Covid-19.

The Council has more recently set up a formal Incident Management Team which meets weekly and includes statutory partners, education, business, health, housing and community. This is a broad representation of key partners across the borough to coordinate the response to Covid-19.

**Recommendation 9:** *Consideration should be given to the funding arrangements for Community Associations and partnership work should be continued to allow the sector to develop.*

The Council has secured an extension to the EU funded Community Grants programme that can support local Walsall and Black Country community groups with small grants (up to £20k) to support local delivery of economic focussed training and support towards positive outcomes.

**Recommendation 10**: *A mechanism for logging and analysing the provision of digital devices, across partners, should be developed, to avoid duplication and ensure that resources are maximised to assist as many residents as possible.*

A mechanism for logging and analysing the provision of digital devices, across partners, should be developed, to avoid duplication and ensure that resources are maximised to assist as many residents as possible. Conversations are starting with partners including community associations and their level of digital awareness. This includes exploring opportunities to work with the Council's contracted technology partners to leverage the social value elements of council and partner relationships to support the community.

*Council Corporate Plan priorities*

4.4 The Council's vision set out in the Corporate Plan is to reduce inequalities. One of the key objectives of the Councils' response to Covid-19 is to protect the vulnerable and in doing so, direct additional resources to those in greater need, thereby mitigating the impact of Covid-19 and reducing inequalities.

*Risk management*

4.5 Governance and therefore risk management of actions are taken through the Councils' Gold and Silver command structure. Risks are continually evaluated, and appropriate action taken to mitigate those risks.

*Financial implications*

4.6 Financial impacts associated with Covid-19 to the council is reported through Gold and silver command structures which intern is reported to Cabinet.

*Legal implications*

4.7 There are no direct legal implications of this report.

*Procurement Implications/Social Value*

4.8 There are no direct procurement implications in this report.

*Property implications*

4.9 There are no direct property implications in this report.

*Health and wellbeing implications*

4.10. Key to the Councils' response to Covid-19 is mitigating the health and wellbeing impact. Covid-19 is going to have a long-term impact on our communities including health and wellbeing. It is the intention of the Council to understand this impact and is conducting a resident's survey and other work over the coming year to continue to inform how the Council should respond to this changing need.

*Staffing implications*

4.11 There are no direct staffing implications of this report, however the Council wishes to thank all the hard work that its officers are doing, with partners in response to Covid-19.

*Reducing Inequalities*

4.12. One of the key objectives in the Councils' response to Covid-19 has be to protect the vulnerable and in doing so, directing additional resources to those in greater need. In doing this the Councils' aim is to mitigate the impact of Covid-19 and reduce inequalities.

*Consultation*

4.13 Officers of Silver Command have been consulted to inform the content of this report.

**5.     Decide**

5.1 The Council will continue to respond to the changing demands that Covid-19 places upon the Council and the community which it serves.

**6.     Respond**

6.1 Gold and Silver Command, as well as the place-based Incident Management Team, will continue to meet until deemed necessary to step them down.

7.     **Review**

7.1 The Council will continually review how it responds to Covid-19, assessing the latest evidence, current context and prevalence of the virus.  The formal strategic and tactical response to Covid-19 will be through our Gold and Silver command structures and that with partners through the place-based Incident Management Team.

**Background papers**

Covid-19 working group report.

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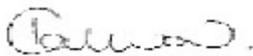
Kerrie Allward                                     Councillor Craddock

Executive Director                              Portfolio holder - Health and Wellbeing

20 October 2020                                 20 October 2020

**Cabinet – 21 October 2020**

**Working Group on Access and Inclusion – Report from the Education Overview and Scrutiny Committee**

**Portfolio Holder:**   **Education and Skills**

**Service:**          **Children's Services**

**Ward(s)**         **All**

**1.**     **Aim**

To present the final report and recommendations of the Working Group on Access and Inclusion, which was established by the Education Overview and Scrutiny Committee.

**2.**     **Summary**

At its meeting on 18 June 2019, the Committee established a working group to carry out an examination of the issues affecting access and inclusion to primary and secondary education in Walsall.

In order to gain further understanding of these issues, the Working Group has engaged with head teachers of Walsall's primary and secondary schools, officers from the Council's Children's Services Directorate, and with parents/family members of excluded children.

The Working Group presented its final report and recommendations to the Committee on 10 September 2020. A copy of the report is attached at Appendix 1 and it provides the Working Group's findings.

**3.**     **Recommendation**

That the Cabinet considers implementing the recommendations from the report of the Working Group on Access and Inclusion.

**4.**     **Report detail – Know**

Following its establishment, the Working Group identified the following areas for review at its initial meeting:

- The Local Authority's responsiveness to meeting the demands of parents and schools with reference to the exclusion of pupils from schools in Walsall.

- The effectiveness of the policies and procedures of schools and the Local Authority in relation to the issue of exclusions.
- An assessment of the main reasons for the exclusion of children from schools and the practice of 'off-rolling'.

A further four meetings of the Working Group were held, when documentation was received and interviews were held with head teachers, parents/family members whose children had been excluded from Walsall schools, and officers from the Children's Services Directorate.

The Working Group reviewed this evidence and formulated the conclusions and recommendations that are featured in the attached report.

On 10 September 2020, the Education Overview and Scrutiny Committee considered the Working Group's report. The Committee approved the recommendations, as detailed on page 16 of the report, and resolved to recommend to the Cabinet:

*That the Cabinet receive the report of the Access and Inclusion Working Group, consider the recommendations contained therein and decide what action, if any, it wishes to undertake.*

## 5. Council Corporate Plan

Children have the best start and are safe from harm, happy, healthy and learning well.

## 6. Decide

Overview and Scrutiny Committees can make recommendations to decision-making bodies. In order for their recommendations to be implemented, they need to be considered and agreed by decision-making bodies such as Cabinet.

## 7. Respond

Due to the significance of the recommendations, a report will be made to a future Cabinet meeting presenting a final response to the Working Group's final report and recommendations.

The Education Overview and Scrutiny Committee has also indicated that it would wish to receive further reports to its future meetings on the implementation and monitoring of the recommendations of the Working Group's report.

**8.      Review**

Subject to any of the Working Group's recommendations being agreed, then reports will be presented to the Education Overview and Scrutiny Committee and the Cabinet, as necessary.

**Background papers**

- Presentation made to the Working Group at its meeting on 24 October 2019 (as included within the Working Group report as Appendix 2).
- Walsall Right For Children Inclusion Strategy (as included within the Working Group report as Appendix 3).

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Councillor Lee Jeavons –
Chair of the Education Overview and Scrutiny Committee

Councillor Daniel Barker –
Chair of the Access and Inclusion Working Group

# Working Group on Access and Inclusion

Final Report

As presented to the
Education Overview and Scrutiny Committee
10 September 2020

**Walsall** Council

# Foreword

The issue of access and inclusion to primary and secondary education for all children continues to generate discussion both locally and nationally. Therefore, this Working Group was established by the Members of the Education Overview and Scrutiny Committee to conduct an examination of these issues and to consider the important related matters of pupil exclusions and children not accessing education.

In carrying out this review, the Working Group met on four occasions and it has been informed by the engagement it has had with the relevant professionals, including staff from the Walsall Council Children's Services Directorate, from the head teachers of Walsall schools and from a number of parents whose children have been excluded from school. The Working Group is grateful for this and the particular perspectives and views that were provided because it has enabled Members to frame and to set out its findings systematically and to formulate appropriate conclusions.

The aim of this report is for the Working Group to provide an insight into these issues and the impact that they are having on children and families and on teachers and school leaders. The review has produced a number of recommendations that it is believed would assist in alleviating some of the problems being encountered and it is the hope of the Working Group that these recommendations will be supported by the Cabinet and the Council and that they will be implemented accordingly.

**Councillor Daniel Barker**

**Member of the Education Overview and Scrutiny Committee and Chair of the Working Group**

# Contents

# Introduction

During the 2018/19 municipal year, the Education Overview and Scrutiny Committee established a Working Group on SEND, pupil exclusions and children not accessing education. Having been approved by the Committee on 26 March 2019, the Working Group's report was presented to the Cabinet on 24 April 2019, and the findings and conclusions were noted and the recommendations endorsed for implementation.

At its meeting on 18 June 2019, the Education Overview and Scrutiny Committee received a presentation from officers on the proposed areas of focus for 2019/20 and Members discussed what were to be the Committee's main priorities for the municipal year. This facilitated the preparation of the Committee's work programme, which was approved at the meeting on 3 September 2019. In establishing a Working Group for 2019/20, the Committee agreed that the principal area for review should be access and inclusion in relation to Walsall's primary, secondary and special schools. Therefore, this review should build on the foundations of the work undertaken in 2018/19 and conduct an in-depth examination and review of these issues.

**Terms of reference and Membership**

Draft terms of reference were discussed and agreed at the Working Group's first meeting on 26 September 2019. The terms of reference, as provided herewith in Appendix 1, were subsequently agreed by the Committee at its meeting on 8 October 2019.

The Working Group is comprised of the following Members of the Committee:

Councillor Daniel Barker

Councillor Rose Burley

Councillor Sat Johal

Councillor Pard Kaur

The Working Group has been supported by the following officers of the Council:

| | |
|---|---|
| Mrs Sharon Kelly | Director of Access & Achievement |
| Ms Isabel Vanderheeren | Transformation Lead – Children's Services |
| Dr Paul Fantom | Democratic Services Officer |

## Methodology

Since its establishment, the Working Group has held five meetings, the first of which took place on 29 September 2019, when there was discussion of the Working Group's terms of reference, the selection of topics and the people to be invited to meet with the Working Group in due course.

The Working group identified the following key areas for review:

- The Local Authority's responsiveness to meeting the demands of parents and schools with reference to the exclusion of pupils from schools in Walsall.
- The effectiveness of the policies and procedures of schools and the Local Authority in relation to the issue of exclusions.
- An assessment of the main reasons for exclusion of children from schools and the practice of 'off-rolling'.

To achieve this, the following approach was adopted by the Working Group:

- Whom do you want to see?
- When do you want to see them?
- What will you ask them?
- What other data will you want to see?

The background information required in advance of the meetings was specified and supplied to the Working Group by the Children's Services Directorate. A presentation was made to the Working Group at its meeting on 24 October 2019 (See Appendix 2)

Two meetings were held with those people affected by the issues. On 25 November 2019, the Working Group met with five Walsall head teachers and, on 26 February 2020, the Working Group met with five parents/family members whose children had been excluded from Walsall schools. For each meeting, a comprehensive list of questions was devised. These meetings are summarised in the findings section of this report.

A final virtual meeting of the Working Group was held on 17 July 2020, when Councillors met with officers from the Children's Services Directorate of Walsall Council in order to ascertain the Local Authority's perspective on these issues. This meeting is also summarised in the findings section of the report.

The timescale being adhered to by the Working Group had been that this report was to have been presented to the meeting of the Education Overview and Scrutiny Committee scheduled for 26 March 2020. However, the Covid-19 pandemic resulted in this meeting being cancelled and so the report will be presented to a future meeting of the Committee, which will then be invited to make recommendations as to whether the report should be presented to the Cabinet and/or the Council in due course.

**Witnesses**

The Working Group met with the following witnesses:

| | |
|---|---|
| Ms Helena Kucharczyk | Head of Performance Improvement & Quality Walsall Council |
| Ms Julie Jones | Group Manager – Early Help, Walsall Council |
| Ms Trudy Pyatt | Head of Inclusion, Walsall Council |
| Mr Rob Thomas | Head of Access, Walsall Council |
| Ms Davina Clacy | Head teacher, Old Church C of E Primary School |
| Ms Helen Keenan | Head teacher, Brownhills School |
| Mr Andy Mill | Head teacher, St John's C of E Primary School |
| Mr Anthony Orlik | Head teacher, Blue Coat Federation |
| Mr Keith Whittlestone | Head teacher, Joseph Leckie Academy |
| Nadia, Claire, Amy, Denise | Mothers of, or Family members having responsibility for, children who have been excluded from Walsall schools |

# Findings

## Overview

At its first meeting held on 29 September 2019, when considering the areas of focus for its investigation, the Working Group determined that the emphasis would be as follows:

The responsibilities of the Local Authority and of schools
- What are the responsibilities of schools in terms of exclusions, matching the needs of excluded children and getting excluded children back into school?
- Is the Authority responsive enough on these issues and what can be done to improve this, if not?
- What improvements can be made to the process of communication and engagement with those parents/families whose children have been excluded from school?
- What are the differences in the way exclusions are handled by Local Authority maintained schools and academies?
- What support is provided by the Authority to schools for student support, to cope with both the behavioural issues and when exclusion of a pupil is occurring?

Resources and processes used by the Local Authority and Schools
- What are the policies and procedures, are these adhered to by the Local Authority and the schools, and do they need periodic review?
- How effective activities and practices such as isolation are when dealing with behavioural issues, as compared with exclusion?
- What are the processes when looked after children are excluded, as compared with other children who are excluded?
- Is there any best practice, nationally or from other local authorities that can be implemented in Walsall?

Allocation arrangements, especially for children with SEN
- What are the allocation arrangements for children with SEN?
- What is the impact of the delays in the EHCP process having on the number of exclusions in Walsall schools?

The practice of 'off-rolling' by some schools
- What are the reasons for 'off-rolling' and what happens when this happens?
- How prevalent is 'off-rolling' in Walsall schools?

General issues
- Are there links for excluded children with vulnerabilities such as SEN and crime?
- What is the impact of social media on the behaviour of children in schools, and whether this is changing for the worse?
- Are there more exclusions in primary or secondary sectors and, if so, why?
- What are parents' perspectives on exclusion when it affects their children?
- What happens to children when they are excluded from school?
- What steps are taken to get excluded children back into school?

The Working Group requested that the following data/information be provided:

- How many pupils are excluded from Walsall schools each year?
- What are the main reasons for exclusion?
- What are the typical periods of exclusion?
- Are there any noticeable differences/trends with regard to localities in Walsall?
- Do schools operate with the same/similar policies regarding exclusion?
- How prevalent is the process of 'off-rolling' in Walsall?
- What training is available for teachers and managers in schools and staff in the Local Authority for dealing with situations that could lead to pupil exclusion?
- Which schools in Walsall (primary and secondary) have the greatest number of exclusions over the last five years?
- What numbers of looked after children are excluded?

On 24 October 2019, the Working Group received a presentation (see Appendix 2) in which the following key statistics were highlighted as relevant for this investigation:

- In 2019, there were 67,211 children and young people (aged 0-17) residing in Walsall, constituting 23.9% of the overall population of 281,293. According to the January 2019 school census, there are 53,593 children on the school roll in Walsall.
- Walsall's children and young people have more health challenges compared with their peers and, according to the Indices of Deprivation Affecting Children (IDACI), Walsall is the 27th most deprived local authority in the country, with 39 (23%) of its neighbourhoods in the top 10% of most deprived neighbourhoods nationally.
- In both primary and secondary schools, more Walsall children have English as an additional language.
- Although they are improving, when compared with Walsall's national, regional or statistical neighbours, the academic outcomes for Walsall's children are generally worse than in these other local authorities.
- When compared with Walsall's national, regional or statistical neighbours, fewer of Walsall's children have an identified special educational need, or an Education, Health and Care Plan (EHCP).
- There are 122 state-funded schools in Walsall (85 primary, 19 secondary, 7 special, 8 nurseries, 3 pupil referral units and 7 independent schools) and, as at 31 March 2019, 79% of Walsall schools were rated as 'Good' or 'Outstanding' by Ofsted.
- In 2019, there were 3,582 on-time applications for places in Walsall primary schools and 89.4% or applicants received their first choice; there were 3,498 applications for places in Walsall secondary schools and 72.9% received their first choice. There were 357 children not offered one of their top three primary preferences and 255 children not offered one of their type three secondary preferences.
- There are a higher number of Walsall Children absent from school than in the regional and national neighbouring local authorities. The 2018 published data indicated that 0.12% of children had been permanently excluded from a Walsall school and 4.13% who had received a fixed term exclusion from a Walsall school.
- The number of children and young people with an EHCP is increasing, with 2,036 children having this as at June 2019, and most children with identified SEN are attending mainstream schools in Walsall.

**The schools' perspective**

What are the challenges you face when dealing with exclusions?

Head teachers felt that the most significant issues were the provision of funding, the quality of support available and dealing with the pressure on the number of school places generally because of the disparity between the availability of school places and the demand for them in particular areas of the Borough.

The heads recognised that there was only so much that they and their schools could do and the lack of layered support made it difficult for Heads and schools, particularly when CAMHS support was not always available. The Heads stated that support of this nature had been available previously but had been replaced by the locality model, which was taking time to bed-in.

The additional pressures of parents having legal representation and not receiving comparable support from the Council. They considered that when dealing with a serious incident, the range of questioning from parents' legal representatives made it feel like a court and added to the stress of the whole process.

The Heads noted that there were problems when their counterparts in other schools refused to accept those children who had been excluded and were in need of a second chance and a new start, and who had been referred via the Fair Access Protocol Panel for re-integration into school.

The Heads felt that they had not always been treated well by the Local Authority. At many of the meetings held, they felt that they are being told off because the number of exclusions was too high and they were expected to both reduce exclusions and to find places in schools for all children who had been excluded or who had moved into Walsall. They felt that in the past the high turnover of staff and culture in Children's Services had been detrimental to the relationship between schools and the Authority.

Permanent or temporary exclusions

In recognising the differences between the two types of pupil exclusions, the Heads noted that there had been a notable increase in the number of permanent exclusions in primary schools.

The Heads emphasised the pressures on head teachers and their staff from the parents of excluded pupils (who were resisting exclusion), and from parents of other pupils (demanding to know why a particular pupil is still in the school and has not been excluded). Parents could be challenging to work with when there was a need to engage with them, given that some exhibit behaviour such as undermining staff in front of children. The Heads noted that many of their colleagues felt guilt when pupils were excluded but the challenges could be so great, there might be no alternative, and a child could not continue in the school for a number of reasons. The problem, therefore, was that in such cases the schools run out of options and feel that no help is available.

The Heads referred to the complexity of issues and lack of a layered infrastructure is often the biggest issue. Some of the issues may also relate to child's experience at home or be when children are the victims of domestic violence, and so the schools might use isolation rather than exclusion, because exclusion may not be in the best interests of the child. They pointed out that Heads do not wish to exclude pupils but that there may be no other option when it is not safe for a child (or other children) if this is not done. The Heads referred to the variable quality of early providers. Local authority nurseries tended to be good but the private ones could be unsatisfactory. Therefore, children with severe vulnerabilities might not have been diagnosed before they came into school. Also, communications between nurseries and schools was not always good.

What support can the Local Authority provide to support schools?

In considering this, the Heads recognised the pressures that had been placed on Local Authority services and staff, with educational psychology services and behavioural support both being reduced and this had caused problems for families when attempting to access services. Consequently, schools have had to pay for these services out of their own budgets and there was not a pooled provision.

The Heads urged that support be joined-up due to problems with other agencies either not helping or services not connecting. Schools felt isolated, and that resources should be made more readily available and high quality people recruited and retained with staff being redeployed, if necessary. A more joined up response should include health visitors and midwives because children were coming into primary schools with significant issues that had not been diagnosed prior to this. There was a need for a proper centralised and co-ordinated infrastructure of support for children and schools.

The need for early interventions, to identify behavioural problems and stop them from becoming worse when children reach school, was noted and that children with behavioural problems have high needs, and they often require educational psychology or SEN support (and assessments) but it has often been a struggle for this to be done. This would include EHCP and other specialist support. If this could be done, it would make a huge difference and it should be done because it is the child's entitlement to receive it. However, as a child had to be on roll at a school to go through the EHCP process, this should be made more flexible, as the CAMHS service was struggling to meet demand.

When decisions are made that put pressure on already limited services, if good advice was available from the SEN Service and on autism it would take some of the pressure off the educational psychology service, especially in relation to autism and bullying issues.

It is a problem that funding did not follow the child and, after exclusion, the funding did not always follow when the child was placed with another school. Therefore, the Local Authority needed to commit to there being a proper package around those children who had previously been excluded or who were at risk of exclusion. If there are children who are on the verge of being excluded from school, it would help if there can be an early intervention into schools without all the bureaucracy and funding issues.

How can communication with parents be improved?

The Heads considered that it is a major issue when a pupil is failing and their parents will not attend the meetings.  This was not always about language barriers as these could usually be overcome; it is when parents effectively give up on their own child and refuse to engage with the process.  Communication could be a negative process when parents were of this type.  The Heads felt that schools needed to have more backing on these issues and to have 'teeth' because the parents knew schools did not have the powers to tackle this and their options were limited as a result.

There were concerns about children being out of school for a year or more and the impact this had as children could easily get into bad habits that would disrupt their learning when they came back into schools.

In secondary schools, it was often the case that parents are frightened of their own (older) children and, by then, the problems are deeply entrenched and more difficult to resolve, so early intervention was the key to this.  The Heads felt that they often had to educate the parents as well as their pupils when the process happened, as well as having to deal with the complex needs of the children.

Policies and procedures

The Heads considered that the Fair Access Protocol, which local authorities are required to produce in accordance with the 2014 School Admissions Code to ensure that outside of the normal admissions round unplaced and especially vulnerable children are offered a place at a suitable school as quickly as possible, should have a true consultation period. When introduced at the end of the school year, they felt that the Protocol was in effect being imposed upon schools.

The Heads felt that co-location of some services delivered by Children's Services was a good idea but the opportunity to do this has been missed.  Better use could be made of facilities at or near to schools as these were currently under-utilised because many schools did not have enough space.

**The parents' perspective**

How have the schools responded?

The parents described the circumstances of their children and the experience of the possibility of exclusion by the schools but their experience was not always positive. Difficulties had been encountered because, in some cases, the children were not attending their preferred schools and there were difficulties in their parents getting them to school due to the distances that had to be travelled to school in the morning, especially when reliant on public transport and given the costs incurred.

The benefits of early intervention were noted by the parents, with one parent described that her child had ADHD, dyslexia and dyspraxia. These had not been recognised initially, contributing to the exclusion from school, but the next school attended had carried out the necessary steps to have an assessment completed and the situation had been turned around. Consequently, her other children now attended this school. There was inconsistency and variability in the approaches taken by the different schools.

Other parents indicated that applications had been commenced for EHCPs but that the schools had not provided the necessary information. Consequently, one of the children affected had not attended school for over a year and had threatened to take their own life. Parents felt that there was limited accountability and no one was prepared to take responsibility for what had happened. It was considered that all teachers should be better trained in relation to the EHCP process, which would give them a greater understanding.

What are the challenges when your child is excluded?

Parents felt that when their children had been excluded for behavioural problems, and they wanted to return to school there had been limited help. In some cases, they were told that they had to 'fail before we can help you'. Private tuition had not been particularly helpful and the situation had become even more frustrating.

Some parents felt it difficult to express themselves when faced with the professionals at the school or other agencies. Others felt that they or their children were not listened to properly by the teachers, that their concerns were not taken seriously and their children were excluded without this always being necessary.

What support would you like to be available?

The parents considered that the teachers and other professionals needed to have a better understanding of their children via increased SENCO support and listen to them. Increased training for teachers in relation to autism and anxiety issues was also suggested by the parents. They wished to see the EHCP process made more responsive and easier to understand with greater accountability.

The parents felt that some of the communications from the school were not always easy to understand, for example legalistic language in letters that limited their ability to respond. During discussion, the issue of whether mediation would be beneficial was raised with the parents. They were generally receptive to this but were cautious about it being no more than a buffer and they would still have to deal with the same teachers.

**The Local Authority's perspective**

Introduction

The officers stated that one of the issues being looked at is the exclusion from schools of children in Walsall, what are the underlying factors for why exclusion rates are high, what are the reasons behind that and how the Authority can work together with schools more effectively to identify what they are. From the officer perspective, there were also a number of operational considerations concerning legalities and roles and responsibilities, particularly given the local and national context. Then, with elected Member support and direction, it would be possible to make progress on this important issue.

The importance of recognising the real changes in the world of education, particularly in terms of the creation and operation of academies, with funding now going directly to schools, was noted. Furthermore, it was pointed out that some partner organisations and schools were not always fully up-to-date regarding developments, and the revision of roles and responsibilities (including ethical and legal considerations) and the changes to cultures and behaviours required. Hence, one of the roles of the Local Authority was to signpost to schools the availability of services and support.

In terms of schools funding, it was pointed out that Walsall was in the lowest 10 per cent of local authorities.

Early Help and school exclusions

Early Help is a non-statutory function, which Walsall Council operates, and which has responsibility on the prevention side, for supporting young people and their families, with the aim of not having to have recourse to statutory services.

In November 2019, the multi-agency inclusion and wellbeing service was put in place, with early help practitioners, school health/nurses, and speech and language colleagues, and with support from educational psychologists and dedicated PCSOs (Police Community Support Officers). The benefits of this integrated approach were noted.

There are three parts to the Early Help offer:

1. Earlier intervention, i.e. when there is a risk of a child being excluded, for the school to let the Early help service know, if it is not already involved from an Early Help perspective, so that there can be an intervention and support on a one-to-one basis and with the family to prevent the exclusion from happening.

2. Restorative practice offer to all schools in the Borough, so that training sessions over 3 days on this can then be cascaded throughout schools. This approach has been based on work carried out by Hull Council, which has been found to be extremely effective in reducing the number of exclusions.

3. Inclusive and targeted offer to schools and academies, or where there are concerns regarding particular schools with high numbers of exclusions, so that learning and implementation of restorative practice can be supported and enhanced in the schools concerned.

It was noted that the Schools Forum took the decision to cease behavioural support, which was not a statutory service and was not always what the schools needed. However, some schools have now chosen to buy this service in. The Council was attempting to plug the gap through the service provided by the Early Help team.

Inclusion

In terms of the Covid-19 pandemic, the service was aware that children were going through potentially some traumatic experiences and had been isolated from school friends, which it was anticipated would have a detrimental effect on their behaviours.

Work was being carried out with schools for the reset and recovery work that would be required in terms of curriculum and school ethos. There was a focus on raising the attainment of disadvantaged children and young people and supporting schools regarding the 'disadvantaged gap', which was widening due to some children not being in schools and not having access to remote learning, or having the support at home for development learning. Preparation on mental health first aid training was being carried out with schools in readiness for the return of pupils.

In terms of the work on exclusions, there is the inclusive schools policies and strategies, and there is close liaison with the schools to set out what that means in practice. The specialist provision across the whole of the Borough continues to be monitored to ensure the right pupils in the right place at the right time, and for the right length of time, with there being attention on the special schools to ensure that they can meet the needs of pupils coming through the system. It was noted that all schools were moving with the Authority and had a better understanding of the ethos and vision of the Council, especially over recent months.

Admissions and attendance

The Access service is responsible for admissions and exclusions, education welfare and support, elective home education, and the capital delivery of projects.

It was noted that since the start of the 2019/20 academic year, there had been a reduction in the number of exclusions, due to the embedding of the inclusive schools policies and strategies, and the preventative work carried out. This was reflected in the various categories, which were significantly down this year, even allowing for the Covid-19 pandemic. There were improvements in terms of the children missing education.

In terms of the Fair Access policy, it was noted that whilst this document is co-ordinated by the Local Authority, it has to be owned and run by the schools, who have to agree it and then the Authority then has to ensure that schools adhere to it.

# Conclusions

The Working Group was established to investigate:

- The Local Authority's responsiveness to meeting the demands of parents and schools with reference to the exclusion of pupils from schools in Walsall.
- The effectiveness of the policies and procedures of schools and the Local Authority in relation to the issue of exclusions.
- An assessment of the main reasons for exclusion of children from schools and the practice of 'off-rolling'.

In relation to these aims, the Access and Inclusion Working Group met with Head teachers from Walsall schools, parents/carers, and officers from the Children's Services Directorate.  In response to questions, the Working Group listened to their concerns.  Based on the evidence received, it was found that work is already in progress to address many of the issues raised.  The Working Group reached the following conclusions:

1. That there is a recognition that schools in the Borough have been and continue have to deal with a both a high demand for school places and a significant and rising number of children who present at school with a range of special educational and complex needs and disabilities.

2. That based on the evidence presented, the provision of support to children in the Borough with SEND needs requires further consideration in relation to the support that can be provided to schools, parents and children.

3. That the completion of the EHCP process in a timely and efficient manner is of paramount importance to ensuring that those children with behavioural difficulties receive the support they require, and to work to prevent them from being excluded from school, whether permanently or temporarily.  Therefore, the EHCP digital hub offer should ensure teachers are better trained in relation to the EHCP process.

4. The 'Walsall Right 4 Children' (WR4C) programme should ensure that the Council's support to schools is more joined-up and includes health visitors and midwives.  It should also lead to early interventions into schools to identify behavioural problems without the bureaucracy or funding issues that schools have experienced previously. It should provide a proper package to children previously excluded or at risk of exclusion.  Moreover, through the Locality model, it should ensure the co-location of relevant services, through a co-ordinated infrastructure of support for children and a better use of facilities at or near to schools.

5. The procurement of the Special Educational Needs and Disability Information Advice and Support Service (SENDIASS) and development of an education psychology offer should lead to an increase in good advice from the SEN Service, especially in relation to autism and bullying issues, and take pressure off the educational psychology service.

6. All of these aspects require ongoing monitoring by the Education Overview and Scrutiny Committee to ensure that the promised benefits are realised.

# Recommendations

To ensure that all the issues identified receive crucial attention, it is recommended that the report of the Working Group be endorsed by the Cabinet and/or the Council and that the following recommendations are made to the Executive Director (Children's Services) for consideration and implementation as appropriate, with an update after six months:

1.  That Walsall Council's local offer to schools should be developed to ensure that more resources are readily available to equip schools to cope better with difficult behaviour from children with special needs.

2.  That Walsall schools and their HR providers should be encouraged to ensure that their policies support the recruitment and retention of high quality members of staff to address most effectively the particular needs of Walsall children.

3.  That further guidance and support be given to schools to ensure that when they are dealing with uncooperative parents, the powers available to the schools are fully understood and used effectively and appropriately.

4.  That the Fair Access Protocol, which is co-ordinated by the Local Authority but which has to be agreed by and owned by the schools adhering to it, should have a true consultation period.

5.  That via the local offer to Walsall schools, which are able to buy in the service from the Local Authority, support for SENCO and training on autism and anxiety issues should be increased so that both teachers and professionals have a better understanding of Walsall children.

6.  That the EHCP process should be speeded up as far as is practicable, be made easier to understand, and be more responsive/flexible and accountable to the wishes of parents and carers.

## Appendix 1: Working Group Initiation Document

| | |
|---|---|
| **Work Group Name:** | Working group on Access and Inclusion |
| **Committee:** | Education Overview & Scrutiny Committee |
| **Municipal Year:** | 2019/20 |
| **Lead Member:** | Councillor Chris Towe |
| **Lead Officer:** | Mrs Sharon Kelly, Assistant Director – Access & Achievement |
| **Support Officer:** | Dr Paul Fantom, Democratic Services Officer |
| **Membership:** | Councillor Daniel Barker (Chair of the working group) |
| | Councillor Rose Burley |
| | Councillor Sat Johal |
| | Councillor Pard Kaur |
| **Co-opted Members:** | N/A |

| 1. | **Context** |
|---|---|
| | During the 2018/19 municipal year, the Education Overview & Scrutiny Committee established a working group on SEND, pupil exclusions and children not accessing education.  Having been approved by the Committee on 26 March 2019, the group's report was presented to the Cabinet on 24 April 2019, and the findings and conclusions were noted and recommendations were endorsed for implementation, as appropriate. |
| | In establishing a working group for the 2019/20 municipal year, the Committee agreed that the principal area for review should be access and inclusion in relation to Walsall's primary, secondary and special schools.  Therefore, this review will build on the foundations of the work that was undertaken by the above-mentioned previous working group, and will allow this group to conduct a detailed and in-depth examination.  The working group's recommendations will be presented in due course. |

| 2. | **Objectives** |
|---|---|
| | The working group has identified the following key areas for the review: |
| | • The Local Authority's responsiveness to meeting the demands of schools and parents with reference to exclusions in Walsall. |
| | • The effectiveness of the policies and procedures of schools and the Local Authority in relation to the issues of exclusion. |
| | • Assessing the main reasons for the exclusion of children and young people from schools and the practice of 'off-rolling' being carried out in some schools in Walsall |
| | The working group propose to submit a report to the Education Overview and Scrutiny Committee to be held on 26 March 2020. |

| 3. | **Scope** |
|---|---|
| | The working group has adopted the following approach: |
| | • Whom do you want to see? |
| | • When do you want to see them? |
| | • What will you ask them? |
| | • What other data will you want to see? |
| | It is proposed that a minimum of four meetings of the group are arranged.  For each meeting, the people or groups of people that the working group wish to meet with will be identified and invited to attend.  A list of questions will be devised by the working group and other data/information required in advance of the meetings will be specified so that it can be supplied by the Children's Services Directorate/other agencies. |

| 4. | Equalities Implications | | |
|---|---|---|---|
| | The working group will ensure that its recommendations will take into account the different strands of equality and ensure that no group is disadvantaged. | | |

| 5. | Who else will you want to take part? | | |
|---|---|---|---|
| | • Assistant Director - Access & Achievement<br>• Strategic Improvement Lead - SEND<br>• Service Manager - Admissions and Pupil Place Planning<br>• Head teachers from Walsall primary, secondary and special schools<br>• Groups representing parents and children and young people<br>• Others (to be determined by the working group) | | |

| 6. | Timescales & Reporting Schedule | | |
|---|---|---|---|

| Date | Action | Who |
|---|---|---|
| 26 September 2019 | Terms of reference | Working group |
| 8 October 2019 | Agree terms of reference | Committee |
| TBC – October 2019 | Consider data/information to be provided by Children's Services Directorate to provide context and assist with formulating questions | Working group |
| TBC November 2019 | Interviews | Working group |
| TBC January 2020 | Interviews | Working group |
| TBC February 2020 | Interviews/wrap-up | Working group |
| 20 March 2020 | Present final report | Committee |

| 7. | Risk factors | | |
|---|---|---|---|

| Risk | Likelihood | Measure to Resolve |
|---|---|---|
| Being unable to cover all identified themes within available time | High | Organise a schedule of meetings to plan ahead where possible |
| Officer time available to support the working group may limit its ability to deliver the outcomes desired | High | One meeting of the working group to deal with each issue/group. |
| Interviewees may feel intimidated by formal committee setting | High | Minimise by interviewing some participants in groups, rather than individually |

| Date Agreed: | | Date Updated: | |
|---|---|---|---|

**Appendix 2: Outcomes for Children in Walsall Presentation**



Outcomes for children in Walsall - presentation for Access and Inclusion Working Group, October 2019

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# Children Living in Walsall

**Population of 281,293**

**67,211 (23.9%) of whom are children aged 0-17**

*The number of children and young people aged 0-17 is projected to rise to 71,097 by 2025.*

**23.9% of the population are children and young people**

*2017 mid-year population estimates*

● 0-17   ○ 18 and over

**31.2% of Children are from BME backgrounds**

*2011 Census*

● BME   ○ White

**29% of children are aged 0-4, 29% are aged 5-9, 27% are aged 10-14 and 15% are aged 15-17**

*2017 mid-year population estimates*

● 0-4   ● 5-9   ● 10-14   ○ 15-17
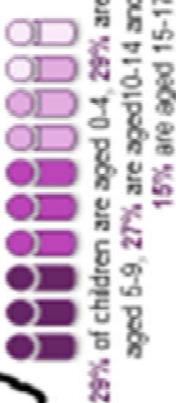
**32.5% of children live in poverty before housing costs, this increases by 8.5%pts to 41% after housing costs**

● In poverty – before hc   ● In poverty – after hc   ○ not in poverty

*Campaign to end child poverty – May 2019*

## Children and young people have more health challenges than their peers

**4.2% of babies are born with a low birth weight**

compared with 3.3% for statistical neighbours, 3.1% in the West Midlands and 2.8% nationally

**6.2 per 1000 children die before their first birthday**

compared with 4.9 for statistical neighbours, 3.9 in the West Midlands and 3.9 nationally

**2.7% of young girls get pregnant at 15,16 or 17**

compared with 2.2% for statistical neighbours, 2.0% in the West Midlands and 1.6% nationally

**6.6 per 10,000 would be admitted to hospital as an inpatient for mental health issues**

compared with 7.9 for statistical neighbours, 8.7 in the West Midlands and 8.5 nationally

**1.4 per 10,000 admitted to hospital for alcohol related issues**

compared with 3.3 for statistical neighbours, 2.8 in the West Midlands and 3.4 nationally

## Deprivation levels are high

In the Indices of Deprivation Affecting Children (IDACI), Walsall is the 27th most deprived Local Authority in the country with 39 (23%) of neighbourhoods in the top 10% of most deprived neighbourhoods nationally which is the 23rd highest. Two of Walsall's three parliamentary constituencies are in the top 25 constituencies with the highest levels of child poverty

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# Children going to school in Walsall

## Walsall has it's challenges.....

**There are 53,593 children on a school roll in Walsall**
January 2019 School Census

**Academic outcomes for Walsall children are generally worse than those for statistical, regional and national neighbours – although outcomes are improving and at KS2 progress is better in some subjects**

**A higher proportion of children are overweight at reception and year 6**

24.2% in Reception

compared with 22.5% for stat neighbours, 23.4% in the West Midlands and 22.4% nationally

40.7% at Year 6

compared with 36.7% for stat neighbours, 37.7% in the West Midlands and 34.3% nationally

**Significantly more children receive free school meals and numbers are increasing**

22.8% at Primary

compared with 19.0% for stat neighbours, 18.6% in the West Midlands and 15.1% nationally

20.5% at Secondary

compared with 16.9% for stat neighbours, 16.4% in the West Midlands and 14.1% nationally

**Significantly more children have English as an additional language**

24.5% at Primary

compared with 21.3% for stat neighbours, 22.9% in the West Midlands and 21.2% nationally

20.5% at Secondary

compared with 17.0% for stat neighbours, 13.6% in the West Midlands and 16.9% nationally

**Fewer children have an identified special educational need**

10.9% have SEN Support

compared with 12.8% for stat neighbours, 12.6% in the West Midlands and 11.9% nationally

2.8% have an EHCP

compared with 3.3% for stat neighbours, 3.1% in the West Midlands and 3.1% nationally

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# Schools in Walsall

**122** State-funded schools in Walsall

**8** Nursery Schools

**85** Primary Schools

**7** Special Schools

**19** Secondary Schools

**3** Pupil Referral Units

**7** Independent Schools

The percentage of schools that are Good or Outstanding is static and is below that of national and regional neighbours and falling

As at the end of August 78% of schools are rated as good or outstanding

compared with 86% nationally and 84% regionally

Ofsted Inspection Outcomes 31st August 2019

- Outstanding
- Good
- RI
- Inadequate

Please note that this data is from the published Ofsted Management Information – some schools have had recent inspections where their Ofsted rating has changed however, they may not have yet been published

## As at 31st March 2019

79% of schools were Good or Outstanding
compared with 84% in the West Midlands and 85% nationally

74% of learners attended Good or Outstanding schools
compared with 82% in the West Midlands and 84% nationally

69% of the most deprived learners attended Good or Outstanding schools
compared with 76% in the West Midlands and 77% nationally

Schools by Type
- LA Maintained
- Academy / Free School

Ofsted Inspection Outcomes by Phase
- Outstanding
- Good
- RI
- Inadequate
- Not Yet Inspected

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# School Place Applications

There were 3582 on time applications for primary school places in 2019

2% increase since 2018 (and 8% increase considered with 2018 when there was a dip in applications)

**89.4%**
Offered their first choice of primary school in 2019

90.0% in 2018, 89.8% in 2017, 89.7% in 2016

**5.6%**
Offered their second choice of primary school in 2019

5.5% in 2018, 4.6% in 2017, 5.1% in 2016

**1.7%**
Offered their third choice of primary school in 2019

1.5% in 2018, 1.2% in 2017, 1.6% in 2016

**96.7%**
Offered one of their primary school preferences in 2019

97.0% in 2018, 95.6% in 2017, 96.4% in 2016

118 children were not offered one of their primary school preferences

There were 3498 on time applications for secondary school places in 2019

10% increase since 2018

**72.9%**
Offered their first choice of secondary school in 2019

74.6% in 2018, 74.6% in 2017, 76.7% in 2016

**12.5%**
Offered their second choice of secondary school in 2019

12.2% in 2018, 13.2% in 2017, 11.9% in 2016

**4.3%**
Offered their third choice of secondary school in 2019

4.6% in 2018, 4.6% in 2017, 4.1% in 2016

**89.8%**
Offered one of their top 3 secondary school preferences in 2019

91.6% in 2018, 91.7% in 2017, 92.8% in 2016

**92.7%**
Offered one of their top 5 secondary school preferences in 2019

93.6% in 2018, 94.1% in 2017, 94.8% in 2016

357 children were not offered one of their top three preferences

255 children were not offered one of their secondary school preferences

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# Attendance and Exclusions

*Based on published data - 2018*

A higher proportion of children are absent from school than among regional and national neighbours

**1.8%**
Unauthorised School Absence
(1.6% primary, 2.1% secondary)

National Rank – 120 (120, 116)

1.8% (1.5%, 2.2%) – stat neighbours
1.4% (1.3%, 1.7%) – West Midlands
1.4% (1.1%, 1.6%) – nationally
Total (Primary, Secondary)

**3.2%**
Authorised School Absence
(2.8% primary, 3.7% secondary)

National Rank – 31 (15, 56)

3.2% (2.9%, 3.5%) – stat neighbours
3.5% (3.0%, 3.9%) – West Midlands
3.5% (3.0%, 3.9%) – nationally
Total (Primary, Secondary)

**11.9%**
Were persistently absent

National Rank – 104

12.4% – stat neighbours
11.6% – West Midlands
11.2% – nationally

**5.0%**
Total School Absence
(4.3% primary, 5.7% secondary)

National Rank – 102 (64, 97)

5.0% (4.4%, 5.8%) – stat neighbours
4.9% (4.3%, 5.5%) – West Midlands
4.8% (4.2%, 5.5%) – nationally
Total (Primary, Secondary)

**0.12%**
Pupils are permanently excluded
(0.03% primary, 0.23% secondary)

National Rank – 92 (32, 83)

0.14% (0.04%, 0.31%) – stat neighbours
0.13% (0.05%, 0.24%) – West Midlands
0.10% (0.03%, 0.20%) – nationally
Total (Primary, Secondary)

**4.13%**
Fixed term exclusions as a percentage of the school population
(1.53% primary, 7.56% secondary)

National Rank – 59 (102, 47)

3.48% (1.70%, 19.37%) – stat neighbours
4.77% (1.56%, 8.22%) – West Midlands
5.08% (1.40%, 10.13%) – nationally
Total (Primary, Secondary)

Fewer children are excluded from school although numbers have been rising

Provisional 2018-19 data suggests that the number of fixed term exclusions fell, but that number of permanent exclusions increased across both primary and secondary

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# Brief Profile of children with SEN in Walsall
*Based on published data*

**The number of children and young people with an EHC plan is increasing**

As at June 2019 - 2,036

EHC plan statements/Plans Maintained by Walsall

**All statements were converted on time but assessment timeliness is poor**

In 2018
34.6%
of EHC plans were issued within 20 weeks
Statistical Neighbours – 49.4%
West Midlands – 53.4%
England – 60.1%

**Despite population challenges, the number of children and young people with a recognised SEN need attending Walsall Schools is lower than for comparators**

In January 2019, Walsall schools reported that

1,490 (2.8%) pupils had an Education, Care and Health plan
Statistical Neighbours – 3.3%
West Midlands – 3.1%
England – 3.1%

5,827 (10.9%) pupils were in receipt of SEN Support
Statistical Neighbours – 12.6%
West Midlands – 12.6%
England – 11.9%

**More children with identified SEN attend mainstream schools compared with regional and national**

Placement of children with an EHCP
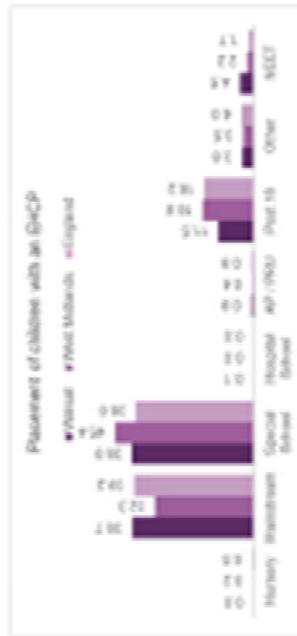
**The most prevalent SEN need in all settings is moderate learning difficulty and in primary settings, speech language and communication needs is also prevalent**

**There are currently 7 special schools in Walsall**

2 are Outstanding, 3 are Good, 1 is Requires Improvement 1 is inadequate

(Note taken from the Jan 19 school census and 31st August 2019 Ofsted Management Information)

39.9% of children with EHC Plans maintained by Walsall attend special schools.
Compared with 45.4% regionally and 28.4% nationally

1,454 children with an EHCP attend state-funded schools in Walsall. Of these 51% attend special schools.
Compared with 56% regionally and 49% nationally

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# Early Years in Walsall

*Based on published data - 2018*

**Young children are benefitting from early education**

1,251 or 68% of 2 year olds benefit from funded early education

compared with 72% for star neighbours, 68% in the West Midlands and 68% nationally

7,370 or 94% 3 & 4 year olds take up some free education

compared with 92% for star neighbours, 93% in the West Midlands and 94% nationally

**68.1%**
Of children achieve a Good Level of Development

68.2% - star neighbours
69.8% - West Midlands
71.5% - nationally

**Fewer 2, 3 & 4 year olds receive that education at providers with staff with graduate status**

36% of 2, 3 & 4 year olds are in education at providers with staff with graduate status

compared with 42% for star neighbours, 50% in the West Midlands and 52% nationally

**71%**
Non-Free School Meals

70.5% - star neighbours
72% - West Midlands
74% - nationally

**14%**
Attainment Gap

14.5% - star neighbours
15% - West Midlands
17% - nationally

**57%**
Free School Meals

56% - star neighbours
57% - West Midlands
57% - nationally

## EYFSP by Domain

Legend: Walsall, Star Neighbours, West Midlands, England

| Domain | Walsall | Star Neighbours | West Midlands | England |
|---|---|---|---|---|
| Communication and Language | 79.4 | 78.8 | 80.2 | 82.4 |
| Physical Development | 84.0 | 83.6 | 85.1 | 87.4 |
| Personal, Social and Emotional Development | 81.4 | 81.0 | 83.3 | 86.5 |
| Literacy | 69.3 | 69.5 | 71.6 | 73.3 |
| Mathematics | 73.5 | 74.2 | 76.0 | 78.3 |
| Understanding the world | 78.1 | 79.2 | 81.2 | 84.0 |
| Expressive Arts and design | 82.2 | 81.9 | 84.3 | 87.2 |
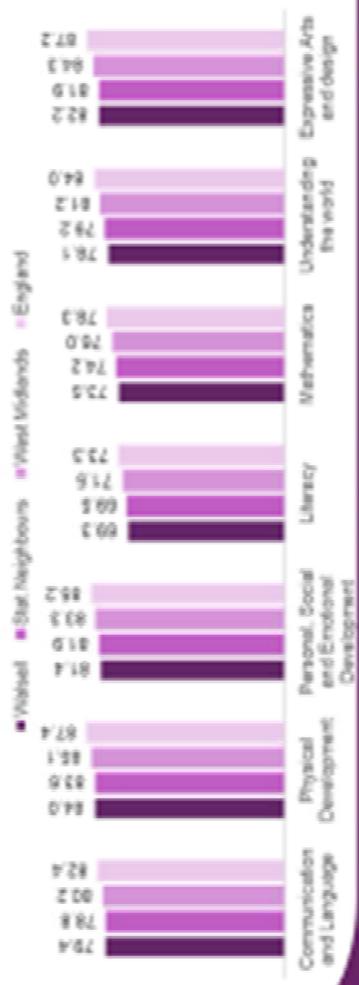
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# Key Stage 1 in Walsall

*Based on published data - 2018*

Children in Walsall do well in decoding phonics, achieving better than their regional and national peers, even those who are in receipt of Free School Meals

**83% of children achieve the expected level in phonics decoding**

compared with 81% for star neighbours; 82% in the West Midlands and 82% nationally

**75% of children in receipt of free school meals achieve the expected level in phonics decoding**

compared with 69% for star neighbours; 72% in the West Midlands and 70% nationally

**73%**
Of children achieve the expected standard in reading
(19% achieve greater depth)

72.5% (23%) – star neighbours
74% (24%) – West Midlands
75% (26%) – nationally
(Greater depth in brackets)

National Rank –
106 (146)

**74%**
Of children achieve the expected standard in maths
(16% achieve greater depth)

74% (20%) – star neighbours
75% (22%) – West Midlands
76% (22%) – nationally
(Greater depth in brackets)

National Rank –
106 (145)

**65%**
Of children achieve the expected standard in writing
(15% achieve greater depth)

67% (14%) – star neighbours
69% (15%) – West Midlands
70% (16%) – nationally
(Greater depth in brackets)

National Rank –
139 (148)

**78%**
Of children achieve the expected standard in Science

65% – star neighbours
81% – West Midlands
83% – nationally

National Rank –
106 (148)

Walsall Council

PROUD of our PAST our PRESENT AND FOR OUR FUTURE

# Key Stage 2 in Walsall
*Based on published data - 2018*

## Attainment Gaps for Reading, Writing and Maths – expected standard

National Rank – 121 (157)

**61%**
Of children achieve expected standards in reading, writing and maths
(8% achieve the higher standard)

61% (9%) – star neighbours
63% (9%) – West Midlands
64% (10%) – nationally
(Greater depth in brackets)

National Rank – 104

**42%** Free School Meals
44% – star neighbours
45% – West Midlands
46% – nationally

Attainment Gap **25%**
20.5% – star neighbours
21% – West Midlands
22% – nationally

National Rank – 87

**67%** Non-Free School Meals
64.5% – star neighbours
66% – West Midlands
68% – nationally

National Rank – 82

**49%** Disadvantaged
48% – star neighbours
50% – West Midlands
51% – nationally

Attainment Gap **21%**
21% – star neighbours
20% – West Midlands
20% – nationally

National Rank – 32

**70%** Non-Disadvantaged
69% – star neighbours
70% – West Midlands
71% – nationally

National Rank – 146

**15%** SEN Support
51% – star neighbours
50% – West Midlands
50% – nationally

Attainment Gap **56%**
51% – star neighbours
50% – West Midlands
50% – nationally

National Rank – 119

**71%** No Identified SEN
71% – star neighbours
72% – West Midlands
74% – nationally

National Rank – 157

**6%** EHCP
7% – star neighbours
7% – West Midlands
9% – nationally

Attainment Gap **65%**
65% – star neighbours
65% – West Midlands
65% – nationally

**Progress between KS1 and KS2 is mixed for children in Walsall**

In reading pupils make more progress than their statistical neighbour and regional peers but less progress than their national peers
-0.2 in Walsall, -0.3 among statistical neighbours and -0.3 regionally

In writing pupils make less progress than their peers
-0.4 in Walsall, 0.2 among statistical neighbours and -0.3 regionally

In maths pupils make better progress than their peers
0.2 in Walsall, -1.8 among statistical neighbours and -0.4 regionally

Walsall Council

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# Key Stage 4 in Walsall

*Based on published data - 2018*

**43.8**
Is the average Attainment 8 score

43.4 – stat neighbours
45.2 – West Midlands
44.5 – nationally

National Rank – 103

**-0.19**
Is the average Progress 8 score

-0.17 – stat neighbours
-0.08 – West Midlands

National Rank – 118

**36.3%**
Achieve grades 9-5 in English and Maths
(56.9% achieve grades 9-4)

37% (29%) – stat neighbours
40% (67%) – West Midlands
40% (59%) – nationally
(Greater depth in brackets)

National Rank – 134 (136)

93% of KS4 pupils go onto or remain in education, employment or training

Compared with 33% among statistical neighbours 94% regionally and nationally
Ranked 88

## Attainment Gaps for average Attainment 8 Scores

**45.9**
Non-Free School Meals

45.4 – stat neighbours
47.1 – West Midlands
48.4 – nationally

National Rank – 118

**11.5** pts
Attainment Gap

12.0 – stat neighbours
12.7 – West Midlands
13.9 – nationally

**34.4**
Free School Meals

32.4 – stat neighbours
34.4 – West Midlands
34.5 – nationally

National Rank – 55

**48.5**
Non-disadvantaged

47.8 – stat neighbours
49.0 – West Midlands
50.3 – nationally

National Rank – 103

**12.6** pts
Attainment Gap

13.6 – stat neighbours
12.3 – West Midlands
13.5 – nationally

**35.9**
Disadvantaged

34.2 – stat neighbours
36.5 – West Midlands
36.8 – nationally

National Rank – 61

**46.5**
No identified SEN

45.7 – stat neighbours
46.5 – West Midlands
46.9 – nationally

National Rank – 128

**16.8** pts
Attainment Gap

16.8 – stat neighbours
16.9 – West Midlands
17.7 – nationally

**29.7**
SEN Support

29.9 – stat neighbours
37.6 – West Midlands
32.2 – nationally

National Rank – 110

**35.3** pts
Attainment Gap

32.8 – stat neighbours
36.5 – West Midlands
36.4 – nationally

**11.2**
EHCP

12.9 – stat neighbours
12.0 – West Midlands
13.5 – nationally

National Rank – 112

**PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE**

Walsall Council
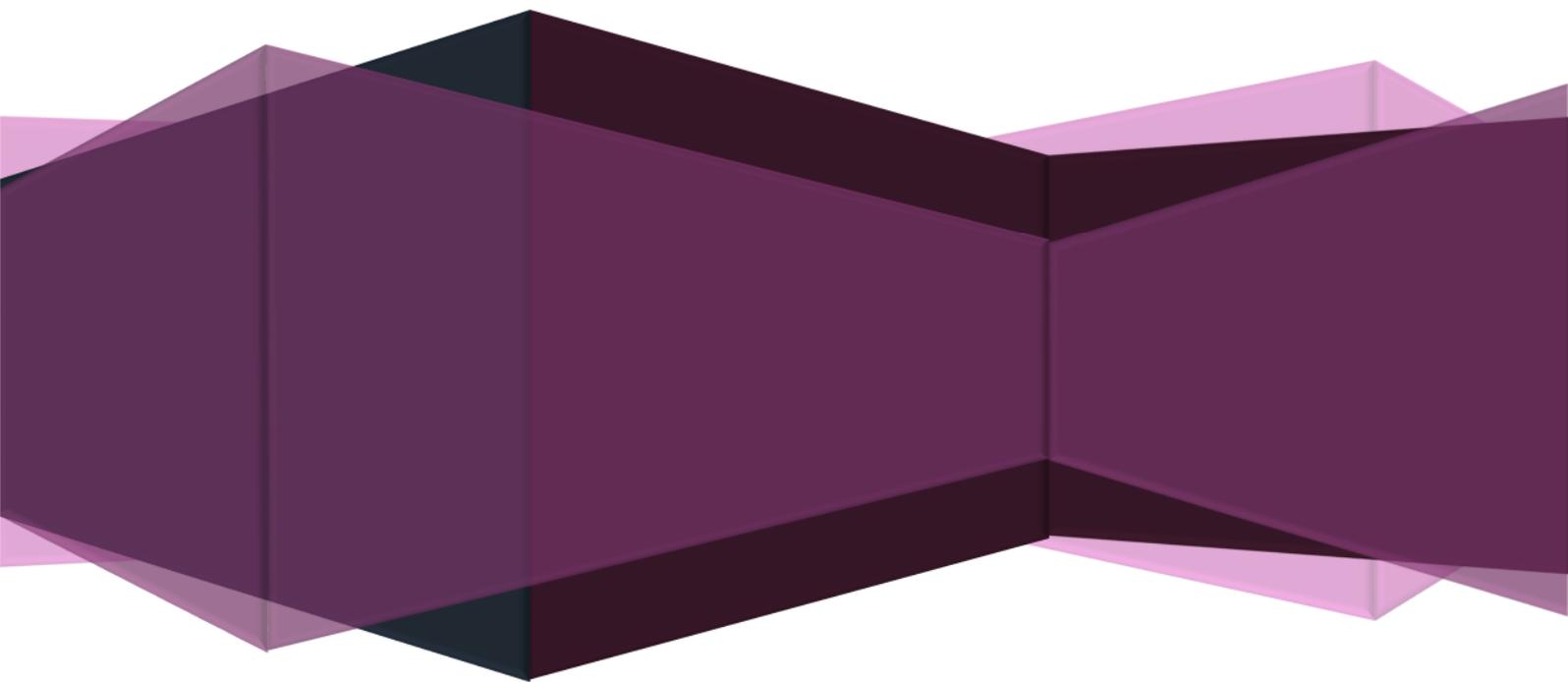
# Walsall Right for Children Inclusion Strategy

## Foreword

Walsall Metropolitan Borough Council's mission is to secure the very best opportunities for all its children and young people, in the very best settings with the highest quality teaching and learning to enable them to realize their full potential. Providing academic excellence, and an outstanding social and civic education for every child and young person living in Walsall.

This document reflects Walsall's corporate vision that: **'Inequalities are reduced and all potential is maximised'** and that, 'We are led by the communities we serve who help shape the services we provide, and we help those communities to make a positive difference to their own lives through active civic engagement and co-operation.'[1]

Our ambition is to create a culture where there is effective, high quality learning provision, combined with meaningful and purposeful school partnerships, focused on the direct pursuit of improved outcomes for all Walsall's young people. Our council-wide transformation programme is a whole system transformation of services associated with children who are looked after, as a key corporate transformation. We intend to better align schools with other providers and services impacting positively on the lives of our children.

Our transformation programme commits us to:

- Whole system change to ensure that Walsall's **Children's Services are as efficient and as effective** as they can be

- ensuring that support is in place so children can have the best start and are **safe from harm, happy, healthy and learning well**

- ensuring that our communities are resilient and that housing needs for children and young people are met in in **safe and healthy places that build a strong sense of belonging and cohesion**

- creating a **robust and ambitious school led system** of continuous improvement, informed by intelligent use of relevant data, and building on the many existing strong networks amongst Walsall schools and school leadership

- ensuring every school is part of a **family of schools**, and that there is good local and borough-wide knowledge

- developing **partnerships with employers, universities and health** to ensure Walsall's children, young people and families receive the qualifications and skills they need to become active, independent, contributing and positive citizens

- ensuring **high challenge and support based on a restorative approach** at all levels

- learning from and sharing the best **national and international developments in education and social care**

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[1] Corporate Plan, 2018-2021, Walsall Council

- above all Walsall Council will ensure that no **child, young person, family, school or academy, Head teacher or Principal, governing body or community** feels unsafe or unsupported in this continuing journey of all our schools being fully inclusive

Sally Rowe
Executive Director of Children's Services

## Contents

**Introduction**

Our **Walsall Right for Children** vision sets out our ambition of the broad view of the role of schools in their immediate community, in Walsall as a whole and beyond and with the aim to meet the needs of the whole child. That is:



Our core work for **Walsall Right for Children** is based on our needs assessment which identified; 'what's working', innovation activity and learning across children's services nationally.

Our **key principles** within our vision are:

- Listening and responding to the voices of our children
- Restororative practice … doing with, not for or to
- Focussing on making a difference

Our **key priorities** within our vision are:

- Locality working
- Quality of practice and support
- Improve achievement and close the gaps
- Develop a strong and stable workforce
- Review our commissioning approach

Consequently, Walsall Council also works with a wide range of partners to champion physical and mental well-being and to ensure that communities work collectively to support schools and our children and young people in their wider civic role. Walsall Council is committed to ensuring that children have the best start in life and are safe from harm, happy and learning well.

In the Local Authority's Children's Services Directorate, the Access and Achievement service will deliver the Walsall Right for Children vision through two distinct strategies:

- The Access Strategy
- The Inclusion Strategy

This, our Walsall Right for Children Inclusion Strategy sets out the vision, priorities and aims to ensure a step change in improved outcomes for all children and young people. The strategy also aligns with the Council's corporate plan 2018-2021[2] and its priorities:

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[2] Walsall Council Corporate Plan 2018-2021

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> *'Children have the best possible start and are safe from harm, happy, healthy and learning well.'*

| Ref | Outcomes | Measures | |
|-----|----------|----------|---|
| Ch1 | Children will be ready for school | 25 | Percentage of pupils reaching a good level of development (GLD) at the end of reception |
| Ch2 | The gaps in educational attainment between the least and most deprived communities will be narrowed and for all under achieving groups | 26 | The progress Free School Meals children make |
| Ch3 | Right children looked after, for the right length of time in the right placement | 27 | Average length of time in care |
| Ch4 | Care leavers are economically active citizens of their community | 28 | Percentage of care leavers not in education employment or training (NEETs) |
| Ch5 | Young People are prevented from entering the criminal justice system | 29 | Reduction of first time entrants |

Our strategic priorities are based on an assumption that, given the right environment, culture, approach and circumstances all our children and young people can thrive, flourish and achieve great outcomes.

This Walsall Right for Children Inclusion Strategy aims to set out the respective roles and responsibilities of all concerned with educational outcomes including the Local Authority, which will act:

a) As a **champion** - of educational transformation with a strong moral purpose and democratic mandate to ensure good outcomes and a shared vision for our children, families and communities.

b) As a **convener** – bringing leaders together, connecting to best practice within and

beyond the system and facilitating the best partnerships.

c) As a **commissioner** – bringing the strategic picture, sharing intelligence and data and enabling and commissioning support, challenge and development.
As a Local Authority, we believe that it is our duty to ensure that our values support children, young people and their families. Our values are:

*Professionalism* As stewards of public funds and information, we understand the importance of our jobs, we have respect for ourselves, our colleagues, our citizens and the organisation that we represent. We act accordingly. We deal with issues, whether positive or negative, in a moderate and straightforward manner whenever possible.

*Leadership* Together we will create an inspiring vision of the future. We will motivate and inspire people to engage with that vision. We recognise the talents of individuals and allow those talents to be utilised for the betterment of the organisation.

*Accountability* We adhere to a standard of professionalism in the workplace. We hold ourselves responsible for upholding the purpose of our organisation.

*Transparency* We will ensure the availability of information, which can be made public.

*Ethical* We will display integrity, honesty and be mindful of the rule of law in order to successfully practice and promote transparency of government.

## Our Vision

Walsall Right for Children's vision for inclusion is one where potential is unlocked for all learners whatever their abilities and needs. In schools and settings where creatively and an open restorative culture helps gain the necessary skills and confidence to be inspired and be aspirational.

Systemic improvement across Walsall is required to achieve this, and we put forward a vision for reforming practice built on four key pillars and identified in the recent education review conducted by Edward Timpson[3]
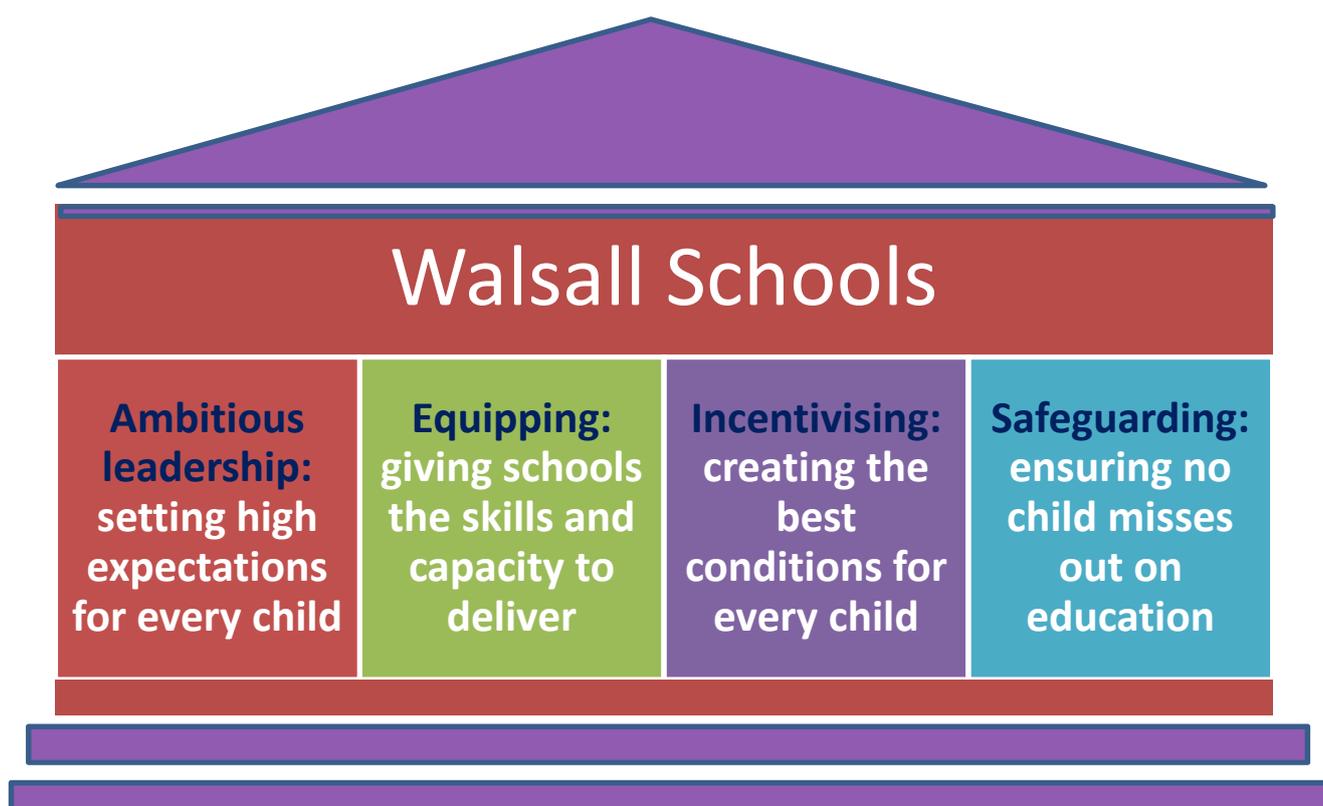


**Ambitious Leadership**:
We believe that we must support school leaders to create strong school cultures that deliver the best outcomes for every child. To do this, we need ensure schools have the support and capability to set clear and high expectations for all children, as well as to put in place the support that individual children may need. It is vital that we ensure that we have the right school leaders who are positive role models for all children in every Walsall school.

**Equipping:**
We believe that if we are to support schools to deliver effectively high standards for every child, we must invest in their skills and capability to identify needs, address and issues and offer the very best education available.

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[3] Timpson Review of School Exclusion, May 2019

**Incentivising:**
We believe that we need to recognize schools who succeed in supporting all children, including those with additional needs, to remain positively engaged in mainstream in the context of a well-managed school. Sharing good practice of these schools where they take positive action to create cultures that offer the best conditions for all children to learn.

**Safeguarding:**
We believe that as well as raising the expectations of schools and giving them the right skills and support to meet the expectations. Any high-performing system should have the right safeguards to keep children safe and ensure they are receiving a suitable education.

**Policy into Practice**:
We believe that schools across Walsall should use Quality First Teaching principles. These provide high quality experiences and opportunities using flexible and adaptable approaches in learning environments where everyone is allowed to flourish. QFT, alongside a timely graduated approach to SEN in accordance with the SEN Code of Practice (2014) will ensure all our learners have a voice and are supported throughout their educational journey, building resilient citizens and communities who feel valued and positive about their future.

'Quality first teaching draws on a repertoire of teaching strategies and techniques that are closely matched to the specified learning objectives and the particular needs of the children and young people in the class. It demands 100% participation from the pupils and sets high and realistic challenges. It does not "spoon feed", it is challenging and demanding; it expects pupils to be able to articulate their ideas, understanding and thinking by actively promoting pupil talk.'

**Quality First Teaching Principles:**
  ➢ QFT involves understanding the needs of the learners.
  ➢ A variety of methods of delivery of approaches will help engage and inform learners.
  ➢ Support staff must have a clear understanding of what the lesson will involve so they can play an effective role.
  ➢ It is essential to monitor the lesson to gain a clear understanding of how learners are progressing.
  ➢ Questioning learners helps to challenge them and to check their understanding.

As a Local Authority we will model a restorative approach based on equality, respect, high challenge and high support to ensure we are the 'champions' of our children, and their families. We will do this in line with our statutory duties whilst ensuring that all learners have equal access to a rich and vibrant curriculum in and out of the classroom.
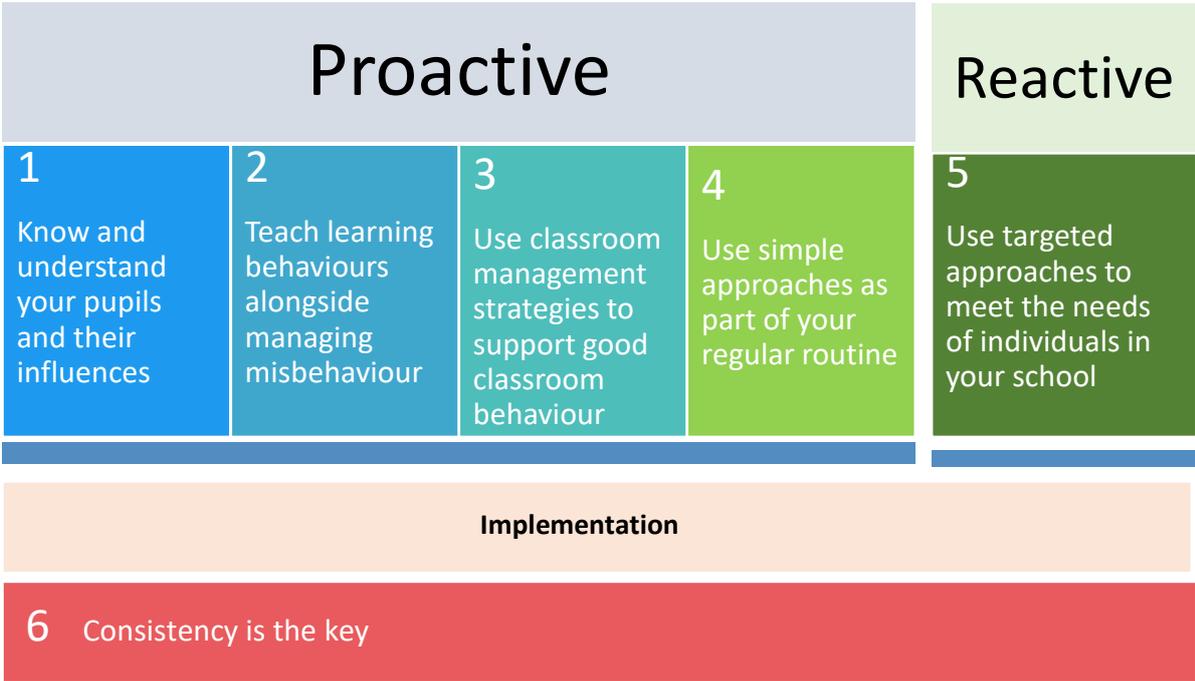
**Inclusive Schools, Behaviour and Exclusions:**
We will require and challenge our school leaders to promote good behaviour, positive relationships, resilience, emotional well-being and engagement in learning to ensure

that successful outcomes for all Walsall children and young people are the norm. Research over time has found that the consistent features of school that effectively promoted positive behaviour were[4]

- **School culture and ethos.** The 'leadership processes which develop, maintain and transform the culture,' specifying 'an emphasis on developing values, norms and behaviour.'
- **Community and partnerships.** Schools must see themselves as members of a greater community.
- **Personal and professional characteristics.** An emphasis on what type of leader or leadership is frequently associated with good behaviour practices.
- **Promoting inclusion and limiting exclusion.** These schools tended to make maximum efforts to retain the most challenging students by finding methods of including them[5] in the school community. Note that this has often been misinterpreted – disastrously- as an oversimplification approach that returns students to the classroom with no program in place to remedy their behaviour. The opposite should be true; the most challenging children need provision that is often not possible within the mainstream classroom, but can be provided more efficiently in nurture units, until ready to return to mainstream education.

The recent guidance from the Education Endowment Foundation (EEF[6]) sets out a number of key recommendations, which we ask Walsall schools to follow.

| Proactive | | | | Reactive |
|---|---|---|---|---|
| **1**<br>Know and understand your pupils and their influences | **2**<br>Teach learning behaviours alongside managing misbehaviour | **3**<br>Use classroom management strategies to support good classroom behaviour | **4**<br>Use simple approaches as part of your regular routine | **5**<br>Use targeted approaches to meet the needs of individuals in your school |
| **Implementation** | | | | |
| **6**    Consistency is the key | | | | |

The first details strategies to prevent misbehaviour happening. A key theme from these recommendations is the importance of knowing individual pupils well, so that schools

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[4] Promoting the conditions for positive behaviour, to help every child succeed – review of the landscape (2011) Professor Philip Garner
[5] Creating a culture: How school leaders can optimise behaviour, Tom Bennett - March 2017
[6] Improving Behaviour in Schools – Education Endowment Foundation, June 2019

and teachers know which factors might affect pupil behaviour and what the school can do to address these. Focusing on developing good relationships also ensures pupils feel valued and supported, meaning they are less likely to misbehave. The second focuses on how to deal with bad behaviour when it happens. A key message is that schools should use personalised approaches—like daily report cards—to address 'problem pupils', rather than universal systems. It recommends that teachers are trained in specific strategies if they're dealing with pupils with high behaviour needs. The third focuses on the importance of consistency and coherence when it comes to behaviour policies. This means that once senior leaders have considered the rationale for putting a new behaviour strategy or approach to work, they need to spend time and care embedding it across the entire school.

The guidance provided by the EEF supports the key principles highlighted Timpson review of school exclusions and these are:

- every child, regardless of their characteristics, needs or the type of school they attend, deserves a high-quality education that allows them to flourish and paves the way to a successful future
- we should expect schools consistently to have the right systems in place and teachers to have the right skills to manage poor behaviour and provide support where children need it – but we must equip them with the right tools, capability and capacity to deliver against this expectation
- schools must be calm and safe environments and it is right that we support head teachers to establish strong school behaviour cultures, including by making use of exclusion where appropriate
- there is no optimum rate or number of exclusions – exclusion rates must be considered in the context in which the decisions to exclude are made. A higher rate of exclusion may reflect local context and be a sign of effective leadership in one school, whilst in others a lower exclusion rate may signal strong early intervention strategies that have been put in place. In contrast, higher rates of exclusion could demonstrate schools not putting in place effective interventions for children at risk of exclusion, and indeed lower rates could be indicative of children being pushed out of school without the proper processes being followed
- alongside considering the best interests of the wider school community, head teachers, with the support of their staff, should make decisions about how to address poor behaviour, based on their knowledge of individual children and what specific support, interventions or sanctions are needed
- schools must be places that are welcoming and respectful, where every child has the opportunity to succeed. To ensure this is the case, they should understand how their policies impact differently on pupils depending on their protected characteristics, such as disability or race, and should give particular consideration to the fair treatment of pupils from groups who are vulnerable to exclusion
- it cannot be the job of schools alone to take action to understand and address the complex underlying needs that children may have
- we should not accept that exclusion comes at the cost of a child getting a good education

Good behaviour – even exemplary behaviour – is possible in every school setting, whatever the baseline. This must always be the aspiration, no matter how far the execution falls short at times, because without the aspiration, the goal can never be realised. This includes schools with the most challenging intakes as well as the least.

A student's experience in school remains one of the most insightful indicators of later life success in any one of a number of metrics. For many it is the best chance they will ever have to flourish. How they conduct themselves at school is crucial to that experience. Helping them develop good behaviour is therefore one of the most important tasks a school faces.

**Inclusion in Walsall is everyone's right and everyone's responsibility**



The true measure of any society can be found in how it treats its most vulnerable members.

## National Context

The significant shift in national education policy and funding which has occurred over the past five plus years has resulted in increased autonomy and diversity of school provision. However, is important to recognize that Ofsted still have the oversight for all schools and make judgements about schools performance based on the inspection framework. From the 1st of September 2019, there is a new Ofsted inspection framework[7]. Ofsted announced that:

"These changes will move Ofsted's focus away from headline data to look instead at how schools are achieving these results, and whether they are offering a curriculum that is broad, rich and deep, or simply rich and deep, or simply teaching to the test." (Ofsted press release)

Ofsted inspectors will now spend less time looking at exam results and test data, and more time considering how a nursery, school, college or other education provider has achieved their results. Ofsted grades will also stay the same: Outstanding, good, requires improvement or inadequate. However, how these grades will be decided upon has changed significantly. The judgement categories have been revised to now cover:

**Quality of Education:** This judgement will have a much clearer focus on the curriculum.  There will also be three major components when judging the curriculum:

- intent (what you are trying to achieve through the curriculum - it must be broad and balanced and include the essential knowledge that pupils need to become educated citizens. Note: Ofsted does not describe what the curriculum should be and schools taking a radically different approach but coherent and research led approach will not be penalised)
- implementation (how the curriculum being delivered)
- impact (what difference is the curriculum making – but note this does not imply continuous testing to prove changes) There will be far less emphasis on school's internal data as evidence, and much greater emphasis on drawing together evidence from interviews, observations and documentary review, as well as nationally published information about how pupils progress when they leave school (secondary)

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[7] Ofsted Framework – May 2019

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**Behaviour and Attitudes:** Behaviour and attitudes considers how leaders and staff create a safe, orderly and positive environment in the school and the impact this has on the behaviour and attitudes of the pupils.

Note: if there is evidence that a school has deliberately removed pupils on the day of the inspection then this is likely to result in inadequate judgement in both 'Behaviour and Attitudes' and 'Leadership and Management'. Ofsted will also evaluate the effectiveness of alternative and off-site arrangements made for pupils. In gathering evidence for this judgement, Ofsted will hold discussions with pupils and staff – this will include support staff and other systems – trainees, NQTs, administrative support staff, supply staff and catering staff.

**Personal Development:** There is a strong emphasis upon the academic, technical or vocational curriculum and Ofsted recognises that schools have a fundamental role in developing responsible, respectful and active citizens. Some of these activities will go beyond the normal school day and include a range of out of school activities. This judgement will include issues such as keeping healthy through diet and physical activity. It will also evaluate the school's provision for spiritual, moral and social education.

**Leadership and Management:** Leadership and management can be neatly summed up by, 'making things work'. This judgement is about how leaders, managers and those responsible for governance ensure that the education provided by the school has a positive impact on all its pupils including:

- creating a coherent vision through inclusive curriculum
- enabling staff to deliver that vision by supporting them to develop their skills
- developing an appropriate management style
- creating appropriate systems to enable the vision
- ensuring the delivery of the vision

**What do the changes mean for children and young people with SEND?** Many parents of disabled children and children with SEND have voiced concern over the new 2019 framework, saying that it lets vulnerable learners down and that inclusion has not been given enough focus. In response to this, Ofsted argues that the new framework will 'bear in mind where the curriculum needs to be amended to meet the needs of those learners with SEND' including:

- whether schools and early years providers are inclusive of children with SEND
- whether schools are removing some children from their rolls solely to improve published outcomes
- whether colleges and other further education providers are doing all they can to ensure that all learners are able to complete their courses
- whether the curriculum available for the most disadvantaged learners is ambitious and meets their needs

As a Local Authority we have taken much of our vision for inclusion from the new Ofsted framework and the Timpson review. We have also considered:

- the parliamentary report- *Forgotten Children: alternative provision and the scandal of ever-increasing exclusions*,[8] which states: "Mainstream schools should be bastions of inclusion".
- The white paper, *Education Excellence Everywhere*,[9] which calls for schools to: "deliver educational excellence everywhere, so that every child and young person can access world class provision, achieving to the best of his or her ability regardless of location, prior attainment and background".
- *Creating opportunity for all*,[10] a DfE publication, which states: "Every child, no matter their background, needs or where they live, deserves an excellent education and the opportunity to fulfil their potential. For some children, their health needs or circumstances mean that they are not able to attend a mainstream or special school, and are educated in alternative provision (AP). It is vital that we ensure that these children, who are often some of the most disadvantaged, are offered equal opportunities to make the most of their talents and become successful adults."

At the same time, Local Authorities have become strategic commissioners and champions for parents and children. Local Authorities retain the statutory duty "to promote high standards so that children and young people achieve well and fulfil their potential" (1996 Education Act) and are required to ensure secure arrangements for school improvement. School improvement in its widest sense, relating to:

- Alternative Provision
- Early Years and School Readiness
- Exclusions
- Leadership and Governance
- Policy support and good practice
- Post 16
- Schools Causing Concern
- SEND support and early intervention, including EHCP assessment and SENDAS
- Virtual School and LAC

As a Local Authority we are committed to providing an appropriate, high quality, inclusive education to ensure the best possible outcomes for all our pupils, whatever their abilities or needs.
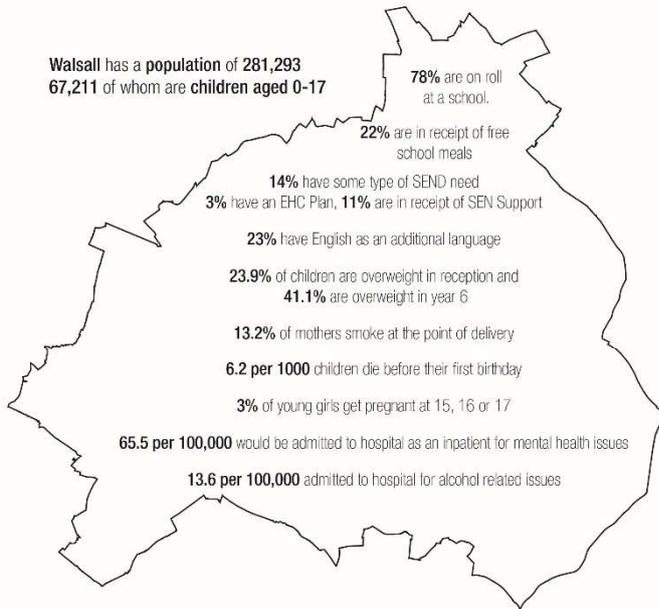
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[8] Forgotten Children: alternative provision and the scandal of ever-increasing exclusions. House of Commons Education Committee, July 2018
[9] Education Excellence Everywhere – White Paper, March 2016
[10] Creating opportunity for all Our vision for alternative provision. DfE March 2018
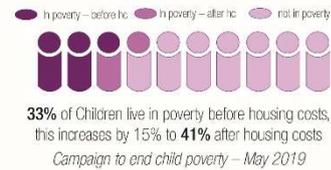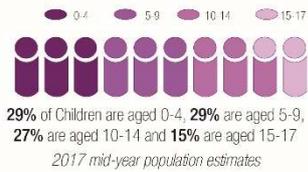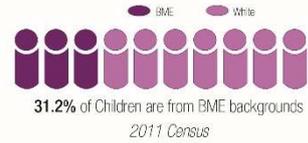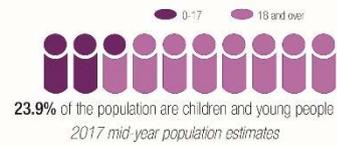
# Local Context

## Children Living in Walsall

**Walsall** has a **population** of 281,293
67,211 of whom are **children aged 0-17**

**78%** are on roll at a school.

**22%** are in receipt of free school meals

**14%** have some type of SEND need
**3%** have an EHC Plan, **11%** are in receipt of SEN Support

**23%** have English as an additional language

**23.9%** of children are overweight in reception and **41.1%** are overweight in year 6

**13.2%** of mothers smoke at the point of delivery

**6.2 per 1000** children die before their first birthday

**3%** of young girls get pregnant at 15, 16 or 17

**65.5 per 100,000** would be admitted to hospital as an inpatient for mental health issues

**13.6 per 100,000** admitted to hospital for alcohol related issues

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**Walsall** Council

0-17 | 18 and over

**23.9%** of the population are children and young people
*2017 mid-year population estimates*

BME | White

**31.2%** of Children are from BME backgrounds
*2011 Census*

0-4 | 5-9 | 10-14 | 15-17

**29%** of Children are aged 0-4, **29%** are aged 5-9, **27%** are aged 10-14 and **15%** are aged 15-17
*2017 mid-year population estimates*

In poverty – before hc | In poverty – after hc | not in poverty

**33%** of Children live in poverty before housing costs, this increases by 15% to **41%** after housing costs
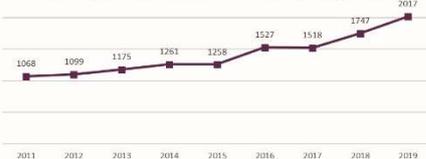*Campaign to end child poverty – May 2019*

## Brief Profile of children with SEN in Walsall
### Based on published data

EHC Plans and statements Maintained by Walsall
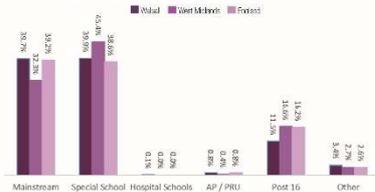


1068, 1099, 1175, 1261, 1258, 1527, 1518, 1747, 2017

2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019

Placement of children with an EHCP

Walsall | West Midlands | England

Mainstream | Special School | Hospital Schools | AP / PRU | Post 16 | Other

Pupils in Walsall Schools

Statement / EHCP | SEN Support

7369, 6969, 6401, 6276, 5724, 5230, 5185, 5503, 5827

1018, 1046, 1100, 1166, 1155, 1187, 1241, 1348, 1490

2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019

In January 2019, Walsall schools reported that

**1490 (2.8%) pupils**

Had an Education, Care and Health plan

Statistical Neighbours – 3.26%
West Midlands – 3.10%
England – 3.10%

**5827 (10.9%) pupils**

Were in receipt of SEN Support

Statistical Neighbours – 12.75%
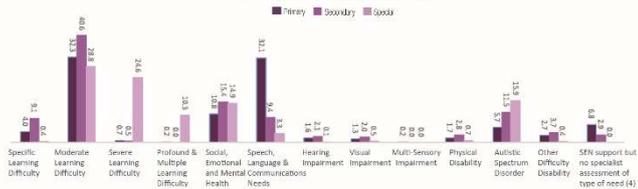West Midlands – 12.60%
England – 11.90%

In 2016 – 17
**3.06%**
Appeals were registered per 10,000 school population
Statistical Neighbours – 4.16%
West Midlands – 5.94%
England – 5.45%

In 2018
**34.60%**
of EHC plans were issued within 20 weeks
Statistical Neighbours – 49.38%
West Midlands – 58.40%
England – 60.10%

Placement of children with an EHCP

Primary | Secondary | Special

Specific Learning Difficulty | Moderate Learning Difficulty | Severe Learning Difficulty | Profound & Multiple Learning Difficulty | Social, Emotional and Mental Health | Speech, Language & Communications Needs | Hearing Impairment | Visual Impairment | Multi-Sensory Impairment | Physical Disability | Autistic Spectrum Disorder | Other Difficulty | SEN support but no specialist assessment of type of need (4)

**Walsall** Council

We aim to engender a sense of community and belonging and to raise the aspirations and expectations for all pupils' especially vulnerable learners and those with special education needs and disabilities (SEND). We believe that all children should be equally valued wherever they access their education. We will strive to eliminate prejudice and discrimination, and to develop an environment where all children can achieve, feel safe and included.

Our moral imperative is that fairness and social justice is fundamental to ensuring progress for all, but especially for the most disadvantaged and vulnerable learners who start behind others.

**"Accountability matters - every child deserves a great education. We have a responsibility to ensure all pupils are getting a great education, and we will be unapologetic in acting where pupils' education is suffering." DfE – 'Principles for a clear and simple accountability system' (May 2018)**



**"It's time to raise our ambitions, to expect more and to expect better for every child, whatever their background." Education Secretary Damian Hinds (July 2018).**

## A Partnership Approach

The Local Authority is ultimately accountable for the statutory education outcomes of all its children and young people, but recognises that many of the skills and resources to achieve great outcomes lie within schools and across partnerships.

Central to our Walsall Right 4 Children Inclusion Strategy is the strong belief that schools are, for the most part, self-improving. We recognise of the value and importance of system leadership in promoting inclusion and school improvement. Teaching School Alliances and hubs along with other strong schools with capacity, are taking an increasing role in developing system leaders and sharing good practice. These schools embrace the concept of school-to-school support and take responsibility beyond their own organisations.

The Council provides support and challenge to schools to improve outcomes for all children and young people across the borough by:
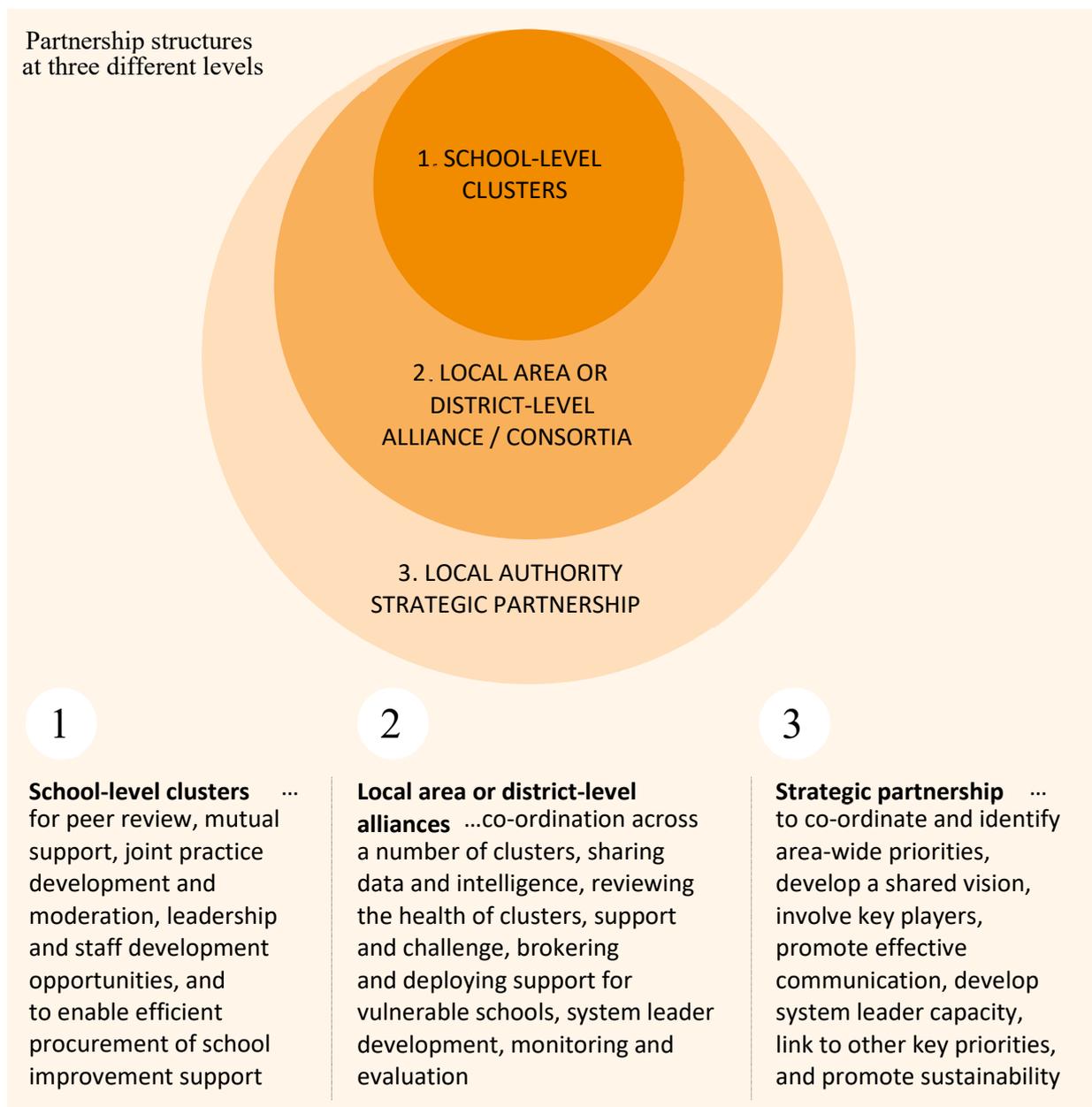
- Using the LA's Education Data Dashboard (EDD) to identify schools that *may* require support, *may* need to be challenged as well as those that are known to require support and challenge. This is part of our protocol for schools causing concern.[11]
- Commissioning, where appropriate support and challenge that ensures schools remain 'good and better' and that improvement is sustained.
- Intervening early where the performance of a school is declining – ensuring that schools are challenged and secure the support needed to improve to at least 'good'.
- Knowing our schools well and influencing schools to become engaged in service design, commissioning and delivery at the local level.
- Targeting school priority areas for improvement and signposting/brokering where schools can access appropriate support.
- Encouraging good and outstanding schools to support and challenge other schools and contribute to system improvement.
- Building strong working relationships with Head Teachers – encouraging challenge and support.
- Work with partners to develop flexible and responsive locality based services to support children and their families to be' school ready' in Early Years.
- Exploring regional links for sharing good practice and driving up collective performance across the Midlands.
- Piloting social workers being based in schools which will enhance our principles of connecting our practitioners with the communities in which children and young people live
- Working with parents and pupils in a culture of openness and honesty

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[11] Schools Causing Concern. Protocol for Monitoring, Challenge, Support & intervention in Schools. Walsall Council 2018.

## Partnership structures at three different levels[12]

We believe that as a Local Authority we need to work with our schools and partners to develop a multi-tiered structure that will work within our local context ensuring that the local improvement system provides high-quality support and is credible with school leaders. This will mean that we will need to have a robust commissioning process that operates through these partnerships and can work through the complexities of multiple providers in a mixed economy.

Partnership structures
at three different levels

1. SCHOOL-LEVEL
CLUSTERS

2. LOCAL AREA OR
DISTRICT-LEVEL
ALLIANCE / CONSORTIA

3. LOCAL AUTHORITY
STRATEGIC PARTNERSHIP

| 1 | 2 | 3 |
|---|---|---|
| **School-level clusters** ... for peer review, mutual support, joint practice development and moderation, leadership and staff development opportunities, and to enable efficient procurement of school improvement support | **Local area or district-level alliances** ...co-ordination across a number of clusters, sharing data and intelligence, reviewing the health of clusters, support and challenge, brokering and deploying support for vulnerable schools, system leader development, monitoring and evaluation | **Strategic partnership** ... to co-ordinate and identify area-wide priorities, develop a shared vision, involve key players, promote effective communication, develop system leader capacity, link to other key priorities, and promote sustainability |

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[12] Enabling School Improvement – research into the role of local authorities in supporting local school improvement systems. ISOS Partnership & LGA – January 2018

**School-level Clusters:**
All schools and academies are part of an identified Walsall cluster of schools. There are a range of improvement benefits that are found from working together including staff development opportunities, joint commissioning professional development or even short-term secondments working with other schools.

Through cluster working school leaders can provide much in the way of informal mutual support, as well as planning more formal leadership development. Cluster projects both short and long-term enable joint working, moderation of practice and performance, and genuine joint practice development. School-level clusters are driven by school leaders. The Local Authority see their responsibilities as championing and as conveners of inclusion, leadership and school development across the school-level cluster.

**Locality-Level:**
Walsall Children's Services are moving towards locality working. This way of working enables focused and targeted support for priorities, which are specific to the children and families, and supports schools in their locality. Locality working facilitates co-production with schools based on identified needs through data and local intelligence.

The Local Authority will bring the intelligence from across the local school improvement system, utilizing existing expertise and capacity from within Walsall and beyond, to support priority working and support the evaluation process. Much of the work at locality level will involve the Local Authority in partnership with Teaching School Alliances, health and other identified good practice providers.

**Walsall Right 4 Children Strategic Inclusion Partnership:**
The family of schools in Walsall is strong. The creation of the Walsall Right for Children Strategic Education Inclusion Board[13] by the Local Authority in partnership with its schools; embodies a shared moral purpose and passion for inclusion and for continuous improvement in outcomes for all children and young people.

The new Strategic Education Inclusion Board has been established to replace both the Education Challenge Board and the SENDi Board and led by Head teachers and Chairs of Governors. The Board is funded by the Dedicated Schools Grant via the Schools Forum and is supported by the Local Authority to develop a school led system for Walsall. The Walsall Right 4 Children Strategic Education Inclusion Board has three sub groups:

1. Primary Strategy Group
2. Secondary Strategy Group
3. Post 16 Strategy Group

The Local Authority has an important role in working with the Strategic Inclusion Partnership to identify key priorities, which are borough wide. This will impact on all service areas across the Council and not just in the education service delivery areas so that inclusion and school improvement are not seen in isolation.

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[13] Walsall Right for Children Strategic Education Inclusion Board – ToR 2019

## Priorities for Improvement

The Strategic Walsall Right 4 Children Education & Inclusion Board has identified the following themes for each of its working groups:

- ➢ SEND
- ➢ Recruitment and Retention
- ➢ Vulnerable Learners
- ➢ Transition
- ➢ Standards

Specific aims for 20019-20 are:

### SEND:
- Ensure all schools make appropriate 'reasonable adjustments' (Equality Act, 2010) for children with barriers to learning, including children with medical needs

- Ensure early identification of SEND needs, through implementation of robust school based monitoring systems and 'assess, plan, do, review' cycles

- Ensure all schools provide a graduated approach to SEND in accordance with the SEN Code of Practice (2014), to ensure timely and needs led support with a focus on promoting independence and inclusion

- Develop confidence and effectiveness across Walsall schools in providing appropriate and evidence based support for children with SEMH needs

- Effective use of SEN budgets and resources across Walsall schools, with the commissioning and implementation of interventions closely matched to current needs

- Development of clear and transparent pathways and a partnership approach to support so that schools and families know what services can provide and how to access specialist support when needed

- Schools and services work in partnership with children and their families to ensure a needs led approach to service design and delivery

- Improved educational outcomes for children on SEN support

- Improved educational outcomes for children with an EHCP

- Improve access and achievement of the SEND pupils

- Develop a universal understanding of 'nurture' and how to develop and deliver a culture and approach to nurture across all schools and settings utilising the experience and expertise across schools and across Children's Services.

**RECRUITMENT & RETENTION:**

- Teacher Supply and Recruitment. The Strategic Education and Inclusion Board approved 2 year funding October 2018 towards the development of a Walsall NQT Development Programme. The programme has four strategy priorities:

  - We will help to create the right climate for head teachers and other school leaders to establish supportive school cultures. At the heart of this will be reforming the accountability system.

  - We will transform support for early career teachers, introducing the most significant reform to teaching since it became a graduate only profession backed by substantial extra investment. In particular:

  - We will build on the foundation of the Early Career Framework to support teachers – whatever their expertise or circumstances – to pursue the right career opportunities for them. In particular:

  - We will radically simplify the process for becoming a teacher, introducing new digital systems designed to make application much easier and more user-friendly.

- Focus on establishing good behaviour across all schools as the key to ensuring that all children are able to achieve their full potential. Effective leadership of schools in establishing the right environment, culture and conditions for learning will support and enable all school staff to work in environments where they can thrive and develop their skills. Universal training/CPD event for all HTs by phase on the EEF guidance materials.

**VULNERABLE LEARNERS:**

- Improve access and achievement of the vulnerable and disadvantaged learners. Every school has pupils premium funding which is given to them to 'raise the attainment of disadvantaged pupils of all abilities and to close the gaps between them and their peers' (DfE and EFA, 2018). However the most recent research conducted by the Education Policy Institute (July 2018), shows that the gap for our disadvantaged pupils here in Walsall is unacceptably wide when compared to their peers.

  - On average, disadvantaged children are four months behind at age five. Here in Walsall disadvantaged pupils are 5.9 months behind at aged five.
  - Nationally disadvantaged pupils at aged 11 are likely to be 10 months behind their peers. Here in Walsall that gap is 12.3 months – over a year behind.
  - Nationally at the age of 16 and by the time they take their GCSEs they are 19 months behind. Here in Walsall, that gap is nearly 2 years behind their peers and an unacceptable 23.6 months.

- Reduce the number of fixed term and permanent exclusions. Attendance and behaviour within our schools is a key priority area. Walsall exclusion rate is currently 3 times the national average. Briefings on the Timpson Review for all HTs and Walsall protocol.

- Develop and encourage a Restorative Justice approach enabling all learners to remain within their school setting.

- Develop and encourage a whole-school approach to mental health based on the DfE guidelines.

- Review the use of Pupil Premium funding and carefully measure the impact of the strategies to ensure maximum impact on the support for vulnerable learners.

- Introduce the **Raising Attainment of Disadvantaged Youngsters (RADY)** concept within secondary schools. Fund the initial concept work and encourage all secondary schools across Walsall to become active partners in the RADY networking activities

- Fund the **Poverty Proofing the School Day** project for all secondary schools. Poverty Proofing the School Day is a project developed by Children North East. The project provides a toolkit to poverty proof the school day, to reduce stigma and remove barriers to learning and to assist schools in exploring the most effective way to spend pupil premium allocation. Poverty Proofing the School Day consists of an audit for each individual school, questioning pupils, staff, parents and governors. The result is an action plan tailored to each individual school to address any stigmatising policies or practices. There is then the opportunity to be awarded an accreditation following a review visit. Training for staff and governors on poverty and its impact on education.

- Review of Alternative Provision across the Borough aligned to the Government's vision[14] for reform to ensure:
  - The right children are placed in AP. We need commissioners who place children in AP for behavioural, health or other reasons to plan for how the placement will meet the child's needs and support their transition into a mainstream or special school, another medical placement or onto meaningful employment, education or training at 16. Wherever possible, this planning and decision-making will involve parents and children.
  - Children have good experiences of, and receive high quality education in AP. AP providers should provide an ambitious education that meets children's needs and prepares them for success in the next phase of their education.
  - Children achieve meaningful outcomes after leaving AP. The success of AP settings can be measured by how well prepared children are for the next stage of their lives. Schools, the LA, AP settings, NHS teams, post-16 providers and employers work together to ensure the routes out of AP are well-developed, so that children who leave AP settings can fulfil their potential as they grow up.
  - AP is recognised as an integral part of the education system. AP should be an attractive place for teachers to train, work and develop. There must be sufficient high quality and specialist provision to meet the needs of compulsory school-age children, for as long as they need it.
  - The system is designed to achieve high quality outcomes for children and value for money for the taxpayer. AP should be delivered on the basis of a robust evidence base about how commissioning, accountability and inspection arrangements support the delivery of better, long-term outcomes for children and value for money for the taxpayer.

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[14] Creating opportunity for all. Our vision for alternative provision. DfE March 2018

- Commit to the What Works Change program. Walsall has been chosen to be one of 21 pioneer partners in Wave 1 to work with the What Works Centre for social care. The centre, funded by the DfE provides a whole organisational offer to Children's Services bringing additional capacity and expertise to accelerate our transformation work. Placing our social workers directly within schools to:

  – Reduce the need for higher levels of statutory social work involvement
  – Reduce the need for care entry
  – Deal more swiftly with concerns about children
  – More cost effective services, reducing the demand for children's social care
  – More effective use of school's early help services for children and families

**TRANSITION:**
- Review all transition arrangements into EYFS to ensure all learners' needs are known (where possible) and that parents are encourage to play an active role in their child's education.

- Review all transition arrangements from Primary to Secondary schools for all vulnerable learners targeting the disadvantaged pupils whose 'flight path' will be a barrier to the gaps for these learners to be closed.

- Review all Transition Panels and groups alongside the development of the All-age Disability Service to ensure a single transitions pathway for all young people with SEND from 14-25. Ensure appropriate transitions pathways are developed for those with particular needs e.g. Autism.

**STANDARDS:**
1) **Early Years Performance**

   - Roll out of the 'Language First' project in partnership with Dudley, Sandwell and Wolverhampton Local Authorities, aiming to further improve children's 'school ready' outcomes by the age of five. This is an important project, which links closely to the research findings that show that a good number of children start school struggling to communicate and to speak in full sentences. This lack of communication skills is separate to those children for who English is an additional language.

   - Improve the number of EYFS settings attaining a good level of development compared to national as currently 51 settings out of 77 settings are below national.

   - Ensure that all learners and parents have access to an inclusive EYFS setting

2) **Primary Phase Performance**

   - The KS2 data identifies that reading is a key priority area as 43 of our 77 Junior/Primary **schools** end of 2018-19 reading results were below the national standard.

- The KS2 data identifies that mathematics is a key priority area as 36 of our 77 Junior/Primary schools end of 2018-19 mathematics results were below the national standard and the three-year trend shows the gap is closing.

## 3) Secondary Phase Performance

- The KS3 and KS4 data identifies concerns re the outcomes and performance of disadvantaged pupils particularly White British pupils, in comparison to all pupils nationally. At the age of 16 yrs old Walsall disadvantaged pupils are 23.6 months behind their peers nationally.

- KS5 data indicates…

## 4) Post 16 Performance

- Mapping current provision and identifying gaps and alignment to economic priorities/ Labour Market Information (LMI)

- Identifying Not in Education, Employment or Training (NEET) hotspots such as wards and schools. Identifying 'what is not working well' and the underlying causes.

- Identification of good practice and what is working well and having impact.

- Close partnership working with Youth Employment Initiative (YEI) Impact project to support NEET Post 16.

- Partnership working to develop better and more timely transition pathways for young people with Education Health Care Plans (EHCP). Strengthening links between child and adult social care, health, SEND etc. and the associated education and training providers, in joint funding arrangements where appropriate.

- Refining and monitoring provision to ensure targets are met.

- Develop Post 16/18 provision to ensure that it meets specifics needs such as, Autistic Spectrum Disorder.

- Better monitoring and re-engagement of young people who drop out of education or are Not Knowns.

**Roles and Responsibilities**

**We expect all schools to:**

➢ Provide good or outstanding education

➢ Be inclusive and caring, keeping children safe - offering a school place to local children whatever their level of need or background and welcoming vulnerable children into their school community

➢ Set high aspirations for **all** children

➢ Develop an ethos that demonstrates good citizenship and respect for all, underpinned by appropriate strategies such as restorative justice principles for behaviour management, inclusive practice, mindfulness and coaching and mentoring for pupils and staff

➢ Promote and retain a high focus upon good and outstanding teaching

➢ Celebrate and reward success of their pupils and staff or the whole school and share such good news with the Local Authority and others to raise the profile of educational success and support the improvement of all Walsall schools

Parents have a central role in supporting and encouraging aspiration in their children. The majority of parents want their children to do well; the school systems need to ensure that parents are well supported to do this and made to feel welcome to discuss any concerns they may have.

**In particular, parents should:**

➢ Make sure their child attends school regularly and on time unless they are unwell

➢ Make sure their child is ready to learn

➢ Praise their child's success and encourage them to try again if they don't succeed first time

➢ Have high aspirations for their children and their school

➢ Encourage their children to reach their potential by taking an active interest in their school work and activities

➢ Build a relationship with the school and particularly the class teacher

➢ Respond positively and in a timely manner to requests from the school to assist their children to do better

➢ Ask their school for help and advice or to consider changing their approach if their school if they feel their child is at risk of not realising their potential

**The Role of Head Teachers and School Leaders**

School leaders are instrumental in providing the drive to improve standards in our schools and Head Teachers particularly play a crucial role and have a wealth of experience and knowledge to offer. There are a growing number of Executive Head Teachers who have responsibility for more than one school across a locality. Heads are accountable for the educational performance of the school, ensuring good or better outcomes for all pupils and to ensure that there isn't a gap between vulnerable groups and all our children. Along with the Governing Body, school leaders are responsible for their school's improvement and its inclusive nature.

**Head Teachers should:**

➢ Be relentless in their drive for improvement in access and achievement for all.

➢ Be relentless in their work in ensuring that all children and families are support to attend school regularly.

➢ Motivate staff and provide effective leadership with a strong focus upon a high standard of teaching and learning.

➢ Provide regular and rigorous performance management of teaching staff.

➢ Ensure that the school is fully inclusive enabling all learners whatever their starting points achieve their full potential by deploying the right well trained staff and good quality resources are made available.

➢ Be open to challenge and innovation.

➢ Where possible share their good practice and expertise in partnership with other schools, the LA and Teaching School Alliances.

**The Role of the Governing Body**

The effective leadership by the governing body is crucial to the strong performance and success of each school and this is closely scrutinised by Ofsted. Effective school governors make a positive contribution to children's learning and have a crucial role in raising standards. Whatever the designation of the school the responsibility is to develop, with the Head Teacher, a vision and strategic direction for the school, and holding the school to account for the outcomes of all learners.

They have to hold the school to account to ensure high educational performance is achieved by:

➢ Understanding the needs for all learners to have a fully inclusive education and ensuring that the school provides highly qualified, trained staff and is well resourced to support the learning needs of all.

➢ Carrying out the performance management of the Head Teacher.

➢ Monitoring progress to ensure that every pupil and specific groups in the school gets the best possible education.

➢ Ensuring the school is fully compliant with health and safety and safeguarding policy and good practice.

- Holding the school to account for efficient use of financial resources, delivering good value for money, ensuring good financial systems, protocols and practice, and complying with legal requirements.

Governors are expected to uphold the seven principles of public life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

All governing bodies should be self-evaluating, access appropriate training and use the services of a professional clerk to ensure their working practices have the greatest positive impact on the school.

NLGs: There are two National Leaders of Governance in the borough. They are experienced chairs of Governors who offer support to chairs of governors in other schools. They concentrate on developing leadership capacity. They offer FREE support on a voluntary basis for up to a total of 10 days per financial year to one or more schools. They can be contacted directly or via Walsall's Governor Services department.

Teaching and Learning

Children's progress in their learning is dependent upon the high quality of teaching and learning that takes place in the classroom every day. Teachers therefore are fundamental to our overall success and are a valuable asset.

Teachers need to:

- Feel valued and supported in their school

- Aspire to provide high quality teaching for effective learning to happen

- Be open to challenge and innovation

- Take responsibility and accountability for the aspiration, attainment and outcomes of all their pupils

- Be supported and challenged to improve their performance.

- Be given opportunity to share good practice, their knowledge and skills both within their school and elsewhere.

- Be supported in accessing relevant and good quality training.

- Work to support and encourage all parents to work in partnership with the school in addressing the needs of their child and their child's education.

**The Local Authority:**

The Local Authority is responsible for:

➢ Understanding the data and context of all schools based on end of year results.

➢ Identifying the key priorities for inclusion and school improvement activity year on year, based on; hard data, hard and soft intelligence and an awareness of local and national developments

➢ Identifying those schools who are Schools Causing Concern (whether they are in an Ofsted category or not) and identifying appropriate resource to support and challenge rapid improvement towards a secure judgement of good.

➢ Working in partnership with all schools in a school-led system in and beyond Walsall; to identify, utilize and broker, commission and sign-post inclusion and school improvement support and development. Enabling all pupils across the borough the opportunity to reach their potential.

➢ Quality assuring centrally commissioned progress and challenge activity, to ensure that it impacts on the outcomes for all learners

**Ofsted:**

Ofsted's aim is to promote the improvement of care and education services to at least a good standard, with a particular focus on outcomes for the disadvantaged and vulnerable. 'We are committed to supporting the development of a highly educated, productive and safer society, where children and young people can succeed whatever their background.[15]

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[15] Ofsted's Equality Objectives 2016-2020