



Walsall Council

Scrutiny Overview Committee

Meeting to be held on: **28 September 2021 at 6.00 P.M.**

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

Public access to meeting via: <https://youtu.be/5o-6nASrWH8>

MEMBERSHIP:

Chair: Councillor Murray

Vice Chair: Councillor Nawaz

Councillor Ali
Councillor P. Bott
Councillor Harrison
Councillor Hicken
Councillor K Hussain
Councillor Jeavons
Councillor Rasab
Councillor Samra
Councillor Singh-Sohal

LEADER OF THE COUNCIL:

Councillor Bird

PORTFOLIO HOLDERS:

All

ITEMS FOR BUSINESS

1.	<p>Apologies To receive apologies for absence from Members of the Committee.</p>	
2.	<p>Substitutions To receive notice of any substitutions for a Member of the Committee for the duration of the meeting.</p>	
3.	<p>Declarations of interest and party whip To receive declarations of interest or the party whip from Members in respect of items on the agenda.</p>	
4.	<p>Local Government (Access to Information) Act 1985 (as amended) To agree that the public be excluded from the private session during consideration of the agenda items indicated for the reasons shown on the agenda (if applicable).</p>	
5.	<p>Minutes To approve and sign the minutes of the meetings held on 14 July 2021.</p>	<u>Enclosed</u>
6.	<p>Covid-19 Infection and Vaccination Rates Update To give an update on the current Covid-19 infection rates in Walsall and the vaccination uptake to date and inform the Committee of details concerning the forthcoming Covid-19 booster.</p>	<u>Enclosed</u>
7.	<p>Domestic Abuse Strategy To set out the collective priorities of the Domestic Abuse Strategic Group and the key areas of action for the next three years, aligned with the wider priorities identified within the national and regional Violence Against Women and Girls (VAWG) strategies.</p>	<u>Enclosed</u>
8.	<p>Customer Experience Strategy</p>	<u>To Follow</u>
9.	<p>Pre-Audit Outturn 2020-21 To inform the Committee of the pre-audit financial position for 2020/21, to allow the scrutiny of the financial performance of the Council and the services within the Committee's remit.</p>	<u>Enclosed</u>
10.	<p>Quarter 1 Financial Monitoring – Forecast Revenue and Capital Outturn for 2021-22 To inform the Committee of the forecast financial position for 2021/22, to allow the scrutiny of the financial performance of the Council and the services within the Committee's remit.</p>	<u>Enclosed</u>
11.	<p>Areas of Focus To review the Committees Work Programme and the Forward Plans for Walsall Council and the Black Country Executive Committee.</p>	<u>Enclosed</u>

12.	Date of next meeting To note that the date of the next meeting will be 9 November 2021.	
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The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Specified pecuniary interests

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

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

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

Access to information: Exempt information

Part 1

Descriptions of exempt information: England

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

SCRUTINY OVERVIEW AND SCRUTINY COMMITTEE

24 June 2021 AT 6.00 P.M. AT THE COUNCIL HOUSE

Committee Members Present Councillor Murray (Chair)
Councillor Nawaz (Vice-Chair)
Councillor Ali
Councillor P. Bott
Councillor Harrison
Councillor Hicken
Councillor K. Hussain
Councillor Rasab
Councillor Samra
Councillor Singh-Sohal

Officers Deborah Hindson – Interim Executive Director (Resources & Transformation)
Kerrie Allward – Executive Director (Adult Social Care)
Simon Neilson – Executive Director (Economy, Environment & Communities)
Elise Hopkins – Director – Customer Engagement
Craig Goodall – Principal Democratic Services Officer
Sian Lloyd – Assistant Democratic Services Officer

Portfolio Holders Councillor Bird – Leader
Councillor Andrew – Deputy Leader and Regeneration
Councillor Perry – Deputy Leader and Resilient Communities
Councillor M. Statham – Internal Services
Councillor Butler – Clean and Green
Councillor Martin – Adult Social Care
Councillor Towe – Education and Skills

321/21 APOLOGIES

Apologies for absence were received on behalf of Councillor Jeavons.

322/21 SUBSTITUTIONS

There were no substitutions.

323/21 DECLARATIONS OF INTEREST AND PARTY WHIP

There were no declarations of interest or party whip identified at this meeting.

324/21 LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 (AS AMENDED)

There were no items to be considered in private session.

324/21 MINUTES

A member expressed concern about the accuracy of the information in the appendix to the s106 report considered at the previous meeting. Following a discussion it was agreed to consider an in-depth report on s106 and affordable housing at a future meeting.

Resolved:

That:

- 1. subject to the concerns on the accuracy of the information contained in the appendix to the s106 report, the minutes of the meeting held on 15 April 2021, a copy having previously been circulated, be approved.**
- 2. an in-depth report on s106 spending and affordable housing to be brought to a future meeting of this Committee.**

325/21 UPDATE ON PRIORITIES FROM LEADER AND PORTFOLIO HOLDERS

The Committee received presentations from the Leader, Deputy Leader (Regeneration), Deputy Leader (Resilient Communities) and Portfolio Holder for Internal Services on priorities in their portfolios.

Leader

The Leader reported on his priorities in the forthcoming year. He highlighted how it was important that the Council and residents learned to 'live with Covid'. He noted how previous investment in digital transformation had allowed Council services to be delivered remotely. The experience of the pandemic meant that the delivery style of some Council services would change permanently. He reported that the Council had assisted the payment of £110m of grants to businesses during the pandemic.

Looking ahead he wanted the Council to become increasingly commercial and take a 'Walsall First' approach to procurement. He noted the forthcoming greenbelt review and reiterated his preference to develop brownfield sites. He highlighted the work being undertaken by Walsall Proud to improve the Councils working practices and achieve financial benefits. Further priorities included looked after children, improving Walsall Town Centre and supporting the vaccination programme.

Following questions from Members of the Committee the Leader noted challenges with the recruitment of planning enforcement officers. He commented that no decision had been taken on whether to apply for City status as part of the Queens Diamond Jubilee celebrations.

Deputy Leader (Regeneration)

The Deputy Leader reported that his overarching priorities focussed on creating prosperity into the future and a safe and resilient road network. He highlighted the following forthcoming projects:

- Invest to save in LED street lights;
- M6 Junction 10;
- Train stations at Willenhall, Darlaston and Aldridge;
- Yorks Bridge;
- Improved integration with Clean and Green on highways issues.

Following a question the Deputy Leader outlined a series of regeneration projects that had or were taking place in the Darlaston area. He also confirmed that the Council is in the process of confirming exact numbers for the Afghan Resettlement scheme and that this would be communicated to Members as soon as possible.

Deputy Leader (Resilient Communities)

The Deputy Leader (Resilient Communities) reported that his overarching priority in the forthcoming year was to help Walsall's communities recover and echoed the Leader's comments about 'living with Covid' and the importance of adapting to that new way of living.

He re-iterated that community associations have been critical in the response to the pandemic, stating that a key priority is to continue to foster relationships and continue to support them.

Another priority highlighted was community protection, enforcement and safety. Upcoming projects in this area include the Street Safe Initiative and work around being less risk adverse in dealing with enforcement.

He also noted the importance of leisure centres and libraries having an opportunity to reset after pandemic and strengthen their places as part of the community.

Following questions from Members of the Committee the Deputy Leader (Resilient Communities) clarified that Members will have an input into the new Area Partnership Model under development and that there is nothing off the table with regards to the tougher stance on fly-tipping enforcement.

Portfolio Holder for Internal Services

The Portfolio Holder for Internal Services presented the key priorities within his portfolio. He clarified that Internal Services was the new title of the portfolio previously known as Personnel and Business Support.

His key priority was developing a procurement strategy with a strong focus on local needs including increased spending with local businesses, where possible.

The Portfolio Holder for Internal Services also discussed HR policies which included:

- hybrid and blended working policies;
- developing a Workforce Strategy to attract and retain skilled officers;
- use of Equalities Framework to promote equality, diversity and inclusion;

- review of recruitment and selection processes;
- review of training packages.

The Portfolio Holder for Internal Services was asked questions regarding the number of disabled and black and minority ethnic employees who were recruited in the last year. He advised he would come back to Members with figures.

Resolved:

That:

- 1. the report be noted;**
- 2. Members be provided with information on the number of disabled and black and minority ethnic Council employees.**

326/21 **AREAS OF FOCUS**

The Committee considered potential areas of focus for 2021/22.

The Principal Democratic Services Officer highlighted the remit of the Committee and carry over items recommended in the previous municipal year.

The Director of Customer Engagement gave a presentation that provided an overview of Customer Engagement and highlighted specific issues that they would like the Committee to consider scrutinising. A discussion took place on access to Customer Services in which Members were informed that access would increasingly be online through the website and that a Council app was under consideration. Following concerns expressed by Members they were reassured that face-to-face access would be maintained for vulnerable residents. The meeting discussed challenges with contacting the Council through the switch board noting that there was often significant waiting times before calls were answered. The Director acknowledged that there had been significant challenges with phone access but additional staff had been employed in the call centre to address this. Following a question she confirmed that the Council had systems in place to protect against cyberattack.

The Interim Executive Director (Resources and Transformation) gave a presentation that provided an overview of the Resources and Transformation Directorate and issues the Committee could potentially consider. Following a question she clarified that all staff members have Annual Performance Reviews and 1-to-1s with their managers, usually monthly but this can vary depending on department requirements.

The Executive Director (Adult Social Care) gave a presentation on the Council Hub to share the direction of travel of a number of services which fall within the remit of the Committee and will be aligned into the Hub. Following a question she confirmed that Executive Directors had their roles re-aligned roughly a year ago.

Members reviewed the information presented to them and agreed their areas of focus.

Resolved:

That the following areas of focus for 2021/22 be agreed:

- 1. Scrutiny survey;**
- 2. Getting the basics right member communication review;**
- 3. Covid-19 rates and vaccination updates;**
- 4. A working group be established to develop policy on diversity in the workforce and how it can be improved to reflect the area's diverse communities with the following Members:
a. Councillors Nawaz, K. Hussain, P. Bott, Rasab and Samra.**
- 5. Corporate Finance Monitoring 2021/22 financial and quarter 2 outturn;**
- 6. Corporate Plan 2021/22 performance monitoring;**
- 7. Section 106 report;**
- 8. Affordable Housing;**
- 9. Fly-tipping enforcement;**
- 10. Organised and serious violent crime;**
- 11. West Midlands Combined Authority Scrutiny Committee;**
- 12. Domestic Abuse Strategy and Service Delivery Model;**
- 13. Corporate Finance Monitoring report for 2021/22 quarter 1 and quarter 3 reports to be circulated to Members via email for information;**
- 14. Electric Vehicle Charging Points and the Black Country Plan to be referred to the Economy and Environment Overview and Scrutiny Committee.**

327/21 SCRUTINY SURVEY

The Principal Democratic Services Officer presented a report on the proposed scrutiny survey and requested Members' feedback on the proposal attached as Appendix 1.

Members noted that the answers given to some of the questions, particularly those concerning which Committees the Member sat on, could reveal which Member's submission this was. It was agreed it would be preferable for the survey to be anonymous but leaving the option for a Member to put their name to their submissions should they wish to do so.

A Member also suggested that more questions could be added which are directed at Members who do not sit on a Scrutiny Committee to better understand the value they see in the scrutiny process. It was agreed this would meet the purpose of the survey and that the Committee was in favour of this addition.

Resolved:

That:

- 1. subject to the inclusion of the comments made by Members the Scrutiny Survey be approved, and;**

- 2. the results of the survey be reported to a future meeting of the Committee to enable areas of improvement to be identified.**

328/21 DATE OF NEXT MEETING

It was noted that the date of the next meeting would be 28 September 2021.

The meeting terminated at 8.50 p.m.

Chair:

Date:.....

28 September 2021

Covid-19 Infection and Vaccination Rates Update

Ward(s):

Portfolios: Cllr Craddock – Health and Wellbeing

1. Aim

To give an update on the current Covid-19 infection rates in Walsall and the vaccination uptake to date. In addition, inform the committee of details concerning the forthcoming Covid-19 booster.

2. Recommendations

That:

1. **Members continue to play their part in the Local Authority and Partner management response to Covid-19 in Walsall and support the government messages for residents to get fully vaccinated;**
2. **Subject, to any comments Members may wish to make, the report be noted.**

3. Report detail

There are a number of components in relation to the response to the Covid-19 pandemic in Walsall to date. This report will cover several of these including:

- Barometer (5 key performance indicator overview)
- Outbreaks
- Testing / access to
- Vaccinations
- Schools / care homes
- Hospital situation

The **barometer** offers an overview of the current situation based on five key performance indicators and their RAG ratings (the defined parameters agreed regionally).

All KPIs are rated as RED due to the increase in positive cases, trends and positivity (the proportion of those tested who are positive) and the situation awareness of positive cases across the borough.

There are also two supplementary indicators offering an acute perspective in terms of inpatient numbers and critical beds occupied, both of which have increased.

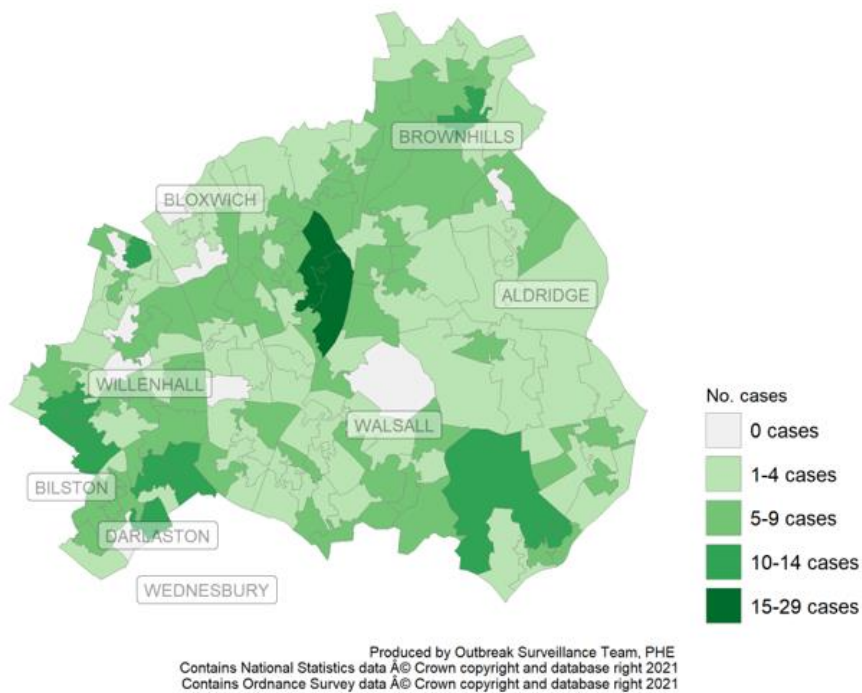
KPI	Latest Data	Comments	Source																																								
1	Weekly incidence (number of new cases)	1,118 Cases (03rd Sep to 09th Sep)	9% increase in a week	PHE situation awareness explorer (last refreshed 15 Sep)																																							
2	Weekly trends (rate per 100,000)	<p>Rate per 100,000</p> <p>Week ending date</p>	<p>The rate is currently at 390 per 100,000 population.</p> <p>Walsall ranked 59/309 English LTLA.</p> <p>Each bar represents a rate for positive cases over 7 days.</p> <p>RAG dependent on latest rate.</p>	PHE situation awareness explorer (last refreshed 15 Sep)																																							
3	Weekly Positivity (% testing +ve PCR only)	11.5% (Pillar 1 & 2 combined)	<p>Benchmark:</p> <p>West Midlands: 9.9%</p> <p>England: 7.8%</p>	PHE situation awareness explorer (last refreshed 15 Sep)																																							
4	Covid vaccine uptake (%)	<table border="1"> <thead> <tr> <th>Age category</th> <th>1st dose%</th> <th>2nd dose%</th> </tr> </thead> <tbody> <tr><td>16-17</td><td>43%</td><td>7%</td></tr> <tr><td>18-29</td><td>62%</td><td>49%</td></tr> <tr><td>30-39</td><td>69%</td><td>61%</td></tr> <tr><td>40-49</td><td>80%</td><td>75%</td></tr> <tr><td>50-54</td><td>87%</td><td>85%</td></tr> <tr><td>55-59</td><td>90%</td><td>88%</td></tr> <tr><td>60-64</td><td>91%</td><td>90%</td></tr> <tr><td>65-69</td><td>93%</td><td>91%</td></tr> <tr><td>70-74</td><td>95%</td><td>94%</td></tr> <tr><td>75-79</td><td>96%</td><td>95%</td></tr> <tr><td>80+</td><td>96%</td><td>94%</td></tr> <tr><td>Overall</td><td>79.23%</td><td>72.60%</td></tr> </tbody> </table>	Age category	1st dose%	2nd dose%	16-17	43%	7%	18-29	62%	49%	30-39	69%	61%	40-49	80%	75%	50-54	87%	85%	55-59	90%	88%	60-64	91%	90%	65-69	93%	91%	70-74	95%	94%	75-79	96%	95%	80+	96%	94%	Overall	79.23%	72.60%	<p>Black Country & West B'ham CCG</p> <p>First dose: 74.00%</p> <p>Second dose: 66.89%</p>	IMS Reporting (last refreshed 15 Sep)
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5	Situation Awareness	RED	High community transmission and a range of exposures/outbreaks.	Daily PHE line list mapping / PHE outbreaks & issues / PHE LA Report (last refreshed on 15 Sep)																																							
6	Walsall Hospital NHS Trust Inpatients		43 confirmed COVID-19 inpatients	Daily Trust Sitrep (last refreshed on 14 Sep)																																							
7	HDU/ITU Occupancy		4 HDU/ITU beds being occupied due to COVID-19.	Daily Trust Sitrep (last refreshed on 14 Sep)																																							

The **outbreaks** / exposures currently occurring in Walsall continue to suggest a large proportion of residential dwelling transmission which the local Test & Trace team act upon as soon as data is received.

Mapped positive case data is monitored regularly, with recent LSOA level map demonstrating the impact across the borough.

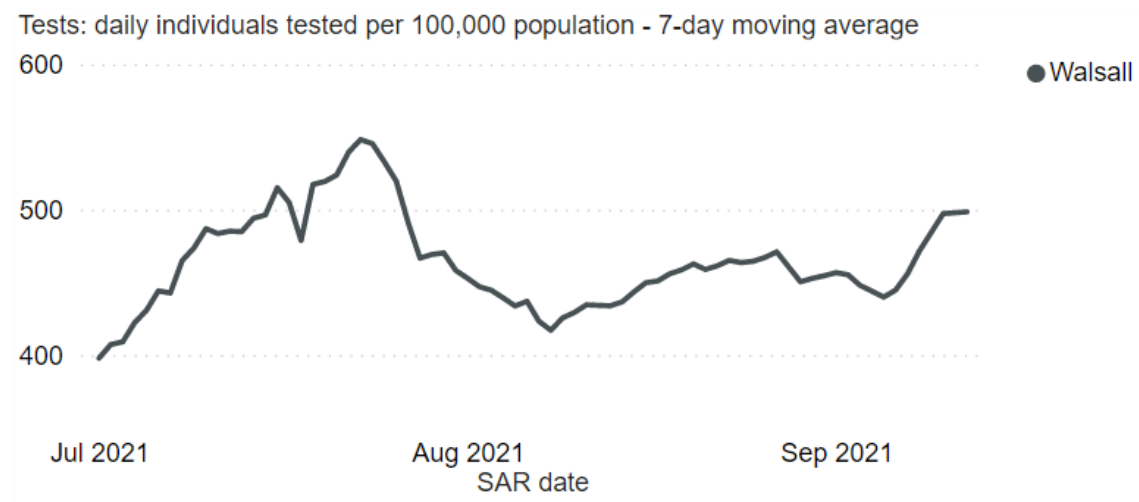
Very few LSOAs are unaffected, with pockets of higher cases across the borough – for example Blakenall ward currently with between 15 – 29 positive cases and pockets within Willenhall South, Darlaston and Pheasey Park Farm with between 10 and 14 cases.

Map of new COVID-19 cases from Pillars 1 and 2 testing by LSOA in Walsall (7th September to 13th September 2021)



Source – PHE LA report

In relation to **testing** in Walsall, which illustrates a tapering off of residents taking up a test, following an increase, linked to the returns to school / college and university.



There continues to be the message locally and nationally to test regularly, with various options available – home testing or an LFT test centre. Uptake has been generally good, but recent data shows an improvement towards the south in particular with testing uptake.

As part of the response / management of Covid-19, schools and care homes have been a particular focus. The Public Health On Call Cell has been operational since the summer 2020, 7 days a week, and has supported / advised / guided over 7,600 contacts, with the majority being from care homes and schools. Additional resource has been taken on to continue this dedicated service.

Contact details for this service – walsall.healthprotection@nhs.net (01922) 658065

Vaccination

Overall vaccination uptake/coverage is now being monitored at System and Place levels against the NHSE targets. According to the latest published NHS England figures, weekly uptake percentages at system level are as follows:

<https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-vaccinations/>

First dose % (using ONS denominators)

Age group	BCWB	England
80+	91.0	92.6
75-79	94.5	100
70-74	97.0	97.5
65-69	95.3	95.5
60-64	99.0	100
55-59	95.4	98.7
50-54	93.4	93.5
45-49	84.8	88.3
40-44	90.0	92.3
35-39	79.1	85.4
30-34	71.3	82.5
25-29	61.6	74.4
18-24	62.6	72.2

Second dose % (using ONS denominators)

Age group	BCWB	England
80+	89.3	90.9
75-79	93.3	100
70-74	95.7	96.4
65-69	93.3	94.0
60-64	96.1	97.8
55-59	91.7	95.5
50-54	89.1	90.2
45-49	78.8	83.7
40-44	81.0	85.6
35-39	67.7	76.0
30-34	57.7	69.8
25-29	45.5	57.8
18-24	41.7	50.1

The BCWB ICS has delivered 1,689,965 vaccines since December 2020 (<https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-vaccinations/>), an enormous achievement which has meant that those most vulnerable were protected early from the serious effects of COVID-19. The BCWB CCG is working with Local Authority Public Health colleagues in each of the five places to ensure that we are reaching into communities, using local champions to support people with the right information upon which to make decisions around the vaccine and we have a large number of vaccination sites to ensure good access to the service. All this great work will continue.

Our teams are contacting everyone eligible to urge anyone aged 18 or over who has not yet had their vaccine to walk in or book at a local site. In addition, following The Governments acceptance of the JCVI recommendations the NHS is now putting plans in place to vaccinate over 12s. We are asking that people in this cohort wait to be contacted for their vaccination.

Unfortunately there has been some aggression towards staff at vaccination sites, particularly in relation to people wanting their second doses early. This is unacceptable behaviour towards our staff and volunteers and it will not be tolerated. The NHS is offering second doses, 8 weeks after the first and this message is being communicated widely.

The NHS is urging expectant mums to get the Covid-19 vaccine after new data shows the overwhelming majority of pregnant women hospitalised with the virus have not had a jab. The BCWB ICS will soon be mirroring the Wolverhampton model with vaccination clinics on site in each maternity unit so that the vaccine can be offered during antenatal appointments to women and their families. The overarching message is to reassure pregnant women that Covid-19 vaccines

are the safest and best way to protect them and their baby from severe illness and premature birth. Any pregnant women who have questions or concerns about the vaccine can speak to their GP, midwife or obstetrician to get more information and advice. Even if they have previously declined the vaccine, they can book an appointment to get their jab on the NHS National Booking Service website or call 119 between 7am and 11pm.

Whilst we await further guidance we are planning Phase 3 of the COVID-19 vaccination programme. We know this will start soon with boosters for those most at risk and we are looking to plan the vaccination capacity carefully to ensure we can deliver flu vaccines too.

Monitoring current vaccination inequalities

We are now reporting regularly overall vaccination coverage and inequalities at Borough and Ward/Middle Layer Super Output (MSOA) resident population levels. The latter is important as it will allow tracking of the impact of CCs and practice interventions in small areas. We use small area (LSOA) Index of Multiple Deprivation (IMD) scores summarised into quintiles and deciles to report coverage by deprivation.

Uptake in the Black/Black British ethnic group and mixed / multiple ethnicity is still low in Short Heath, Streetly and Willenhall North. Similarly, uptake in the Other/Unknown ethnic groups is low in Birchills and Pelsall.

As noted in previous reports first and second dose coverage is highest in the White and Asian major ethnic groups, and much lower in other ethnic groups.

A variety of methods are being used in a bid to improve uptake. Including grassroots outreach within local communities by the CCs, the vaccine bus service targeting local pockets of low uptake, targeted advertising via social media and radio, direct messaging via schools and other education partners, Walsall FC players filmed, vox pops produced of people getting vaccinated, videos with health professionals, toolkit for workplaces, information and reassurance in multiple community languages, and frequent press releases and local media appearance.

Service detail

On the 18th June 2021, NHS England announced new targets for the programme because the rate of increase in coverage, particularly in younger age groups, has been slowing markedly. The new national coverage targets are as follows:

- 89% minimum uptake in cohorts 1-10
- 85% minimum uptake in cohorts 11 and 12
- 2nd doses for cohorts 1-10 to be completed at 8 weeks
- All cohorts must receive at least 3 invites to access the vaccine
- Each PCN as a minimum in each cohort 75%.

The task is more challenging for any Places which are not affluent and/or mainly White British. Motivating younger people to get vaccinated will be an added challenge as they frequently perceive themselves to be at low risk. To make vaccination as convenient as possible, the Saddlers Centre vaccination service has extended its opening hours to 8am-7pm, seven days a week, while vaccinations are also offered at selected local pharmacies, and GP-led sites including Forrester Street surgery and Oak Park Leisure Centre, both of which run frequent walk-in clinics.

In addition to existing Vaccination Centres (VCs), a wide range of interventions have been deployed, including targeted communications activity (see section 2.4 above), pop-up clinics, and two vaccination buses which will visit priority locations including areas with low uptake and high-footfall sites such as major employers.

COVID Community Champions (CCs) have mobilised to locally promote visits of the vaccination buses, accompany patients and act as marshals at the sites of visits. CC groups are also linking up with GP practices. They will be supporting the second bus in the same way as the first.

Finally, the impact of Covid-19 has / is having from an acute (**hospital**) perspective. The KPIs on inpatients and critical care bed occupancy have increased and although managing at present, with the pending flu season, careful planning will continue in line with the messaging to encourage residents to take up their offer of a flu vaccination as well as the Covid-19 booster.

As a Local Authority, collaborative joint working will continue to ensure the best possible outcomes for Walsall residents.

4. Financial information

Public Health has received funding of £9.558m in relation to the 'Contain Outbreak Management Fund', this funding is being used to support the Local Authority's direct response to COVID-19. This funding has been used to support the following to date:

- Walsall's vaccination programme including the vaccination bus initiative and operational costs for various sites across the borough
- Walsall's COVID testing programme including maintenance and operational costs for various sites across the borough
- Contract tracing, COVID administration and an extended Health Protection Team
- Support to maintain outbreaks with Adult Social Care and educational settings.

In addition to the above further funding is from DHSC to support the Lateral Flow Testing regime across the borough. This funding is based on actual costs incurred and is reimbursed through monthly submissions. Forecast funding for April 2021 to September 2021 is £0.800m.

5. Reducing Inequalities

The impact on Walsall residents as well as staff Covid-19 has had continues, however there will come a time where it will diminish and the learning from this pandemic can be put into perspective. Some of this work, such as the recent resident survey and the enablement of remote working is already taking place.

In addition to responding to this pandemic, the organisation continues to work hard on reducing inequalities in Walsall be that through the refresh of the Joint Strategic Needs Assessment (JSNA) to identify focussed priorities; through other corporate strategies such as the Corporate Plan and through the transformation work.

6. Decide

Response to the pandemic continues with a Partnership approach. The pace of increased cases at present (locally within Walsall, but across the country as a whole) has led to a management approach as opposed to a containment approach. Those key organisations and Partners continue to meet weekly as part of IMT to work collaboratively and will continue to do so at present.

There are also weekly Outbreak Plan meetings involving a broad range of colleagues across the Local Authority and Walsall Healthcare NHS Trust. These meetings have a core agenda and cover - Business insight, risks, schools, local businesses, care homes, regulatory services, local test and trace and communications.

Regular meetings across the region also assist with future decision-making.

7. Respond

High level COVID-19 messaging continues to be shared across a wide range of channels, including website, social media, and newsletters, as well as community networks across a range of partners and trusted voices in the Walsall community.

The Local Outbreak Engagement Board (LOEB) (a sub group of the Health and Wellbeing Board) meets regularly to discuss core Covid-19 related matters and questions are encouraged from members of the public. The meetings can also be watched live through YouTube. The last one was Tuesday 8th September 2021.

8. Review

Covid-19 is reviewed regularly through a vast number of avenues and throughout the hierarchy of the organisation.

Key general information is available on the Walsall Council website - [HERE](#) and a Covid-19 data dashboard, updated weekly, is available [HERE](#).

Background papers

Key links to Covid-19 related intelligence include:

- [Walsall Council](#)
- [gov.uk website](#)

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Walsall Domestic Abuse Strategy

2021-2024



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Forward by Chair of Safer Walsall Partnership Cllr Garry Perry and Independent Chair of Walsall Safeguarding Partnership Sally Hodges

1. Executive Summary

- 1.1 Domestic Abuse (DA) affects a significant number of people in Walsall every day. Walsall Council has committed to ensure “*The most vulnerable are protected from avoidable harm, including caring for people in a safe environment and building Safer Communities*”. This document outlines how a co-ordinated agency and community response, underpinned by national legislation, will challenge the causes and effects of domestic abuse across Walsall.
- 1.2 The Walsall Domestic Abuse Strategy sets out the collective priorities of the Domestic Abuse Strategic Group and the key areas of action for the next three years. This strategy aligns with the wider priorities identified within the national and regional Violence Against Women and Girls (VAWG) strategies.
- 1.3 The strategy builds upon the findings of the Walsall Domestic Abuse Needs Assessment 2021 and incorporates the requirements of the Domestic Abuse Act 2021. It recognises there is a need to develop a broader response to domestic abuse and areas for improvement and development.

Our Vision:

Is for Walsall to become one of the safest places in the West Midlands where domestic abuse is not tolerated whether at home or on the streets of Walsall.

Our ambition is to develop a co-ordinated, multi-agency and community response to end domestic abuse in Walsall.

Over the next three years we will work towards this vision by:

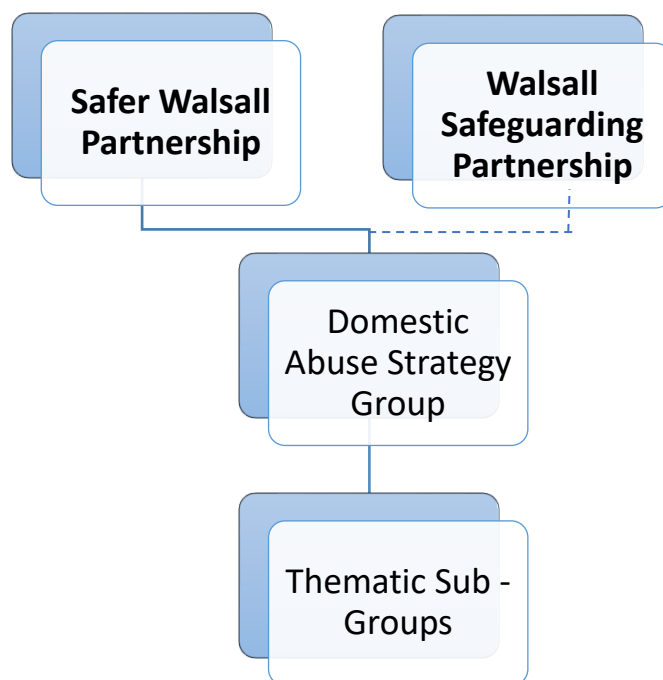
- Working in Partnership to develop a coordinated community response to domestic abuse
- Developing robust Prevention and early intervention approaches which reach everyone including those with protected characteristics
- Ensuring our support Provision are tailored and survivor led to meet the individual needs of every victims/survivor
- Ensure that our approach provides Protection to all those affected by domestic abuse and holds perpetrators to account

- 1.4 Partnership working and prevention is at the forefront of our approach to tackling domestic abuse, early identification and intervention to prevent people becoming victims and / or perpetrators in first instance is at the very heart of our partnership.

2 Introduction

- 2.1 This Domestic Abuse Strategy provides a framework for delivery and is aligned to the Domestic Abuse Act 2021. This includes the categories of harm within the revised definition of domestic abuse and includes economic and financial abuse and coercive control, and recognises children as victims in their own right. Harmful practices such as Female Genital Mutilation (FGM), Forced Marriage (FM) and Honour Based Violence (HBV) are also included as, although they are distinctive forms of 'Violence Against Women & Girls' (VAWG), they also align with the definition of domestic abuse as the perpetrators are often family members.
- 2.2 The Walsall Domestic Abuse Strategy has been developed following consultation with stakeholders across a range of statutory, voluntary and community organisations delivering services for those affected by domestic abuse in Walsall. The consultation findings are woven into this strategy and provide considerable insight into what is required for Walsall to make the transition towards tackling all forms of domestic abuse.
- 2.3 Domestic abuse is a themed priority for Safer Walsall Partnership and for is 'business as usual' priority for the Walsall Safeguarding Partnership.
- 2.4 The Domestic Abuse Act 2021, section 58, states that local areas must have a local partnership for domestic abuse. For Walsall this is the Domestic Abuse Partnership Board which is a sub group of and reports directly to the Safer Walsall Partnership Strategy Board with specific consultation with Walsall Safeguarding Partnership (fig1 below).
- 2.5 No single agency is responsible for the delivery of our vision of ending domestic abuse. Through both statutory and voluntary sector partners working together with Walsall's communities we can obtain the best possible responses to domestic abuse and outcomes for those affected by domestic abuse.

Fig1. Domestic Abuse Governance



- 2.5 The Safer Walsall Partnership/ Walsall Domestic Abuse Strategic Board will monitor the incidents of domestic abuse across Walsall as required by the Domestic Abuse Act. This

data collection from across a range of service providers including Walsall Council, the Police, Health providers, commissioned and third sector services and Housing providers, will inform initiatives to prevent domestic abuse from happening in the first place.

- 2.6 Domestic abuse may be considered a learned behaviour which is reinforced by societal, cultural and institutional factors. Children growing up exposed to domestic abuse may suffer a range of behavioural and emotional disturbances. These can also be associated with perpetrating or experiencing violence later in life.¹ This is not an excuse. Domestic abuse is an intentional act by perpetrators who choose to inflict the abuse on their victims.

3. Purpose of the Domestic Abuse Strategy

- 3.1 The development of a Domestic Abuse Strategy for Walsall is, in part, a response to the Domestic Abuse Act 2021 and that tackling domestic abuse is a key national policy area. However, it must also be recognised that in Walsall, as it is across the country, significant harm, damage, injury and deaths are caused to individuals, families and communities. domestic abuse is also a significant cost to the 'public purse' and so for all of the above reasons the Walsall domestic abuse strategy exists and will be the focal point to drive activity and action.
- 3.2 Domestic abuse in all its forms is unacceptable. It affects all communities and has an incalculable impact on the lives of those individuals affected, their families and the wider community. It is a form of Violence Against Women and Girls (VAWG) and is recognised as a cause and effect of inequality.
- 3.3 The Strategy will identify and outline our key priorities over next three years. The Walsall Community Safety Partnership & the Walsall Safeguarding Partnership will oversee the development of a coordinated community response to domestic abuse where the wider community (all citizens) understand they have a contribution to make in tackling domestic abuse. The ambition of the strategy is that Walsall will be a safer place for all citizens and one where domestic abuse is not tolerated and will contribute to building safer, stronger and resilient communities where:
- Perpetrators will know that their behaviour will not be tolerated and that they will be held to account
 - Victims affected by domestic abuse will feel able to seek help to live their lives safe from the impact of abuse.
 - Implementation of the Domestic Abuse Act 2021 will be widely supported.
- 3.4 This Strategy will inform our delivery plans and has been informed by the Walsall Domestic Abuse Needs Assessment. The key messages from this assessment that will drive this strategy include:
- The importance of clear, robust multi agency strategy and leadership
 - The benefit of joint commissioning of services
 - Future commissioning should be service user informed
 - Fill identified gaps in service provision
 - The development of a strategic approach to tackling perpetrators
 - Ensuring victims and perpetrators are signposted at point of contact and/or disclosure
 - Engagement with communities and ensuring capacity building across communities to support their resilience
 - Demand for services is high and likely to increase.

- COVID19 has impacted all services ability to respond, and as a result there is a need to deliver services in different, more efficient ways
- The development of a comprehensive domestic abuse awareness training program tailored to specific service areas
- Develop a response to meet the needs that addresses the issues within diverse communities and groups.

4. The National and Regional Context

4.1 National Context

- 4.1.1 In 2010, the Government published the cross government strategy “Call to End Violence Against Women and Girls”² which detailed a series of action plans to address VAWG across all agencies. This has been followed by “The National Ending Violence Against Women and Girls Strategy, 2016 – 2021”.³
- 4.1.2 The Government strategy introduced a new National Statement of Expectations. The strategy reiterated the framework of prevention of violence, provision of Services, partnership working and pursuing perpetrators as the model to tackle all forms of VAWG including domestic abuse.

4.2 Regional Context

- 4.2.1 The Office for Policing and Crime (OPCC) published its draft strategic vision for protecting victims and improving criminal justice outcomes. The West Midlands Police and Crime Commissioner has committed to making Violence Against Women and Girls a key policy priority.
- 4.2.2 The OPCC funds a number of pan-regional services. This includes a community perpetrator programme and additional Independent Domestic Abuse/sexual Advocacy delivered through Black Country Women’s Aid.
- 4.2.3 The West Midlands Violence Reduction Unit (VRU) has recently been introduced to tackle all forms of violent crime, for which delivery is overseen by the OPCC. The aim of the unit is to tackle the root cause of crime, including domestic abuse, by bringing communities and partners from criminal justice, public health and education together as part of a public health approach to tackling violent crime. The purpose of which is to:
1. Stabilise and reduce violence across the West Midlands
 2. Find the major causes of violence and co-ordinate action across the West Midlands to tackle them at scale, delivering a long term reduction in crime and associated harm
 3. Involve communities in the work of the VRU and build their capacity to deliver the best long-term solutions to reduce violence.

5. Local context - Domestic Abuse in Walsall

- 5.1 Domestic abuse in Walsall is a significant issue. The January 2021 ‘year to date’⁴ data presented by West Midlands Police for reported crime indicate there was a 36% increase (3,415 crimes) compared with the same period of the preceding year.

² <http://www.gov.uk>

³ <http://www.gov.uk>

⁴ ‘Year to date’ WM Police data January 2020 compared to data for January 2021

- 5.2 Many forms of domestic abuse are under-reported and many victims do not come to the attention of the Police or other services. However, the Crime Survey for England and Wales (CSEW) estimates 5.5% of all adults aged 16 – 74 experienced domestic abuse in the year to March 2020.
- 5.3 There is a robust multi-agency partnership working already in place with Safer Walsall Partnership which drives forward developments to tackle domestic abuse. This Partnership has developed the Walsall Domestic Abuse Forum, an arena for all support services to share best practice, share experiences and to identify ways to improve services to those in need. Domestic Abuse Workplace Champions, a scheme to support those in need of support within their workplaces in a confidential and supportive environment, has been developed and has offered support throughout the COVID19 pandemic, in particular for those based at home. This service continues to be promoted by the Partnership and to expand among employers.
- 5.4 The Family Safeguarding Model, originally developed by Hertfordshire Local Authority, is identified as a best practice model in the National Domestic Abuse Guidance Framework which has a track record on delivering significant improved outcomes for children and their families. Family Safeguarding is a whole-system approach to safeguarding children and young people. As part of the Department for Education’s Strengthening Families, Protecting Children programme Walsall is in its second year of implementing this model. The approach places specialist mental health practitioners, domestic abuse workers, probation officers and children’s social workers together in a Family Safeguarding team to give direct help to parents. Adopting a whole family approach makes it easy for parents to access all the support they need from within one team, to help them deal with the complex issues of domestic abuse, mental health and drug/alcohol abuse that harm their lives and those of their children. Staff are also trained in Motivational Interviewing, a technique used to support behaviour change, tapping into the strengths and resources within the family and wider support network to ensure vulnerable children and families are safeguarded. It should be noted that these are not “stand alone” victim or perpetrator programmes but are integrated into the support for the family. There is a strong evidence base that this integration and multi-disciplinary approach is highly effective in supporting families and reducing harm.

6. Legislative Context

6.1 Domestic Abuse Act 2021

- 6.1.1 This strategy has been developed during a period where the Domestic Abuse Bill 2021 was in the closing stages of its progress through the House of Lords towards Royal Assent. The Bill reached Royal Assent on 29 April 2021.

The key aims of the Domestic Abuse Act are:

- Raise awareness and understanding of the devastating impact of domestic abuse on victims and their families
- Improve the effectiveness of the justice system in providing protection for victims of domestic abuse and bringing perpetrators to account
- Strengthen the support for victims of abuse by statutory agencies

- 6.1.2 The Act introduces a new definition of Domestic Abuse (full definition at appendix 1), which now includes:

“Children as victims of domestic abuse”, and

“Abusive behaviours include:

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- Physical or sexual abuse
- Violent or threatening behaviour
- Controlling or coercive behaviour
- Economic abuse
- Psychological, emotional or other abuse”

6.1.3 This new definition ensures the focus from violence to abuse is clear and recognises the importance of identifying children who are associated with abuse as victims and considering the care needed to support them.

6.2 Broader legislation

6.2.1 In recent years a range of new legislative measures have been introduced which provide a firm framework in the national drive to tackle domestic abuse. These include:

- Protection from Harassment Act 1999
- Female Genital Mutilation Act 2003
- Crime and Victims Act 2004
- The Domestic Violence, Crime and Victims Act 2004
- The Forced Marriage (Civil Protection) Act 2007
- The Anti-Social Behaviour Act 2014, which made it a criminal offence in England, Wales and Scotland to force someone to marry
- The Domestic Violence Disclosure Scheme (known as Clare’s Law) 2014
- The Care Act 2014, which included new duties to protect vulnerable adults affected by gender violence
- The Serious Crime Act 2015
- The Modern Slavery Act 2015, which can be used to address the cross border issues linked to trafficking
- The Domestic Abuse Act 2021

6.3 Link to the Domestic Abuse Act 2021: [Domestic Abuse Bill 2021 Legislation](#)

6.4 [Domestic Abuse 2021: Overarching Factsheet](#)

7. The Impact/Duties for local Partnerships

7.1 The new definition and legislation underpins the impetus to focus on domestic abuse nationally, regionally and within Walsall, throughout our partnerships. It also outlines some integral duties and impacts locally and nationally:

- Part 1: Cross – government statutory definition of domestic abuse
- Part 2: Creation of the role of Domestic Abuse Commissioner
- Part 3: New Domestic Abuse Protection Orders (DAPO) and Domestic Abuse Protection Notices (DAPN)
- Part 4: Local Authority Support: Places duty on local authorities to provide support for victims and their children in refuges and other safe accommodation
- Part 5: Protection for victims, witnesses etc, in legal proceedings
- Part 6: Offences involving abusive or violent behaviour
- Part 7: Miscellaneous and general

A full breakdown of the impact of the Domestic Abuse Act 2021 on the Partnership can be found in Appendix 6.

- 7.2 This renewed focus will build on the already extensive work being undertaken in Walsall and ensure a long term sustained commitment from all key stakeholders to help stop domestic abuse.

8. Domestic Abuse and Inequalities

8.1 Domestic abuse is both a cause and consequence of inequality. It is a consequence of attitudes that underpin abuse and is deep rooted in all communities. This strategy acknowledges the intersectional nature of inequality and that many victims of domestic abuse experience multiple forms of abuse and inequality. Data from the Walsall Domestic Abuse Needs Assessment highlighted the gendered nature of domestic abuse with 79% of victims of all police recorded crimes identified as female. Nevertheless, this strategy clearly acknowledges and understands there are male victims and female perpetrators and that domestic abuse occurs in same sex relationships.

8.2 The Equalities Act 2010:

8.2.1 The Equalities Act 2010 has grouped 9 protected characteristics together under one policy strand. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The legislation places a duty upon Public Sector agencies and others who conduct public functions to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation.⁵

8.2.2 As a consequence, all forms of domestic abuse are recognized as a cause and consequence of gender inequality and are directly aligned to the Equalities Act. It is acknowledged that some individuals may have multiple protected characteristics which intersect and are impacted upon by race, gender, class, ability and ethnicity. While gender based violence can happen to anyone, anywhere, some women and girls are particularly vulnerable; for instance, young girls and older women, women who identify as lesbian, bisexual, transgender or intersex, migrants and refugees, women from black and minority ethnic communities, and women and girls living with disabilities.

8.3 The adverse psychological, sexual and reproductive health consequences of domestic abuse can affect victims at all stages of their life and contribute to health inequalities.

8.4 The Impact of Violence on Children:

8.4.1 Children are often the silent witnesses to domestic abuse. Although there are no official statistics on how many children are affected by forms of domestic abuse, the findings of recent research by SafeLives into the impact of domestic abuse on children has highlighted that “at the time they start school, at least one child in every class will have been living with domestic abuse since they were born”⁶.

8.4.2 The new definition of domestic abuse as cited in the Domestic Abuse Act 2021 acknowledges that children and young people exposed to domestic abuse are victims in their own right. Walsall will ensure children and young people affected by domestic abuse are, wherever possible, provided with support to deal with their experiences, and Walsall xxx? will work with partner agencies to deliver programmes aimed at prevention.

⁵ <http://www.legislation.gov.uk>

⁶ <https://www.safelives.org>. Children living with domestic abuse. Nov 2017

9. Domestic Abuse - Violence Against Women and Girls (VAWG).

- 9.1 Domestic abuse is a form of inequality and violation of human rights. The Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) is an expert body established to oversee equality issues for the United Nations adopted in 1979. Recommendation 19 of the Convention relates to all forms of Violence Against Women and Girls (VAWG) and specifically requests “to consider family violence and abuse, forced marriage, dowry deaths, acid attacks and female circumcision as prejudice’s and practices that may justify gender violence as a form of protection or control of women”⁷
- 9.2 VAWG is defined as any act of gender–based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.
- 9.3 VAWG is the umbrella term which brings together multiple forms of serious violence and abuse under a single policy strand. This includes:
- Crimes committed in the name of “honour”
 - Domestic abuse
 - Female genital mutilation (FGM)
 - Forced marriage
 - Sexual violence, abuse, exploitation and rape
 - Stalking
 - Harassment
 - Trafficking for sexual exploitation
 - Prostitution
- 9.4 It is important to note that these forms of violence are **not** discrete strands and that victims often experience more than one form of VAWG at any given time, or during the period of abuse. Some victims are affected by multiple forms of VAWG within intimate and/or family relationships whilst others experience of VAWG is perpetrated by the wider community.
- 9.5 A detailed description of each form of VAWG is available in Appendix 2.

⁷ <https://www.unwoman.org>

10. Priority Areas

10.1 This Domestic Abuse Strategy has identified four priority areas:

1. **Partnership:** Working in partnership to develop a coordinated community response to domestic abuse
2. **Prevention / Early Intervention:** Increase public and professionals understanding of the nature and impact of domestic abuse
3. **Protection:** Provide protection to all those affected by domestic abuse and hold perpetrators to account
4. **Provision:** Provision of services to support victims, survivors and their families

Priority One: Working in Partnership to develop a coordinated community response to domestic abuse

- Develop a coordinated community response to domestic abuse for Walsall which aligns with the Domestic Abuse Act
- Continue to develop a “systems approach” to domestic abuse and improve standardised protocols for responding to it including the use of risk assessment tools and referral pathway
- Ensure relevant domestic abuse objectives are integrated into strategies and plans of all service agencies and services
- Build on successful networks and partnerships in Walsall that already exist such as Family Safeguarding . This will share the learning and increase the impact
- Work with all relevant partners to improve data collection to ensure:
 1. data is monitored
 2. continued development and improvement of responses
 3. delivery of services according to need.

This will underpin the transition toward delivery of the Domestic Abuse Act and toward the national and regional policy area of Violence against Women and Girls (VAWG) framework for delivery.

Priority Two: Prevention and Early Intervention: Increase public and professionals understanding of the nature and impact of domestic abuse

- Develop robust prevention and early intervention approaches which reach everyone including those with protected characteristics
- Develop a Domestic Abuse Communications Strategy for Walsall
- Develop an effective and tiered Workforce Development Programme for Walsall
- Develop and improve work with children and young people in schools and youth services to prevent domestic abuse and to promote gender equality
- Ensure that children and young people are informed about the support services available to them both as victims of domestic abuse or as young people experiencing/using domestic abuse in their own close relationships

Priority Three: Provide protection to all those affected by domestic abuse and hold perpetrators to account

Our consultation findings reinforce the knowledge that we will never tackle domestic abuse effectively until we work to change attitudes and provide perpetrators with opportunities to change their behaviour.

- Continue to develop and strengthen the coordinated approach to detection, arrest, conviction and effective sentencing of perpetrators in ways which protect victims and hold perpetrators to account
- Improve the response to perpetrators with multiple needs, particularly mental health and alcohol and substance misuse, by working with relevant agencies to combine the skills and knowledge of staff
- Develop and ensure delivery of opportunities for perpetrators to end their abusive behaviour wherever possible
- Interventions to focus on protection and support for victims and children
- Develop responses to young people using violence in close relationships
- Ensure that child contact and residence proceedings do not contradict child protection proceedings or undermine the safety of the victims and their children

Priority Four: Provision of services to support victims, survivors and their families

- Work with relevant partners to support survivors of domestic abuse with multiple needs or who face additional barriers which prevent them from accessing services.
- Ensure equal and fair access to information for survivors and perpetrators of domestic abuse
- Ensure that the requirements of the Domestic Abuse Act 2021 in relation to migrant victims are applied in future planning
- Ensure our support provision is tailored and survivor-led to meet the individual needs of every victim and survivor
- Reinforce existing and innovative models such as family safeguarding which impact on domestic violence and other systemic issues
- Undertake campaigns to highlight specific forms of abuse to the public
- Undertake awareness raising initiatives to ensure that survivors, perpetrators, and witnesses of domestic abuse know what services exist and how to access them, and to challenge assumptions about domestic abuse
- Improve and develop the work with children and young people in schools and youth services to prevent domestic abuse and promote equality

11. How we will measure success:

- 11.1 Whilst it is difficult to measure success beyond the vision of stopping domestic abuse, the list below indicates some specific areas we can measure to ensure we continue to effectively tackle the issue of Domestic Abuse in Walsall:

Reduction in the number of victims and repeat victims
Implementation of Domestic Abuse Workplace Champions
Ensure access to safe accommodation
Increased awareness of Domestic Abuse and the early signs of coercive control
Domestic Abuse Three Year Strategy that is clear and refreshed annually
Annual Domestic Abuse Needs Assessment to ensure fit for purpose commissioning and service provision

Appendix 1: Definition of Domestic Abuse, Domestic Abuse Act 2021

3.2 The Domestic Abuse Act 2021 has set out the legal definition of domestic abuse as follows:

- 1) "Domestic abuse" for the purposes of this Act.
- 2) Behaviour of a person ("A") towards another person ("B") is "domestic abuse" if (a) A and B are each aged 16 or over and are personally connected to each other, and (b) the behaviour is abusive.
- 3) Behaviour is "abusive" if it consists of any of the following:
 - a) physical or sexual abuse.
 - b) violent or threatening behaviour;
 - c) controlling or coercive behaviour;
 - d) economic abuse (see subsection (4));
 - e) psychological, emotional or other abuse;
- 4) "Economic abuse" means any behaviour that has a substantial adverse effect on B's ability to:
 - a) acquire, use or maintain money or other property, or
 - b) obtain goods or services.
- 5) For the purposes of this Act A's behavior may be behaviour "towards" B despite the fact that it consists of conduct directed at another person (for example, B's child).
- 6) References in this Act to being abusive towards another person are to be read in accordance with this section.
- (7) For the meaning of "personally connected", see section 2.

Section 2: Definition of "personally connected"

1. Two people are "personally connected" to each other if any of the following applies:
 - a) they are, or have been, married to each other;
 - b) they are, or have been, civil partners of each other;
 - c) they have agreed to marry one another (whether or not the agreement has been terminated);
 - d) they have entered into a civil partnership agreement (whether or not the agreement has been terminated);
 - e) they are, or have been, in an intimate personal relationship with each other;
 - f) they each have, or there has been a time when they each have had, a parental relationship in relation to the same child (see subsection (2));
 - g) they are relatives.
2. For the purposes of subsection (1) (f) a person has a parental relationship in relation to a child if:
 - a) the person is a parent of the child, or
 - b) the person has parental responsibility for the child.

3. In this section:
 - a) “child” means a person under the age of 18 years;
 - b) “civil partnership agreement” has the meaning given by section 73 of the Civil Partnership Act 2004;
 - c) “parental responsibility” has the same meaning as in the Children Act 1989;
 - d) “relative” has the meaning given by section 63(1) of the Family Law Act 1996

Children as Victims of Domestic Abuse

- 1) This section applies where behavior of a person (A) towards another person (B) is domestic abuse
- 2) Any reference in the Act to a victim of domestic abuse includes a reference to a child who:
 - a) Sees or hears, or experiences the effects of abuse, and
 - b) Is related to A or B
- 3) A child is related to a person for the purposes of subsection (2) if:
 - a) The person is a parent of, or has parental responsibility or, the child, or
 - b) The child and the person are relatives
- 4) In this section:

“Child” means a person under the age of 18 years;

“parental responsibility” has the same meaning as in the “Children Act 1989” (see section 3 of that Act);

“relative” has the same meaning given by section 63 (1) of the Family Law Act 1996

Appendix 2: Types of Violence Against Women and Girls

Area	Description
Violence Against Women and Girls	<p>It is acknowledged that VAWG is a form of inequality and violation of human rights. The UN Declaration on the Elimination of Violence Against Women (1) was issued by the UN General Assembly in 1993, it defines violence against women as:</p> <p><i>“any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”</i></p>
Domestic Violence and Abuse	<p>The UK government’s definition of domestic abuse is stated on page 7 of this document</p>
Female Genital Mutilation	<p>Female Genital Mutilation (FGM) comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons.</p>
Forced Marriage	<p>Forced marriage (FM) became a crime in England and Wales in 2014, and is defined as a marriage conducted without the valid consent of one or both parties and where duress is a factor (CPS, 2014). Duress can include physical, psychological, financial, sexual and emotional pressure.</p> <p>In the cases of children under 16 and some vulnerable adults who lack the capacity to consent, coercion is not required for a marriage to be forced.</p>
“Honour Based Violence”	<p>“Honour” based violence (HBV) is any act of violence which is committed by family or community member/s to defend their perceived honour. HBV is normally collectively planned and carried out by the victim’s family, sometimes with the involvement of the wider community. There is no specific offence of HBV, but it encompasses other offences such as murder, forced marriage, rape, forced suicide, acid attacks, mutilation, imprisonment, abduction, beatings, death threats, blackmail, emotional abuse, surveillance, harassment, forced abortion and abductions.</p>
Prostitution	<p>Prostitution describes the offering and provision of sexual services for financial gain. In the UK, prostitution itself is not illegal but there are a number of offences linked to it. For example it is an offence to control a prostitute for gain, or to keep a brothel. Prostitution has a close affinity with a host of other important social issues, in particular and health. Although there are exceptions, most prostitutes are women selling their services to men</p> <p>Research published in 2015 indicated that there were approximately 72,800 sex workers in the UK; 88% were women, 6% men and 4% transgender.</p>
Sexual violence, abuse and exploitation	<p>Sexual violence, abuse and exploitation covers a wide range of abuses and includes; child sexual exploitation; peer sexual exploitation; sexual violence experience by woman in prostitution ; woman who have been sexually exploited into prostitution; sexual violence linked to gangs as well as the wider spectrum of sexual violence experienced by woman and men.</p>
Sexual violence and rape	<p>Sexual violence is any unwanted sexual act or activity. In the UK, rape is legally defined as the penetration with a penis of the vagina, anus or mouth of another person without their consent.</p>

	<p>Sexual or indecent assault is defined as an act of physical, psychological and emotional violation, in the form of a sexual act, inflicted upon someone without their consent. It can involve forcing or manipulating someone to witness or participate in any sexual</p>
Sexual harassment	<p>Sexual harassment is any unwanted behaviour of a sexual nature that makes you feel distressed, intimidated or humiliated. It can take lots of different forms.</p> <p>Sexual harassment can include:</p> <ul style="list-style-type: none"> • someone making sexually degrading comments or gestures • your body being stared or leered at • being subjected to sexual jokes or propositions • e-mails or text messages with sexual content • physical behaviour, including unwelcome sexual advances and touching • someone displaying sexually explicit pictures in your space or a shared space, like at work • offers of rewards in return for sexual favours
Stalking	<p>The Legal Definition of stalking is: the act or crime of wilfully and repeatedly following or harassing another person in circumstances that would cause a reasonable person to fear injury or death especially because of express or implied threats.</p> <p>Repeated (i.e. on at least two occasions) harassment, causing fear, alarm or distress. It can include phone calls, texts and/or letter; damage to property, spying on and following victim.</p>
Trafficking/Modern Slavery	<p>The United Nations defines human trafficking as the recruitment, transportation, transfer, harbouring, or receipt of persons by improper means (such as force, abduction, fraud, or coercion) for an improper purpose including forced labour or sexual exploitation. It also includes domestic servitude.</p> <p>Sex trafficking is a crime when women, men and/or children are forcefully involved in commercial sex acts. Worldwide, it's estimated that there are 4.5 million victims of sex trafficking.</p> <p>Domestic servitude is the seemingly normal practice of live-in help that is used as cover for the exploitation and control of someone, usually from another country. It is a form of forced labour, but it also warrants its own category of slavery because of the unique contexts and challenges it presents.</p> <p>Victims of domestic servitude may appear to be nannies or other domestic help, but the moment their employment arrangement transitions into a situation whereby they cannot leave on their own free will, it becomes a case of enslavement.</p> <p>Forced labour is any work or service which people are forced to do against their will, under threat of punishment. Almost all slavery practices contain some element of forced labour.</p> <p>Forced labour is the most common element of modern slavery. It is the most extreme form of people exploitation.</p>

Other Forms of VAWG	
Acid attacks	Usually involves sulphuric acid, a cheap and accessible weapon, which is used to kill and/or disfigure women. Commonly, acid attacks are in retaliation for family/dowry-related feuds, or rejection of a marriage proposal.
Breast ironing	A form of breast reduction, where at puberty breasts are flattened with a hot grinding stone, hammers, pestle for up to 2 months. Mothers do this to their daughters, aiming to protect them from rape and early marriage.
Dowry-related violence	A form of domestic violence, and involves violence and death associated with dowry demands (UN Women, 2012).
Faith-based child abuse	Physical, emotional and sexual abuse, or neglect of children, linked to beliefs in five areas: (a) Abuse as a result of a child being accused of being a 'witch'; (b) Abuse as a result of a child being accused of being possessed by 'evil spirits'; (c) Ritualistic abuse which is prolonged sexual, physical and psychological abuse; (d) Satanic abuse which is carried out in the name of 'Satan' and may have links to cults; (e) Any other harmful practice linked to a belief or faith (Metropolitan Police, 2016).
Homi-suicides	This is when women are coerced or forced to take their own lives, through pressure from intimate and extended family. This is increasing, particularly in regions where there are severe penalties in place for HBV.
Image based sexual offending	Image based sexual abuse can also be referred to as 'revenge porn', non-consensual pornography or intimate image abuse. It is the act of sharing intimate images or videos of someone, either on or offline, without their consent. This crime can be committed by anyone, often the person responsible is an aggrieved former partner, but NOT always. You do not have to be in a relationship with the perpetrator for it to be considered image based abuse. It can be anyone who shares content without consent.

Appendix 3: Recommendations from Needs Assessment 2020

	Partnership
1	Governance: Walsall has recently formed a Domestic Abuse Strategic Group (DASG) which will provide strong leadership to ensure Domestic Abuse is “Everybody’s Business“ and ensure that an integrated approach to tackling domestic abuse is developed, modelling best practice principles. Membership should be sufficiently senior to drive implementation across service areas. A number of task and finish groups should be tasked to develop key areas of work.
2	Coordination: Improve the strategic coordination of domestic abuse and the wider VAWG issues through a programme management approach . Walsall will improve the coordination of local partnership and community service provision to develop closer working relationships and improved signposting of those affected by abuse. To comply with the requirements of the Domestic Abuse Bill 2021, all policies and procedures relating to domestic abuse will need to be reviewed and updated to ensure the legal statutory definition of domestic abuse is widely understood including coercive control and economic and financial abuse. This should also include policies for staff affected by domestic abuse. We will review the referral pathways and procedures across the partnership to ensure they are robust and reflect current legislation and best practice.
3	Strategy: Use the Needs Assessment as a basis for a new strategy to tackle domestic abuse (DA) and wider forms of Violence Against Women and Girls (VAWG). This should be developed under the thematic strands of prevention, provision, protection and partnership . Walsall will adopt the national best practice Coordinated Community Response Model to domestic abuse. The Coordinated Community Response Model (Home Office) https://www.ccrm.org.uk . This model acknowledges that no one agency can meet all the requirements of those affected by domestic abuse.
4	Data Collection: Data collection for domestic abuse is inconsistent across the partnership. It is a requirement of the DA Act that a Needs Assessment is undertaken every year and sent to the Office of the Domestic Abuse Commissioner. Data should be considered by the Domestic Abuse Strategic Board to assess trends, and target resources. There are a number of improvements required to gather reliable data regarding the presence of an abuse in Walsall. The current format does not collect all relevant data allows multiple forms of domestic abuse are often “under reported “or hidden. Walsall will work with partners to disseminate the minimum data set required by the Office of the Domestic Abuse Commissioner for annual reports whilst retaining the option to expand on that dataset. This will improve our knowledge of the prevalence of domestic abuse.
5	Equalities: The findings of the needs assessment highlighted that there is underrepresentation of victims with protected characteristics across services. The client profile for Children’s Services and the Police recorded crimes show some variance. The recommendations of the needs assessment seek improved working with all those with protected characteristics.
6	Service Development: There is a need to develop a systems approach to domestic abuse whereby systems support staff to provide an appropriate response to disclosure and victims and perpetrators are identified and signposted. All policies and procedures across the partnership will require updating to ensure the new statutory definition of domestic abuse is widely understood including coercive control and economic and financial abuse. This should also include policies for staff affected by domestic abuse. A future approach should also consider young people as victims/perpetrators. A future service delivery model should consider increasing victim support at the point of attendance at incidents and increased capacity for ODOC to tackle repeat perpetrators as well a support for a Court IDVA to reduce recidivism.
7	To comply with national guidance. Walsall should publish Domestic Homicide Reviews

8	Housing : Consideration should be given to undertaking DAHA accreditation for a Whole Housing Approach and achieving Accreditation
	Prevention
9	One of the key findings from our consultation was the need to improve early identification of those affected by domestic abuse particularly those with protected characteristics. We will do this through ensuring individuals understand what domestic abuse is and capacity building with our communities to identify those at risk and raise appropriate alerts.
10	Walsall Council as an employer – we will continue/improve our response as an employer and ensure that victims and witnesses feel able to recognise and report domestic abuse and that any issues are dealt with appropriately.
11	Young people: Witnessing violence in the home, in their own relationships, or in the wider community can have a significant impact on young people ability to participate fully in school and achieve academically. We will explore the findings from the Family Safeguarding Model to inform how we work with children and young people and communities to reduce the harm caused by exposure to trauma.
12	We will expand the Community champions programme and link to VAWG.
13	We will incorporate the Foreign and Commonwealth Guidance on FGM, Forced Marriage, and Honour Based Violence into our service processes. We will ensure that the additional guidance relating to the heightened risk for Disabled and LGBT people are also embedded into practice.
14	Workforce development/Training: There is a need for an ongoing structured training program beyond basic awareness to be delivered across services in Walsall including multi-agency partnership training.
15	Communications: Raise awareness of domestic abuse across communities and within organisations. There should be a focus on changing the attitudes that underpin domestic abuse. Ensure public messages are periodically conveyed on social media for notable dates including White Ribbon, National Stalking day etc. Perpetrators of domestic abuse are responsible for their behaviour which is an intentional behaviour/choice. We will continue to work to change attitudes, inequality and misogyny that drive domestic abuse.
16	Health: Health services are in a strong position to identify domestic abuse at an early stage. The low number of victims recorded by Health services (with the expectation of IRIS (Identification and Referral to Improve Safety)) highlights that referral pathways and monitoring of domestic abuse outcomes do not align with NICE Quality Standards 2016. It is suggested that all Health Service update policies and processes in line with the Bill and NICE Guidance, 2014
	Protection
17	Risk Management: <i>Review the approach to risk management of victims of domestic abuse in Walsall by adopting the Safelives MARAC agenda.</i> This will provide a quality assurance framework aligned to the 10 principles of an Effective MARAC. Risk Management: Walsall MARC sits within the regional OPCC commissioned framework and is underpinned by the West Midlands MARAC Operating Protocol. This protocol takes guidance from SafeLives which incorporates some SafeLives guidance including the 10 Principles of an Effective MARAC. It will be necessary to review the approach to risk management of victims of domestic abuse in Walsall to ensure Walsall MARAC is following the West Midlands MARAC Operating Protocol.
18	Perpetrators: There is a need to improve the partnership response to perpetrators of domestic abuse to ensure perpetrators are held to account. There are limited interventions to disrupt perpetrators. A future service delivery model could consider increasing victim

	support at the point of attendance at incidents and increased capacity for ODOC to tackle repeat perpetrators. This may encourage victims to support prosecution.
19	We will continue to pursue perpetrators of domestic abuse through the criminal justice system
20	We will capacity build professionals to have a greater understanding of working with perpetrators, ensuring that support and safety measures are put in place to support change.
	Provision
21	Where possible we will ensure “ lived experience ” is incorporated into our response. We will ensure this by including stakeholder and services user’s in future consultations to inform commissioning and our future service delivery model.
22	We will revise our service delivery model to work across risk levels after conducting a full review of existing services
23	<p>Commissioning: Future commissioning decisions related to domestic abuse should incorporate the duties of the forthcoming Domestic Abuse Bill.</p> <p>Future service commissioning should have greater focus on multi agency interventions to address the complex set of vulnerabilities experienced by the majority of victims.</p> <p>This should include:</p> <ul style="list-style-type: none"> • service user lived experience • tiers of victim services across risk level including community based services • consideration of children as victims and the impact of domestic abuse on children’s outcomes • Community-based programs for perpetrators • There is an opportunity to improve the response to domestic abuse in Walsall by improving identification and signposting of domestic abuse victims who present at Sexual Health services targeting young people who may be gang associated, the Lesbian, Gay, Bisexual, Trans (LGBT) community and those involved in sexual exploitation and prostitution • Expansion of Operation Encompass. The early intervention that Operation Encompass provides takes down those barriers to learning that domestic abuse creates. This should enable children to access their learning in school as their emotional health and wellbeing is being supported <p>The data highlights a significant disparity between the numbers of unique victims and the capacity of the current service provision to support the level of need in Walsall. In addition, 43% of victims using BCWA did not have children whilst 57% of victims did. Future commissioning must ensure there is support for victims without children across risk levels</p> <p>Children and Young People: There is an unmet need for services for children and young people. Although some young people affected by domestic abuse are identified and referred for support. In 2019/20, the number of children linked to MARAC was 618 compared to the 176 children and 32 young people supported by the commissioned service delivered by BCWA.</p> <p>There remains the issue of young people as victims and perpetrators of abuse that it would be desirable to factor into future service delivery models to manage current risk and long term repeat victimisation.</p> <p>Equalities: Develop a capacity building approach to engagement with groups with protected characteristics and hard to reach communities.</p> <p>Further work is required to ensure Walsall has a robust response to Harmful Practices to protect victims so that those affected are enabled to reach out for support and so that front line staff can identify Harmful Practices and that all cases are risk assessed and signposted onto appropriate responses.</p>

	<p>Perpetrators</p> <p>There is a need to improve the partnership response to perpetrators of domestic abuse to ensure perpetrators are held to account. In Walsall, there are limited interventions to disrupt perpetrators. A future service delivery model could consider increasing victim support at the point of attendance at incidents and increased capacity for ODOC to tackle repeat perpetrators. This may encourage victims to support prosecution. In addition, there is scope to develop an integrated programme of ODOC, Housing/Floating Support and behaviour change programme.</p> <p>The future service approach should also consider young people as perpetrators of their family and partners.</p> <p>A future service delivery model should consider increasing victim support at the point of attendance at incidents and increased capacity for ODOC to tackle repeat perpetrators as well a support for a Court IDVA to reduce recidivism.</p>
24	<p>We will target young people at the place they frequent including those using substance and/or sexual health clinics to ensure they are offered support in relation to domestic abuse issues.</p>
25	<p>We will consider developing a peer support programme in collaboration with our partners in the voluntary sector</p>
26	<p>We will develop a Domestic Abuse Service User Group composed of post crisis domestic abuse survivors who will function as the Councils critical friend.</p>

Appendix 4: Consultation Stakeholders

Jennifer Alder	Office of Police and Crime Commissioner Sexual Assault and Abuse Services Coordinator,
Karen Bateman	Victims Coordinator, Walsall Council
Haps Bram	Refuge Manager, Accord Housing
Ian Billham	Interim Head of Community Safety, Walsall Council
Helen Billing	Family Safeguarding Programme Manager, Walsall Council
Gary Brookes	Director of Housing, whg
Carol Broughton	Head of Strategic Safeguarding, Walsall Council
Andrea Cooke	Commissioning Manager, Early Help and Corporate Transport, Walsall Council
Andrew Cooper	Programme Manager, Probation
Patrick Duffy	Programme Development and Commissioning Manager, Public Health
Debbie Edward Jones	Probation
Brian Fitzgerald	Consultation and Equalities Officer, Walsall Council
Donna Gyde	Head of Adult Safeguarding, Walsall Council
Emily Hurcomb	Detective Inspector an MARAC Chair, West Midland Police
Rashida Hussain	Homeless Strategy and Analyst, MHJ
Tracey Inskip	West Midlands Police
Julie Jones	Group Manager, Early Help and CSE, Walsall Council
Aisha Khan	CEO, A'aina Community Help
Shabnam Khan	Sexual Assault Referral Centre Manager
Helena Kucharczyk	Head of Performance, Improvement and Quality
Narinder Kooner	Executive Director, SWAN
Alison Larkin	StreetTeams, New Beginnings
Natalie Lau	(Acting) Regional Manager of the Black Country CRC
Maureen Lewis	Black Sisters Collective
Adrian Roche	Head of Social Inclusion and Public Health
Amardeep Sanghera	DCI Police
Surwat Sohail	CEO, Roshni
Raj Thind	BCWA
Peter Podrum	West Midlands Police
James Wall	Community Safety, WHG
Sarah Ward	CEO BCWA

Appendix 5: Glossary of Acronyms

ACE	Adverse Childhood Experience
BAME	Black Asian Minority Ethnic
BCWA	Black Country Women's Aid
CAADA	Coordinated Action Against Domestic Abuse
CAHMS	Children Adolescence Mental Health Service
CCG	Clinical Commissioning Group
CICA	Criminal Injuries Compensation Authority
CSEW	Crime Survey England and Wales
CYPDAA	Children and Young Person Domestic Abuse Advocate
DA	Domestic Abuse
DASH	Domestic Abuse Stalking and Honour
DASB	Domestic Abuse Strategic Board
DAPO	Domestic Abuse Protection Order
DAPN	Domestic Abuse Protection Notice
DFE	Department for Education
EM	Electronic Monitoring
FGM	Female Genital Mutilation
FM	Forced Marriage
FMU	Forced Marriage Unit
GP	General Practice
HA	Housing Association
HBV	Honour Based Violence
HMPPS	Her Majesty Prison and Probation Service
HO	Home Office
HP	Harmful Practices
IDVA	Independent Domestic Violence Advocate
IDSVA	Independent Domestic and Sexual Violence Advocate
ISVA	Independent Sexual Violence Advocate
IRIS	Identification and Referral to Increase Safety
LGBT	Lesbian Gay Bisexual Trans

LSOA	Lower Layer Super Output Area
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MHCLG	Ministry of Housing, Communities and Local Government
MHJ	Money Home Job
MOJ	Ministry of Justice
NHS	National Health Service
NICE	National Institute for Clinical Excellence
NSPCC	National Society for the Protection of Children
ONS	Office National Statistic
OPCC	Office of the Police and Crime Commissioner
PSHE	Personal, Social, Health and Economic
SDVC	Specialist Domestic Violence Court
SWAN	Sikh Woman's Action Network
VAWG	Violence Against Women and Girls
WHG	Walsall Housing Group
YPDA	Young People Domestic Abuse

Appendix 6:

Table 1. The Impact of the Domestic Abuse Act 2021 on the Partnerships

<p>Part 1: Cross –government statutory definition of domestic abuse</p>	<p>Impacts all partner agencies. All training, policies, procedures and communications will require updating to reflect the new statutory nature of the definition and emphasis that nonviolent abuse such as economic abuse must be treated with the seriousness of the offence</p>
<p>Part 2: Creation of the role of Domestic Abuse Commissioner</p>	<p>Impacts all partner agencies. The Commissioner will have a role in monitoring the response of all statutory agencies/local authorities and will have the power to hold them and the Government to account for their response in tackling domestic abuse. Public bodies will be under a duty to cooperate with the Commissioner, and they and government ministers will be required to respond to each recommendation within 56 days.</p>
<p>Part 3: New Domestic Abuse Protection Orders (DAPO) and Domestic Abuse Protection Notices (DAPN)</p>	<p>Impacts Police, Courts, HM Prison and Probation Service. There will be significant investment required in training police and courts to understand the new orders. An increase in protective order applications and criminal breach proceeding can be expected which will further increase the workload of the police and courts to respond and monitor for breaches. There are also potential costs to Police and HMPPS associated with Electronic Monitoring (EM) and enforcement of (EM).</p>
<p>Part 4: Local Authority Support Places duty on local authorities to provide support for victims and their children in refuges and other safe accommodation</p>	<p>Impacts on borough/district councils. The Act requires a broad variety of support in safe accommodation is provided (<i>as defined in the MHCLG statutory guidance</i>). There are clear expectations that cross border collaboration is employed to meet the needs of all victims including those presenting outside their locality. The Tier 1 authority will: convene and chair to make commissioning decisions; conduct needs assessment and produce a multi-agency strategy for delivery of a multi-agency strategy for delivery of safe accommodation; pass down adequate funding to Tier 2 authorities to fulfil agreed delegated commissioning requirements and report back to Ministry of Housing Communities and Local Government. Tier 2 authorities will have a duty to cooperate with the county Board.</p> <p>Local partnerships must:</p> <ul style="list-style-type: none"> • set up an Domestic Abuse Board • undertake an assessment of local need • develop a Domestic Abuse Strategy • produce an annual report • send conclusions of Domestic Homicide Reviews to the Commissioner

<p>Part 5: Protection for victims, witnesses etc, in legal proceedings</p>	<p>Impacts Police and Courts.</p> <ul style="list-style-type: none"> • Creates a statutory presumption that victims of domestic abuse are eligible for special measures in the civil/criminal and family courts. • Prohibits perpetrators of abuse from cross examining their victims in person in the civil and family courts in a England and Wales <p>Impacts on the Courts. Screening, hearing a witness in private and removal of wigs and gown are expected to have a limited impact on the court. Costs to the courts associated with video cross examination and live link are uncertain may be an additional cost. There may be additional costs for other agencies including police and or rape support centers, who may need to offer video link where victims do not wish to enter a court, or from undertaking additional video recorded interviews.</p> <p>Funding of legal representation to will be required to prevent alleged perpetrators cross examine their victims. A system to monitor this process will be required</p>
<p>Part 6: Offences involving abusive or violent behaviour</p>	<p>Impacts on the Criminal Justice System. Includes:</p> <ul style="list-style-type: none"> • <i>coercive controlling behavior</i> • <i>Disclosure of private sexual photos/films</i> <p>Offences against the person</p> <ul style="list-style-type: none"> • <i>Non-fatal strangulation and suffocation</i> • <i>Consent to serious harm for sexual gratification is not a defence</i> <p>Offences committed outside the UK</p> <ul style="list-style-type: none"> • <i>Extension of the extraterritorial jurisdiction of the criminal courts in England and Wales, Scotland and Ireland to further violent and sexual offences.</i> <p>The costs of this measure will impact HMPPS and will be associated with an increase in prison places. There will costs associated to transporting evidence, victims, witnesses and dependents to the UK, This will include costs of police/prosecutor gathering evidence overseas and an increase in prison places.</p>
<p>Part 7: Miscellaneous and general</p>	<p>Prosecution and management of offenders</p> <ul style="list-style-type: none"> • <i>Development of a national perpetrator strategy</i> • <i>Mandatory Polygraph testing as a condition of licence for high risk offenders on licence</i> • <i>Disclosure of information by the Police</i> • <i>Places the guidance supporting the Domestic Abuse Disclosure Scheme (Clare's Law) on a statutory footing</i> <p>Homelessness</p> <ul style="list-style-type: none"> • Domestic abuse is grounds for priority need

	<p>Secure Tenancies</p> <ul style="list-style-type: none"> • <i>Ensure that where a local authority, for reasons connected with domestic abuse, grants a new secure tenancy to a social tenant who had or has a secure lifetime or assured tenancy (other than an assured short hold tenancy) this must be a secure lifetime tenancy</i> <p>Impacts on borough/district councils and housing associations.</p> <p>The secure tenancies measures within the Bill will apply to tenants of local authorities and private registered providers of social housing (housing associations) in England. This is not a new requirement as local authorities already have a duty to grant secure tenancies to victims of domestic abuse through the Secure Tenancies Act 2018. Part 7 of the Housing Act 1996 is also amended in relation to homelessness in England to give homeless victims of domestic abuse priority need for accommodation.</p> <p>Medical Evidence of Domestic Abuse</p> <ul style="list-style-type: none"> • <i>Prohibition for charging for medical evidence of domestic abuse</i> <p>Impacts on Health</p> <p>Data processing for immigration purposes</p> <ul style="list-style-type: none"> • <i>Review of data processing for immigration purposes</i> <p>Impacts on Border Agencies/Police</p> <p>Contact Centres</p> <ul style="list-style-type: none"> • <i>Report on the use of Contact Centres in England</i> <p>Impacts on HM Government</p>
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28 SEPTEMBER 2021

Walsall Customer Experience Strategy 2021 to 2026

Ward(s): All

Portfolios: Councillor Andrew – Deputy Leader, Regeneration

1. Aim

The aim of the draft Customer Experience Strategy (**Appendix A – to follow**) is to provide a vision for how we will achieve excellent customer experience in the future, in a way that aligns to our new ways of working, the Walsall Proud promises, and the Corporate Plan outcomes. It aims to support the Council to deliver the aspiration of improving services, by facilitating evidence-based, customer centric, decision making, and achieving more consistent, accessible, and easy to use services. The strategy also seeks to embrace, and contribute to, the Resilient Communities model, by supporting residents to become more self-sufficient by allowing them to access services via new 24/7 digital self-serve pathways, whilst also recognising the need to support our most vulnerable residents, through a trusted network of community and voluntary sector partners.

2. Recommendations

That Committee provide feedback on an early draft of the Customer Experience Strategy as part of the consultation process.

3. Report detail – know

- 3.1 A draft Customer Experience Strategy (“the Strategy”) is attached at **Appendix A (to follow)**. This contains customer and stakeholder feedback, and the Council’s response.
- 3.2 The Council has started to deliver improvements to customer experience but there is still a lot of work to be done. We have already:
 - successfully increased the number of services accessible to customers 24 hours a day via our on-line customer platform.
 - developed a new Digital Design for our website; and
 - procured a contractor to advance the development of a new Customer Relationship Management system to help facilitate a ‘whole council’ approach to customer engagement;
 - piloted face to face support for vulnerable customers in partnership with existing Community and Voluntary Sector partners.
- 3.3 The way many council services are delivered has changed in response to Covid-19. The most notable changes have been in relation to customer contact services,

with most staff now operating from home and having to establish new ways of working to meet our customers' needs. We have developed and enhanced a number of digital platforms to help us respond, which also contribute to our longer term aims of more modern and accessible services for customers. As part of our Strategy we will continue to encourage our customers to move across from face to face and telephone to digital self service capabilities, as this is key to the Council's Proud Ways of Working and is a positive contributor to help deliver financial benefits. We have also seen the local voluntary and community partners step up to the challenge of Covid-19 and support our most vulnerable residents with exceptional kindness, and compassion, delivering exceptional outcomes for many.

- 3.4 The Proud Customer Access Management work stream has delivered a new Customer Experience Centre capability, supported by a new telephone system, with future capability of integration with other digital customer platforms, providing self-serve opportunities for residents and customers to apply, report, book and pay for council services online, at a time, and place, convenient for themselves.
- 3.5 The Council has appointed a strategic partner to support the development of a new customer relationship management system which will eventually provide a single front door for customer contact. This new technology will be integral in delivering the aims of the Strategy and meeting the feedback from customers on their key priorities. It will enable us to provide better insights about our customers, building up a history and profile to help inform service design and delivery for the future. Aligned to this is a refreshed council web site with improved information content, contact details, signposting and integrated e-forms.
- 3.6 An on-line customer survey earlier in 2021 suggests that there may have been a small improvement to the satisfaction rates of our customers with rates reported as increasing from 67% in 2019 to 73% in 2021. To test this further, and to ensure targeted input into the development of this Strategy, the Customer Engagement Team has undertaken further public consultation. The results from the consultation which explored customer priorities, and needs, in a post Covid-19 world, indicate that the biggest priority for customers (at 81% of respondents) is that information provided by the council is accurate and up to date. This is followed by 'the need for the council to be clear about what it can and cannot deliver' (at 71%) and that 'the council is easy to contact' (at 68%). It is essential that any benefits gained as a result of new ways of working developed during Covid-19 are not lost as Covid-19 restrictions are lifted.
- 3.7 Feedback from disability groups suggests there is still demand for face-to-face support from our most vulnerable customers; there is also demand for more local access points. The Council therefore needs to change its pre Covid-19 operating model which saw large numbers of customer's accessing the First Stop Shop daily. As mentioned previously, during the pandemic, voluntary sector partners in Walsall took a lead role in supporting vulnerable and elderly residents who were shielding. We want to further enhance the new customer pathways and relationships developed in this period, coordinating it through the Customer Experience Strategy and associated delivery group.

4. *Financial information*

There are no specific financial implications directly associated with the Strategy. The priorities contained within the Strategy will require funding that will be through existing identified budgets. However, if there are any actions that have significant financial implications for the Council, these will be the subject to separate reports to Cabinet.

5. Reducing Inequalities

An Equality impact Assessment (EQIA) is attached at **Appendix B** and shows a need to continue the consultation and communication processes to ensure the needs of diverse communities are met. The EQIA showed a need to communicate more effectively with all groups, make reasonable adjustments where required and keeping an ongoing dialogue with communities to ensure changes in need and aspirations are met.

6. Decide

The Committee is asked to decide whether to provide any feedback as part of the consultation process on development of the new Customer Experience Strategy.

7. Respond

The committee could respond by asking for their feedback to be incorporated into the final strategy, prior to it being considered by Cabinet. Any scrutiny feedback would be reported back to Cabinet when seeking approval of the final Customer Experience Strategy.

8. Review

A delivery Steering Group for the Customer Experience Strategy will be formed which will report back in line with Walsall Proud governance procedures.

Background papers

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

Proposal name	Walsall's Customer Experience Strategy 2021-2026		
Work stream	Customer Access Management (CAM)		
Directorate	Childrens Services		
Service	All		
Responsible Officer	Rashida Hussain		
Proposal planning start	The start date of Consultation phase was November 2020,	Proposal start date (due or actual date)	September 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	Yes	New
	Procedure	Yes	New
	Guidance	Yes	New
	Is this a service to customers/staff/public?	Council wide, Customers and staff	Revision to some existing processes
	If yes, is it contracted or commissioned?	No	
	Other - give details	New ways of working	New
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?		
	<p>The council has a firm commitment to improving customer experience for all residents, stakeholders and for our council staff and elected members. In order to provide steer and a comprehensive the corporate direction the council has developed a Customer Experience Strategy. This will enable the delivery of significant improvements to customer experience, outcomes and in turn deliver efficiencies across the whole council.</p> <p>The overall aims of the Customer Access Management (CAM) workstream are to:</p> <ul style="list-style-type: none"> • Increase accessibility including use of digital channels so it is quicker and more convenient for customers. • Improve customer experience in how people interact with the council, with customers reporting a positive change. 		



- Reduce unnecessary demand so employees can focus on service delivery and supporting those with more complex needs.

Delivery of the proposed changes to CAM will deliver against the council's PROUD programme objectives:

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

The Customer Experience strategy will detail the council core principles, objectives and identify some key areas to progress through an action planning event in Autumn 2021.

Employees play a crucial role in the delivery of resilience in the workforce and fundamentally delivering services effectively and efficiently. Leadership, which is delivered creditably, can not only enhance and harbour employer and employee relations, but can influence emotional well-being of all parties therefore enhancing service delivery. Bal et al (2013) found in their study of organisations the importance of the concepts of leadership. Mintzberg, (2004) supported this view and stated the importance of leadership and management operating in parallel. Rousseau (1989, 1995, 2001) developed the definition and progressive role of the psychological contract and found as a definition varied considerably. Blau (1964) in contrast states the psychological contract involves a level of unspecified duties and where the role of power is not distributed evenly. Guest (2001) states the psychological contract is a series of obligations and expectations which both parties are in agreement of what is received and what is delivered. Supporting this point of view Robbins (2003) imply that these expectations are in the main not formally written into literature.

Many organisations will actively engage in different levels of employee engagement through formal networks such as forums to more quantitative approaches such as through surveys. Phillips and Gully (2013) stated the engagement of employee and exceeds the boundaries of satisfaction and encompasses a wider variance of issues including enthusiasm and commitment. Employee engagement when modelled on aspects of the social engagement theory is found to be effective through communication and where there is dialogue and interaction. Supported this view social engagement theory pushes towards a two-way communication channel which enables dialogue and a culture of dynamic customer orientated change.

3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	Yes	This work stream is designed to have a positive impact on all council residents and service users, offering additional channels to access council services. Only where the Service Level and Delivery model remain the same would there be no impact. This work stream is to improve our customers experience when accessing services to deliver a positive impact. The objectives of the WPP are
	Specific group/s		
	Council employees	Yes	
Other (identify)			

			<p>defined as the following in this order of importance:</p> <ul style="list-style-type: none"> • Achieve better outcomes and customer experience • Increase staff satisfaction and engagement • Improve service efficiency and performance
4	<p>Please provide service data relating to this proposal on your customer's protected characteristics.</p> <p>As this is a Council-wide transformation programme it is highly probable that it will affect all 280,000 borough residents, businesses and visitors to the borough and council wide staff. At the time of drafting, it is not possible to state the protected characteristics apart from at a Borough level. Consideration to this will be included in section 7 of this EqlA.</p> <p>The Customer Access and Management workstream of the Walsall Proud Programme will work to enhance customer experience with the introduction of new digital channels to enable those customers who choose to interact with the council the opportunity to do so at a time and place that best suits them.</p> <p>Introduction</p> <p>Walsall has an overall estimated population of 281,300 (ONS, mid-2017). It is predicted to increase by 5.9% over 10 years, from 274,200 in 2014 to 290,200 in 2024. Like many areas, the predicted growth of Walsall's older population (> 65) is higher than this at 12.4%. Walsall is a culturally diverse town with a 23.1% non-white British background, where people of Indian, Pakistani and Bangladeshi background form the largest minority ethnic groups. The number of non-UK born residents in Walsall increased by 3.7% (or 9,900 people) between the 2001 and 2011 censuses and Walsall now has a small Eastern European population who make up about 1% of residents (2,700 people in total).</p> <p>In terms of children and young people aged 0-17, the proportion of pupils from minority ethnic groups has increased to 37.4% of all pupils living in the area from 36.7% in 2016 and 24% Primary pupils have English as an additional language. (School Census, January 2017).</p> <p>In September 2015 it was agreed that the UK would resettle up to 20,000 refugees under the Vulnerable Persons Resettlement Scheme (VPRS) by 2020. In July 2017 the nationality requirements were expanded to include individuals displaced by the conflict in Syria, but who may not necessarily have Syrian nationality. Walsall has housed 20 individuals through the national VPRS scheme.</p> <p>Census 2011 shows 63% of properties in Walsall are owner-occupied, 24% social rent and 11.7% are private rented.</p> <p>As at April 2019, there are approximately 116,261 households in Walsall, which is an increase of 8%, or 8439 households since 2011. (Source: Walsall Council). However, between April 2018 and April 2019 there was a small increase in the number of households from 115,501 to 116,215. As at April 2019 Approximately 25% are currently in receipt of Council Tax Reduction.</p> <p>The 2019 Index of Multiple Deprivation (IMD) now ranks Walsall as the 22nd most deprived English local authority (out of 326). Since 2015, Walsall has seen an increase</p>		

in deprivation where it previously ranked 33rd.

The 2019 IMD shows 20% of Walsall's population living in income deprived households. There are two supplementary indices, which are a sub-set of the Income Deprivation Domain.

The Income Deprivation Affecting Children Index (IDACI 2019) is one of the sub sets measures, the proportion of all children aged 0 to 15 living in income-deprived families and shows 26.1% of children in Walsall are living in income-deprived families.

There are extremes of deprivation, with central and western areas typically much more deprived than eastern areas although pockets of deprivation exist even in the more affluent parts of the borough.

Walsall Council Workforce Profile as at 31st March 2020

Headcount. The workforce headcount has reduced year on year; in 2019-20 the council headcount decreased by 1.40% from 3141 to 3097. Over a five-year period, the headcount has reduced by 14.8% from 3635 to 3097.

Gender. 67.7% of the council workforce are female; this is a decrease of 0.8% compared to 68.5% in 2018/19. The percentage of female employees has remained consistently in excess of 65% of total headcount over the last 5 years. The highest percentage of female employees are in grades 1-5 (71.46%); a decrease of 0.39% on the previous year (71.85%). In all remaining grades, the percentage of females has decreased on the previous year: in grades 6-9 by 0.67% to a total of 65.54%, in grades 10-13 by 1.25% to 63.88% and in grades 14 and above by 2.06% to 62.12%. Over a five-year period, the percentage of female representation at grade 14 and above has increased by 8.17%, from 53.95% in 2015/16 to 62.12% in 2019/20.

Ethnicity. 23.55% of the workforce who have declared their ethnicity are BAME. This is an increase of 0.99% compared to 2018-19 where this figure stood at 22.56%. The percentage of BAME employees have increased year on year and spanning a five-year period has increased by 4.4% from 18.0% in 2015-16. The highest percentage of BAME employees by grade are in grade 6-9 (27.18%), followed by G10-13 at 25.84%.

Disability. 4.88% of the total workforce have declared a disability; this is an increase compared to 4.39% in 2018/19. 5.32% of those who completed disability information have declared a disability.

67.74% of the whole workforce are female; this is a decrease from 68.51% in 2018-19 by 0.76%.

27.34% of the whole workforce are female employees who work part time, this is a decrease compared to 28.43% in 2018-19.

Of all female employees 40.37% work part time, this is a slight decrease from 41.50% in 2018-19 by 1.13%

The highest proportion of part time female workers (49.12%) fall within grade 1-5 posts and this is consistent with the previous year (49.13%).

3.97% of the whole workforce are male working part time, which is consistent with the previous year (4.20%).

Of all male employees 12.31% work part time, there has been a decrease of 1.04% from 2018-19 where this stood at 13.35%. The highest proportion is within the Resource and

Transformation Directorate (18.18%).

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

Bloor (1978) stipulated a key factor when addressing research as to ensure transparency wherever possible and where there would be minimal challenge. The primary data collection was based on an interpretivist research methodology unlike positivist methods which focus on hypothesis building in comparison to more testing hypothesis. The Customer Experience Strategy will be delivered and investigated through a philosophy adopted on the fundamentals of Exploratory Research. Sandhursen (2000) states the difference between conclusive and exploratory research as conclusive research providing a set solution whereas exploratory research has the flexibility to propose a series of responses. A mixed approach of both qualitative and quantitative analysis and data collection was utilised.

The positivist research methods favour quantitative methods of data collection, which result in reliability and representativeness. Michell (1997) states measurement is by nature a quantitative type of analysis. Gall, Gall, & Borg, (2007) state surveys are a common form of data collation. The qualitative research method was adopted using structured questions for the surveys (but also allowed for unstructured questions which generated qualitative data). The survey was able to quantify respondents support for a particular variable and highlight the most prominent one in a data series. The qualitative feedback mechanism allowed the respondent to talk in some depth, choosing their own words through focus groups and through open questions in eth survey. The overarching benefits of this method allows for participants to explain the issues they wanted to expand on.

The qualitative data analysis utilised Thematic Analysis to identify patterns of meaning across a dataset. Patterns are also identified through a rigorous process of data familiarisation, data coding, and theme development and revision. The dataset has also been analysed using word analysis and will formulate key words which are identified in the dataset.

Macdonald et al (2008) stated rather than providing predictions and/or causal explanations, the qualitative method offers contextualisation and interpretation of the data gathered. This research method is subjective by nature and requires a smaller number of carefully chosen respondents.

In order to inform the strategy a series of consultation activity took place:

1. The results of the Public Survey
2. Results of the Focus Groups
3. Results of the Young Persons Survey Booster sample
4. Results of the Accessible Survey and Telephone Feedback
5. Results of the member survey
6. Results of the Staff Survey
7. Feedback from Childrens Directorate Management Team, Homelessness Steering Group, Corporate Management Team and Scrutiny

Consultation Activity			
1. Public Survey Type of engagement / consultation	Online Surveys with booster samples with those in Walsall South, and Hard-copy options for more isolated groups such as rough sleepers and new migrants.	Date	April 2021
Who attended / participated?	Members of the public key organisations (third sector), statutory services and housing providers, businesses and small proportion of staff. A return of 451 entries.		
Protected characteristics of participants	<p>Age 33 (7%) 16-24 76 (17%) 25-34 98 (22%) 35-44 104 (23%) 45-54 69 (15%) 55-64 43 (10%) 65-74 11 (2%) 75+ 13 (3%) Prefer not to say</p> <p>Gender 199 (45%) Male 215 (48%) Female 30 (7%) Prefer not to say</p> <p>Gender identity the same as the gender you were assigned at birth? 383 (88%) Yes 25 (6%) No 29 (7%) Prefer not to say</p> <p>Physical or mental health conditions or illnesses lasting or expected to last 12 months or more? 120 (27%) Yes 287 (64%) No 44 (10%) Prefer not to say</p> <p>condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities? 28 (23%) Yes, a lot 54 (45%) Yes, a little 22 (18%) Not at all 16 (13%) Prefer not to say</p> <p>sexual orientation? 16 (4%) Bi-sexual 14 (3%) Gay man 12 (3%) Gay woman / lesbian 336 (75%) Heterosexual / straight 13 (3%) Don't know 6 (1%) Other, please state below 49 (11%) Prefer not to say 11 (100%)</p> <p>Ethnic group? 251 (56%) White 30 (7%) Mixed / multiple ethnic groups 76 (17%) Asian or Asian British 28 (6%) Black / African / Caribbean / Black British 14 (3%) Other ethnic group</p>		

	<p>52 (12%) Prefer not to say</p> <p>Subgroups: 224 (92%) Welsh / English / Scottish / Northern Irish / British 11 (5%) Irish 4 (2%) Gypsy or Irish Traveller 1 (0%) Prefer not to say 4 (2%) Any other White background, please describe below White other 3 (100%) 3 (10%) White and Black Caribbean 7 (24%) White and Black African 18 (62%) White and Asian 1 (3%) Prefer not to say 0 (0%) Any other Mixed / Multiple ethnic background, please describe below Other Mixed / Multiple ethnic groups 0 (0%) 31 (42%) Indian 23 (32%) Pakistani 12 (16%) Bangladeshi 4 (5%) Chinese 3 (4%) Prefer not to say 0 (0%) Any other Asian background, please describe below Other Asian / Asian British other 2 (100%) 14 (50%) African 10 (36%) Caribbean 0 (0%) Prefer not to say 4 (14%) Any other Black / African / Caribbean / Black British background, please describe below Other Black / African / Caribbean / Black British 0 (0%) 6 (43%) Arab 5 (36%) Prefer not to say 3 (21%) Any other ethnic group,</p>
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Feedback: Majority of the feedback was positive towards the key actions such as wanting digital services however, those with disabilities and vulnerabilities did state in the future councils should provide a level of meaningful face to face contact.

Type of engagement / consultation	2. Results of the Focus Groups	Date	January 2021 to April 2021
Who attended / participated?	Key stakeholders, third sector, housing providers and community association		
Protected characteristics of participants	A cross section of organisations were contacted and given access to the sessions.		
Feedback The outputs of the focus groups showed a general support for the councils formulation of a customer experience strategy. Key areas of discussion included feedback on services internally not delivering a joined up approach, a lack of consistency at times and a need for services in the community for some more isolated groups.			

Type of engagement / consultation	3. Results of the Young Persons Survey Booster sample	Date	January 2021
Who attended / participated?	Teams style survey which was conducted over the phone with a sample of 20 young people who are current service users of the Whg young persons temporary accommodation.		
Protected characteristics of participants	Gender (11 Male, 4 Female 2 not stated) Age – 16-25 Year olds Indian, Asian British, Sudanese and White British.		
A sample of young people showed young people were unsure over what a page document may achieve for a customer experience strategy but wanted support, meaningful contact and wanted someone to help them when needed. Young people also showed a preference to support via digital channels.			
Type of engagement / consultation	Results of the Accessible Survey and Telephone Feedback	Date	January 2021 to April 2021
Who attended / participated?	Results from the telephone survey and feedback from the easy read survey		
Protected characteristics of participants	All participants had a disability including, learning disabilities, visual impairments and physical disabilities.		
Feedback – Different communications for different groups of people. Would like to use online if user friendly towards all protected characteristics. There was discussion at the LD/Autism group about the role of advocacy and the way existing networks could be used instead of necessarily having a civic centre based service.			
Type of engagement / consultation	Member Survey	Date	July 2021
Who attended / participated?	SNAP Survey link sent to all members – 36 responses		
Protected characteristics of participants	To what age group do you belong? Select one only. 16-24 (9) 25-34 (8) 35-44 (8) 45-54 (5) 55-64 (4) 75+ (1) Prefer not to say (1) 65-74 (-)		

	<p>What is your sex? Select one only.</p> <p>Male (18) Female (16) Prefer not to say (2) 44%</p> <p>Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? Select one only. (Do you have any physical or mental health conditions)</p> <p>No (21) Yes (11) Prefer not to say (4)</p> <p>Does your condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities? Select one only. (Does your condition or illness / do any of your condition...)</p> <p>Prefer not to say (4) Yes, a lot (3) Yes, a little (3) Not at all (1)</p> <p>What is your ethnic group? Choose one option that best describes your ethnic group or background. (Ethnic background)</p> <p>White (18) Asian or Asian British (7) Mixed / multiple ethnic groups (6) Black / African / Caribbean / Black British (2) Prefer not to say (2) Other ethnic group (1)</p>
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Feedback – All members supported the need for a joined up council response to service users, and wanted staff to be able to offer resilient services that met the diverse populations needs.

Type of engagement / consultation	Staff Survey	Date	July 2021
Who attended / participated?	SNAP Survey for all staff to respond (73 responses)		
Protected characteristics of participants	<p>To what age group do you belong? Select one only.</p> <p>45-54 (33) 55-64 (20) 35-44 (14) 25-34 (5) Prefer not to say (1) 16-24 (-) 65-74 (-) 75+ (-)</p> <p>What is your sex? Female (52) Male (18)</p>		

	<p>Prefer not to say (3) Is the gender you identify with the same as your sex registered at birth? Select one only. Yes (72) No (-) Which of the following best describes your sexual orientation? Select one only. Straight or heterosexual (63) Prefer not to say (9) Bisexual (1) Gay or lesbian (-) Other sexual orientation (-) Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? Select one only. (Do you have any physical or mental health conditions or i...) No (49) Yes (15) Prefer not to say (9) Does your condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities? Select one only. (Does your condition or illness / do any of your condition...) Yes, a little (8) Not at all (5) Yes, a lot (1) Prefer not to say (1) What is your ethnic group? Choose one option that best describes your ethnic group or background. (Ethnic background) White (51) Prefer not to say (7) Asian or Asian British (6) Mixed / multiple ethnic groups (4) Black / African / Caribbean / Black British (4) Other ethnic group (1)</p>
	<p>Feedback – Feedback from the staff survey suggested a support for a customer experience strategy which would address key areas such as the phone contact, the need to work closer with other services and staff seeking</p>
6	<p>Concise overview of all evidence, engagement and consultation</p>

Public Survey Key Results:

- 451 online surveys completed
- 395 (88%) Resident of Walsall 31 (7%) Walsall Council employee
- 104 (23%) aged 45-54,
- 215 (48%) Female and 120 (27%) had a physical/health condition
- 251 (56%) White Back ground, 148 (33%) BAME group

52 (12%) Prefer not to say

- Fairly even distribution - Main responding post code WS1 (Walsall South), WS9 (Walsall East) WS2 (North/South Walsall)

To what extent do customers agree?

- Enable customers to make informed choices and decisions about the services they receive – **52% Strongly agree**
- Provide consistent high quality customer experience across all services – **46% Strongly agree**
- Deliver value for money services – **47% Strongly agree**
- Involve customers in the design of services – **37% Strongly Agree**
- Be a resilient and transparent council – **52% Strongly Agree**

As a customer what is important to you:

- **information** provided by the council is **accurate** and up to date – 81%
- **self-serve** and online options are available – 53%
- it is **easy to contact** / access the council – 68%
- council services work in a **joined up** manner – 57%
- the customer experience is consistently **high quality** across all council services – 58%
- you have the option to **speak to someone** face to face – 46%
- That your requirements and needs **are understood at the first point of contact** – 55%
- the council is **clear about** what can and **can't be done** – 71%
- your query is managed **efficiently and effectively** by connecting you to the right service / person – 62%

Feedback from the Telephone Survey:

- *Customer and provider demand for joined up services,*
- *demand for self-serve*
- *website accuracy*
- *telephone contact to be meaningful*
- *updates on contacts from customers*

Feedback from our Easy Read Survey: (feedback from disability groups):

- *demand from vulnerable customers is face to face*
- *More local based services*
- *Make consultation accessible*
- *Alternative formats need to be realistic*
- *Generally people are happy with services but past negative experiences will shape how people approach us.*

Key Feedback from Young People Booster:

As a young person, when receiving services from the council

- Fast/ efficient response 16
- Quality of the service and support... 15
- Having a named contact person 15
- Someone that listens and understand what I need... 16

Feedback from the member survey:

To what extent do you agree or disagree that Walsall Council should do the following?

(Put customers at the heart of services we deliver) **89% strongly agreed**

Enable customers to make informed choices and decisions about the services they receive) **81% strongly agreed**

(Provide consistent high quality customer experience across all services) **64% strongly agreed**

(Have a consistent customer focused culture) **53% strongly agreed**

(Deliver value for money services) **56% strongly agreed**

(Involve customers in the design of services) **47% strongly agreed**

(Meet the needs and aspirations of all customers) **53% strongly agreed**

(Adapt and change to meet the needs our diverse communities) **58% strongly agreed**

(Be a resilient and transparent council) **61% strongly agreed**

What else, if anything should Walsall Council do to help build a modern and resilient council that meets the needs of our diverse communities? Ensure we say what we do and do what we say, improve public perception of council as backward

- thinking and not efficient use of resources, make customer contact quicker/ simpler
- really good communication between various groups with excellent social media connections
- more transparency
- All staff are informed about all on going situations in order to insure we able to be provided with
- information that meets the needs of query

Thinking about the communities you serve, how important or not are the following?

(That information provided by the council is accurate and up to date) **Very important 83%**

(That self-serve and online options are available) **Very important 69%**

(That it is easy to contact / access the council) **Very important 83%**

(That council services work in a joined up manner) **Very important 75%**

(That the customer experience is consistently high quality across all council services) **Very important 64%**

(That customers have the option to speak to someone face to face) **Very important 47%**

(That customer requirements and needs are understood at the first point of contact) **Very important 53%**

(That the council is clear about what can and can't be done) **72**

(That customer queries are managed efficiently and effectively by connecting customer to the right service / person) **Very important 40%**

(Customers are given clear response timescales and kept up to date regarding progress / delays) **Very important 57%**

(That customers can influence the design of council services so they better meet the needs of communities) **Very important 44%**

(That the council makes effective use of customer feedback to improve services) **Very important 50%**

What else, if anything is important in terms of customer service?

The key themes identified were:

- *understanding of the issues faced residents in the vast majority only contact as a matter of last resort and increased communication skills for staff.*

What could the council do to improve the customer journey (start to finish)? Consistency of approach, ideally a single point of contact nominate officer at point of report to contact

- Ensure public concerns are followed up and communicated back, feedback is fundamental
- By continuing to support the customer through the whole process of engagement even if its not a council service

- keep customer well informed
- Provide a timescale for a response to their query and assurances that they will receive a response,
- Even if delayed. Consistent updates are also needed so customers remain informed.
- Make sure all staff are up to date on all events and issues
- Make sure all staff are co-operative

On occasions the council is not responsible for resolving a customer query or issue or can't help them any further. When this is the case what do you think you / the council should do?

- **Suggest what they could do next (14)**
- Forward the customer query / problem to the relevant organisation / agency (7)
- Seek further information and get back to the customer as soon as possible (7)
- Signpost the customer to the right organisation / agency providing details (5)
- Explain and end / close the call / query (3)

Results from the Staff Survey

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Support customers to make informed choices and decisions about the services they receive)

Most of the time (30)

Always (29)

Does not apply (8)

Rarely (6)

Never (-)

Don't know (-)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Provide consistent high quality customer experience)

Most of the time (37)

Always (29)

Rarely (3)

Does not apply (2)

Never (1)

Don't know (1)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Have a consistent customer focused way of working)

Always (33)

Most of the time (32)

Rarely (5)

Does not apply (2)

Never (1)

Don't know (-)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Deliver value for money services)

Always (32)

Most of the time (31)

Rarely (4)

Does not apply (3)

Don't know (2)

Never (1)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Take feedback from customers to help improve services)

Always (24)

Most of the time (23)

Rarely (17)

Never (3)

Don't know (3)

Does not apply (3)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Meet the needs and aspirations of all customers)

Most of the time (33)

Always (17)

Rarely (15)

Does not apply (4)

Don't know (3)

Never (1)

Thinking about your job, do you feel able to do the following...? Select one only on each row. (Adapt and change to meet the needs our diverse communities)

Most of the time (31)

Always (26)

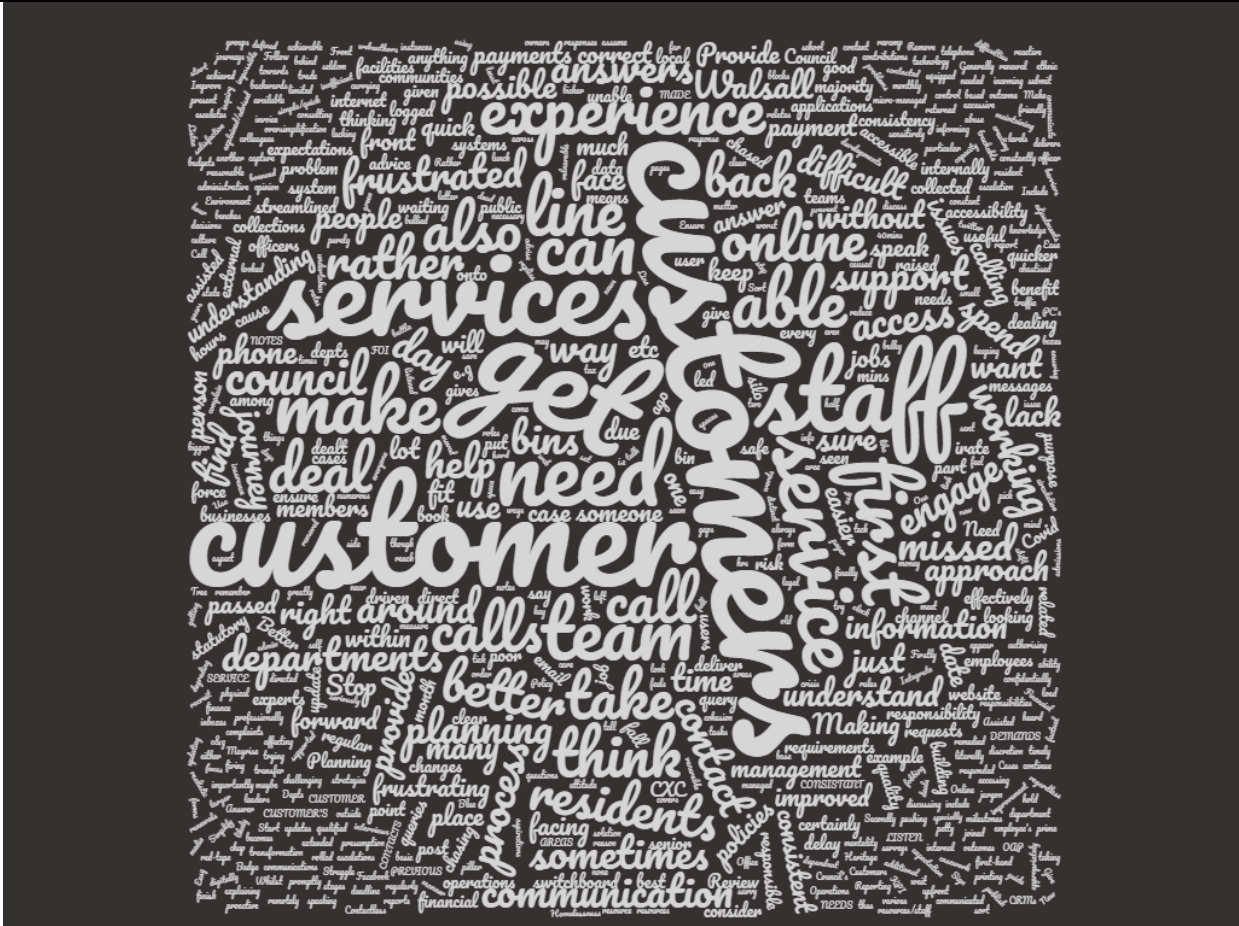
Rarely (9)

Don't know (4)

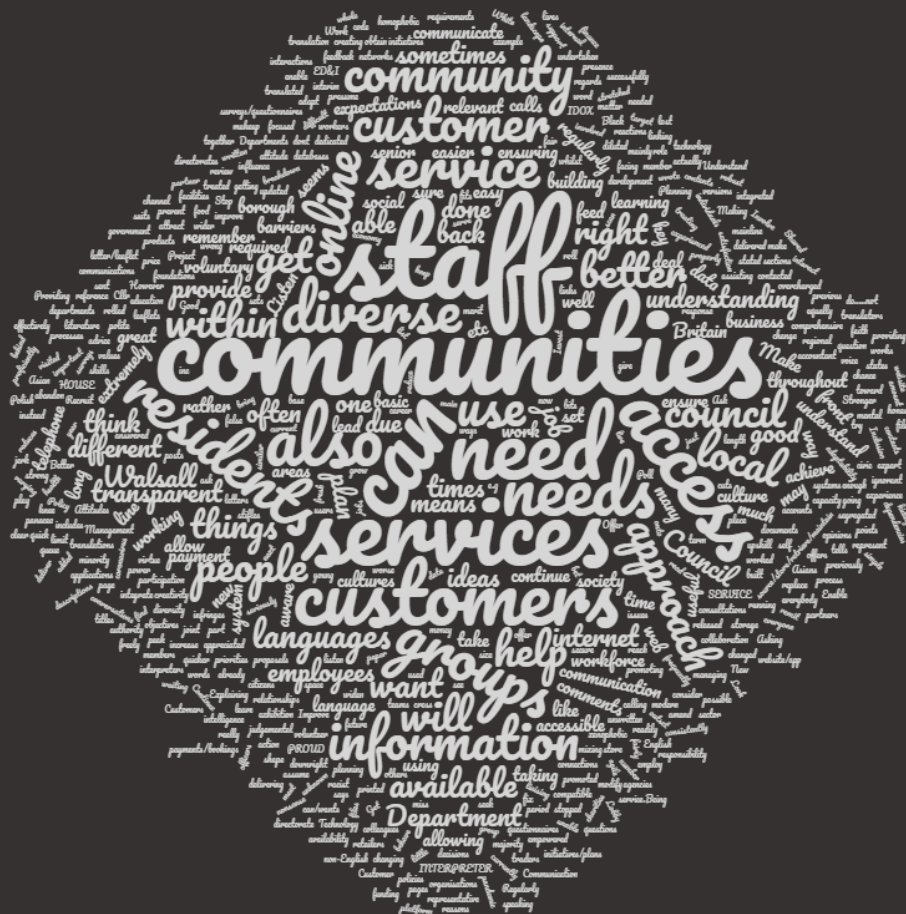
Does not apply (2)

Never (1)

In terms of improving the customer journey staff felt the customers were central to their jobs but felt a lack of joined up services and a need to ensure processes and policies are customer oriented as shown in the word cloud below:



In terms of building a more resilient council we need to ensure integration and fully capture the needs of these communities as show in the word cloud below



Some key information in terms of staff perception found:

- 74% stated either most of the time or always provided a joined up service
- 32% stated their teams made use of feedback most of the time
- 90% stated most of time or always they provided consistently high quality customer service

Based on the consultation it demonstrates we need to include in the strategy:
Our Customer Vision – We want to *place customers at the heart of everything we do, which will increase customer satisfaction and loyalty, and deliver resilient and profitable services for the council.* We want to understand what our customers’ needs and aspirations are, do things well First time, every time, make services accessible, and make sure we invest in our staff and infrastructure so we can deliver continuous improvement

We want services in the council to:

- understand what customers want and deliver an excellent customer service experience
- be fair, resilient, and create value for all the diverse communities we serve
- Learn from best practice and when things need to improve make changes quickly
- create a culture which puts customers first and central within all of our services be flexible and make reasonable adjustments for service users

- be clear with communication and treat you with respect, courtesy and politeness
- Make it easier for our customers to access information and advice and services and enable them to help themselves
- Take care to fully understand and respond appropriately to your needs
- Prioritise capacity to support those with complex problems or vulnerability
- Keep you informed with up to date information and explain what we have done
- Increasingly provide digital services but still aim to deliver a personal service, treating you with
- Ensure our digital services are up to date and easy to use
- Work with customers where digital is not appropriate and identify another way of helping you
- Keep your personal data secure and ensure your confidentiality
- Aim to answer the query at first point of contact, when this cannot be achieved we provide clear timescales and options
- Reduce demand and cost through innovative and effective redesign of our services involving staff and service users
- Make sure our officers have the skills and tools to deliver the service you need
- Work together across the council to provide a joined up approach wherever possible
- Support our staff to provide the best possible experience to you, and invest in their training and understanding of digital and good customer service
- Provide Face to face services for those who need this option
- Embed our Customer Promise across the whole Council in a consistent joined up way

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	Neutral	The Strategy will affect a number of age groups across the borough as it sets out the needs of different groups. Those from the 16-25 year age band	Yes – ensure this is highlighted through the action plan and

		showed a preference for more digital services whilst those who were more	representative age groups are considered through the event.
Disability	Positive	The needs of disabled groups were listened to and showed a preference for some groups through the use of advocacy services and a need for the council to ensure communication channels are offered alongside digital channels.	No
Gender reassignment	Neutral	Those from these groups responded through the public survey.	Yes ensure this group is recognised in terms of action planning phase
Marriage & civil partnership	Neutral	Although information was collected on this variable the impact to this group is unknown.	No
Pregnancy and maternity	Neutral	Although information was collected on this variable the impact to this group is unknown.	No
Race	Positive	23.55% of the workforce who have declared their ethnicity are BAME and 33% of the public surveys respondents were from an ethnic minority group. the needs of these groups have been captured where possible.	Yes
Religion or belief	Positive	The needs from these groups were captured and the action plan process will ensure the council is able to meet	Yes – as part of action planning process

			the needs of the communities it services	
	Sex	Positive	The needs from these groups were captured and the action plan process will ensure the council is able to meet the needs of the communities it services	Yes – as part of action planning process
	Sexual orientation	Positive	The needs from these groups were captured and the action plan process will ensure the council is able to meet the needs of the communities it services.	Yes – as part of action planning process
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 CAM work stream forms part of the Proud Programme and as a result there is a high likelihood that there will be a cumulative effect on various (some or all) equality groups.			
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
Oct 2021	Launch event and Action Plan development	Rashida Hussain/Neil Hollyhead	October 2021	<ul style="list-style-type: none"> • Address any needs from protected characteristic groups • Update and develop action plan • Publish action plan
November 2021	Review Impact Assessment	Rashida Hussain/Neil Hollyhead	December 2021	Review EQIA in line with action plan

Update to EqIA

Date	Detail
21/07/2021	v1 EqIA produced
	v2 EqIA revisited – Following Comments from BF
October 2021	v3 EqIA Edited based on Prior set-up for Action Plan Event
December 2021	v4 EqIA edited to include Feedback following Action Plan event

Contact us

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Scrutiny Overview Committee

28 September 2021

Pre-Audit Outturn 2020/21

Ward(s) **All**

Portfolios: All - specifically in relation to Resources and Transformation -
Cllr M Bird – Leader of the Council
Cllr A Andrew – Regeneration (Customer - Money Home Job)
Cllr G Perry – Resilient Communities (Partnerships)
Cllr M Statham – Internal Services

1. Aim

1.1 To inform the committee of the pre-audit financial position for 2020/21, to allow the scrutiny of the financial performance of the council and the services within the committee's remit.

2. Recommendations:

The Committee are requested to:

2.1 Note the pre-audit outturn 2020/21 for the council as a whole – a revenue underspend of £0.45m, and net capital break even position net of £38.87m council funded carry forwards into 2021/22.

2.2 Note the pre-audit outturn 2020/21 for services within the remit of this committee – a revenue underspend of £2.20m, and net capital break even position net of £27.64m carry forwards into 2021/22.

3. Report detail - Know

3.1 This report summarises the forecast revenue and capital pre-audit outturn position for 2020/21, both for the council as a whole, and for services within the remit of the Scrutiny Overview Committee, as reported to Cabinet on 16 June 2021. The full Cabinet report can be accessed by the following link:

[Pre-Audit Outturn 2020-21 - Cabinet 16 June 2021](#)

Council wide position

3.2 A number of significant risks and pressures emerged during 2020/21 that required action to be taken to limit the council's exposure, mainly as a result of Covid-19, and demand pressures within Adult Social Care and Children's Services. The financial impact of the council's response to Covid-19 is regularly monitored and reported to Cabinet, with all related pressures expected to be funded from specific grants specifically identified. With regards other directorate pressures, these were 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). After corrective action the council as a whole reported an underspend of £0.45m, as reported to Cabinet on 16 June 2021, with the detail shown at **Appendix 1**. Significant investment has been included within the 2021/22 budget to manage the identified demand pressures within Adult Social Care and Looked after Children.

- 3.3 The capital pre-audit outturn 2020/21 is a break even position for the council as a whole, net of council funded carry forwards of £38.87m. Summary provided at **Appendix 1**, with details by scheme at **Appendix 2 & 3**.

Position for services within the remit of this committee

- 3.4 The revenue pre-audit outturn position for services within the remit of this committee, is an underspend of £2.20m against budget, net of the use of reserves. Further details are shown in **Appendix 4**.
- 3.5 The total capital programme for schemes within the remit of this committee is £41.47m. The capital pre-audit outturn position is £13.83m, leaving an underspend of £27.64m to be carried forward into 2021/22. Those schemes relating to the remit of this committee are highlighted red in **Appendix 2 & 3**.

Resource and legal considerations:

- 3.6 This report represents the pre-audit revenue and capital outturn 2020/21 as reported to Cabinet on 16 June 2021.

Reducing inequalities:

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

4. Decide

- 4.1 This Committee is asked to note the pre-audit revenue and capital outturn for 2020/21.

5. Respond

- 5.1 This report is for noting by the Committee as above, and therefore no formal response is required.

6. Review

- 6.1 This report is for noting and review by the Committee as above, and therefore no formal response is required.

Background papers:

- Various financial working papers.
- Corporate Budget Plan 2019/20 to 2022/23, Treasury Management and Investment Strategy 2020/21 Onwards, as reported to Council on 27 February 2020.
- Pre-Audit Outturn 2020/21 and Covid-19 update, as reported to Cabinet on 16 June 2021.

Contact Officers:

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Pre-Audit Outturn 2020/21 – Walsall Council

Revenue

The council wide pre-audit revenue outturn is an underspend of £0.45m, and summarised by directorate in **Table 1** below.

Table 1: Pre-audit Revenue Outturn 2020/21			
Directorate	Budget £m	Year end Forecast £m	Year end forecast - variance to budget (under) / over £m
Adult Social Care and Public Health	68.04	67.01	(1.03)
Children's Services			
- Children's and Education	78.11	78.07	(0.04)
- Customer Engagement	6.48	5.00	(1.48)
Economy, Environment and Communities	55.28	54.86	(0.43)
Resources and Transformation	34.16	33.53	(0.63)
Services position	242.08	238.47	(3.60)
Capital Financing	(24.11)	(24.11)	0.00
Central budgets / Covid-19 corporate grants	(90.40)	(87.25)	3.15
Total council tax requirement	127.56	127.11	(0.45)

A robust risk assessment of the 2020/21 budget was undertaken prior to the budget being set in February 2020. Action was taken corporately in year to address ongoing demand and cost pressures with services, mainly within Children's Services and Adult Social Care. Significant investment has been included within the 2021/22 budget to manage the identified demand pressures within Adult Social Care and Looked after Children.

The report to Cabinet on 16 June 2021 outlines the main reasons for the variances as shown above, impact on reserves, and a review of the impact of Covid-19.

The 2020/21 budget was predicated on delivery of £8.77m from the Proud Programme to be delivered from adopting 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) were reviewed in order to determine those activities which could continue and those which would be delayed as the council focused on responding to the Covid-19 situation. As the year progressed, it became clearer that the 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 an inability to commence consultation on a number of organisational redesigns would significantly impact the programme and as such, plans were made to ensure that undelivered financial savings of £8.60m would be rolled into the 2021/22 budget setting process.

Capital

Table 2 summarises the pre-audit 2020/21 capital programme and the re-phasing of projects into 2021/22. The pre-audit position is split between council funded schemes and external funded schemes, full details by scheme are shown in **Appendix 2 and 3**.

Table 2 : Pre-audit Capital Outturn 2020/21					
Funding	Budget £m	Outturn £m	Variance £m	Re-Profiling / Carry Forward to 2021/22 £m	Underspend £m
Council Funded	64.05	25.18	(38.87)	38.87	0
Externally Funded	153.13	77.79	(75.34)	75.34	0
Total	217.18	102.97	(114.21)	114.21	0

In year reprofiling, leading to carry forwards into the following year, is a routine and normal practice. Capital carry forward is defined as a means to carry capital resources from one year to another to cover identifiable commitments that have moved from one year to another, or for where a project spans more than one year. In any large organisation dealing with construction projects, procurement regulations, etc, a level of carry forward is expected and built into resourcing assumptions. It is recognised that capital projects can cross over years and it is often difficult to be accurate in the estimation of which year the expenditure will be incurred.

As shown in **table 2**, 65.8% or £75.34m of the total relate to grant funded schemes. Of these, £33.12m relates to schools/children's, £35.86m to major regeneration schemes, £0.23m for leisure / parks schemes, £5.94m to transport / highways schemes, and £0.19m for other schemes. These schemes tend to require carry forward due to the timing of the receipt of the grant versus the actual spend, which in school's is often during the summer of the next financial year.

Appendix 2 – Pre-audit Capital Outturn by Scheme 2020/21 – council funded schemes

COUNCIL FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
CHILDREN'S SERVICES					
Schools capital using DSG	1,764,764	1,764,764	0	0	0
2 year old (RCCO)	13,078	13,078	0	0	0
School temporary classrooms	249,136	249,136	0	0	0
School estate condition survey	250,000	79,300	(170,700)	170,700	0
Looked after children out of borough placements	239,022	34,672	(204,350)	204,350	0
Children's services locality project	73,000	7,732	(65,268)	65,268	0
Aids and adaptations (statutory element)	526,920	105,283	(421,637)	421,637	0
Health through warmth and related retro fit schemes	102,679	89,501	(13,178)	13,178	0
CHILDREN'S SERVICES COUNCIL FUNDED TOTAL	3,218,599	2,343,466	(875,133)	875,133	0
ECONOMY, ENVIRONMENT & COMMUNITIES					
New homes bonus	76,999	0	(76,999)	76,999	0
Regenerating Walsall	230,006	6,800	(223,206)	223,206	0
Town and district centres public realm	770,500	0	(770,500)	770,500	0
Walsall market	40,516	0	(40,516)	40,516	0
Town centre masterplan	250,000	0	(250,000)	250,000	0
Broadway west playing fields (council)	92,000	0	(92,000)	92,000	0
Open water	5,000	4,875	(125)	125	0
St Peter church repairs to surrounding wall	32,784	0	(32,784)	32,784	0
Walsall arboretum car park	4,896	0	(4,896)	4,896	0
Walsall arboretum restoration programme - illuminated park proposals	5,242	0	(5,242)	5,242	0
Willenhall memorial park	3,076	0	(3,076)	3,076	0
Workshop breakdown vehicle	66,991	0	(66,991)	66,991	0
Bentley greenway footpath improvements	147,895	101,405	(46,490)	46,490	0

COUNCIL FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
Headstone safety in cemeteries (RCCO)	32,035	32,035	0	0	0
Installation of air conditioning & refurb of public toilets	120,581	120,581	0	0	0
Willenhall lawn cemetery extension & land development	682,134	542,961	(139,173)	139,173	0
Replacement cemeteries administration system	75,000	0	(75,000)	75,000	0
Oak park car park	0	84,745	84,745	(84,745)	0
Darlaston swimming pool-arrest system	10,289	10,289	0	0	0
North Walsall cemetery flooding	258,000	72,215	(185,785)	185,785	0
Oak park CCTV	7,032	7,032	0	0	0
Community dropped crossings	34,228	32,557	(1,671)	1,671	0
District town centre's public realm improvements	736,580	377,842	(358,738)	358,738	0
Highways maintenance	2,800,000	2,800,000	(0)	0	0
Hatherton road car park	225,187	13,731	(211,456)	211,456	0
Promotion of community health & safety	360,000	201,662	(158,338)	158,338	0
Replacement of obsolete analogue weather stations	30,000	0	(30,000)	30,000	0
Replacement of obsolete traffic signal control equipment	200,000	200,000	0	0	0
Replacement of speed enforcement camera	145,316	145,316	0	0	0
Hatherton road MSCP structural maintenance	200,000	0	(200,000)	200,000	0
Replacement partisol units	56,886	56,886	0	0	0
DSDA	9,801	0	(9,801)	9,801	0
Walsall town centre public realm improvements	229,500	7,727	(221,773)	221,773	0
Town and district centres public realm	227,706	87,398	(140,308)	140,308	0
Resurfacing of church road car park (RCCO)	48,168	48,168	0	0	0
Transit site	30,789	30,789	(0)	0	0
CCTV	432,000	402,792	(29,208)	29,208	0
Enterprise zones	4,185,088	300,000	(3,885,088)	3,885,088	0
Library redesign - Lichfield street hub	41,862	41,862	0	0	0
Single library management system	39,757	0	(39,757)	39,757	0

COUNCIL FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
Darlaston Library Integration	78,542	0	(78,542)	78,542	0
Replacement PC's	34,000	0	(34,000)	34,000	0
RFID self-issue	93,000	0	(93,000)	93,000	0
Regional materials recycling facility	2,782,381	533,324	(2,249,057)	2,249,057	0
Middlemore lane HWRC	8,545,500	6,600,816	(1,944,684)	1,944,684	0
ECONOMY, ENVIRONMENT & COMMUNITIES COUNCIL FUNDED TOTAL	24,477,267	12,863,808	(11,613,458)	11,613,458	0
RESOURCES AND TRANSFORMATION					
Procurement system for (HRMS) and oracle EBS financials	3,365,539	3,207,490	(158,049)	158,049	0
Asbestos removal	1,978	1,978	0	0	0
Planned property maintenance	437,714	187,714	(250,000)	250,000	0
Safe water supplies	100,235	100,235	0	0	0
Statutory testing	214,135	214,135	0	0	0
Civic centre heating	1,146,646	0	(1,146,646)	1,146,646	0
Council house rewiring	972,794	807,053	(165,741)	165,741	0
Council house smoke & heat detection fire alarm	326,920	0	(326,920)	326,920	0
Council house general heating	1,091,360	2,800	(1,088,560)	1,088,560	0
Operation repair & maintenance of council buildings	376,138	40,061	(336,077)	336,077	0
Fire risk assessment	211,633	211,633	0	0	0
Schools project	159,419	60,452	(98,967)	98,967	0
Walsall council house-modern secure reception	26,228	0	(26,228)	26,228	0
Cotag replacement	1,705	1,705	0	0	0
Council house internal decoration	55,500	11,058	(44,442)	44,442	0
Willenhall lane travellers site pumping station	44,400	0	(44,400)	44,400	0
One Source Archiving	334,356	0	(334,356)	334,356	0
Security arrangements for corporate buildings	125,000	0	(125,000)	125,000	0

COUNCIL FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
Rushall Olympic football club	5,833	0	(5,833)	5,833	0
Challenge block	85,000	51,786	(33,214)	33,214	0
Town centre strategic acquisition for third sector hub	2,476,483	13,140	(2,463,343)	2,463,343	0
Council chamber refurbishment	187,002	37,110	(149,892)	149,892	0
MYCMIS	29,500	2,500	(27,000)	27,000	0
Data backup system replacement	50,000	0	(50,000)	50,000	0
Essential Microsoft upgrades & foundation for office 365	145,830	87,409	(58,421)	58,421	0
ICT-safe and secure environment	3,402,645	946,500	(2,456,145)	2,456,145	0
Single mobile devices for use within the new in-tune platform	34,820	0	(34,820)	34,820	0
Resource & consultancy to upgrade win2008 server	200,000	192,292	(7,708)	7,708	0
Proud - ICT	200,000	87,026	(112,974)	112,974	0
Enabling Technology	11,700,000	399,924	(11,300,076)	11,300,076	0
Microsoft azure cloud usage	570,381	570,381	0	0	0
Maintaining a safe and secure environment	99,118	99,118	0	0	0
Telephony cloud based system	500,000	822	(499,178)	499,178	0
Proud card payments digital website	500,000	0	(500,000)	500,000	0
Flexible use of Capital Receipts	4,000,000	0	(4,000,000)	4,000,000	0
Health & Safety - Central Scheme	34,305	0	(34,305)	34,305	0
Capital Contingency	79,883	0	(79,883)	79,883	0
Leasing	2,557,613	2,557,613	(0)	0	0
Saddlers centre shopping centre	468,444	83250	(385,194)	385,194	0
RESOURCES AND TRANSFORMATION COUNCIL FUNDED	36,318,557	9,975,184	(26,343,373)	26,343,373	0
ADULT SOCIAL CARE					
All age disability hub	36,869	2,028	(34,841)	34,841	0
ADULT SOCIAL CARE COUNCIL FUNDED TOTAL	36,869	2,028	(34,841)	34,841	0
TOTAL COUNCIL FUNDED SCHEMES	64,051,292	25,184,486	(38,866,805)	38,866,805	0

Schemes highlighted RED relate to the services within the remit of the Scrutiny Overview Committee.

Appendix 3 – Pre-audit Capital Outturn by Scheme 2020/21 – externally funded schemes

EXTERNALLY FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
CHILDREN'S SERVICES					
Academies	346,130	0	(346,130)	346,130	0
Basic need	30,838,665	4,330,956	(26,507,709)	26,507,709	0
Capital maintenance	4,227,341	2,252,915	(1,974,426)	1,974,426	0
Devolved formula capital	2,158,585	669,789	(1,488,796)	1,488,796	0
Healthy pupils capital fund	63,704	63,704	0	0	0
Section 106	381,270	36,902	(344,368)	344,368	0
Special provision fund	1,625,840	0	(1,625,840)	1,625,840	0
Universal infant free school meals	9,610	0	(9,610)	9,610	0
Purchase of dispersed temporary accommodation	255,000	0	(255,000)	255,000	0
Warm homes	737,728	437,005	(300,723)	300,723	0
Disabled facilities grant	2,816,396	2,816,396	0	0	0
Off gas scheme	285,373	13,320	(272,053)	272,053	0
CHILDREN'S SERVICES EXTERNALLY FUNDED TOTAL	43,745,642	10,620,986	(33,124,656)	33,124,656	0
ECONOMY, ENVIRONMENT AND COMMUNITIES					
Regenerating Walsall - private contributions	8,746	0	(8,746)	8,746	0
Broadway west playing fields (external)	150,000	0	(150,000)	150,000	0
Waste infrastructure capital grant	226,980	41,888	(185,092)	185,092	0
Pelsall memorial garden	5,369	857	(4,512)	4,512	0
Fibbersley LNR-Enovert	828	0	(828)	828	0
Rethinking parks	119,000	61,773	(57,227)	57,227	0
Black country blue network- ERDF	43,435	27,134	(16,301)	16,301	0
Additional highway maintenance pothole funding	225,499	225,499	0	0	0
Development of highways asset management plan	2,774	2,774	0	0	0
LTP including bridge strengthening 2010/11	221,417	221,312	(105)	105	0
LTP Yorks bridge	35,904	35,904	0	0	0

EXTERNALLY FUNDED SCHEMES	2020/21 Budget £	2020/21 Outturn £	Variance £	Carry forward to 2021/22 £	(Underspend)/ overspend £
Capital block DFT fund	2,258,473	2,258,473	(0)	0	0
Emergency active travel - tranche 1	209,000	207,961	(1,039)	1,039	0
Challenge fund	3,237,294	3,237,293	(1)	0	0
Replacement footbridge Coalpool lane	491,568	353,703	(137,865)	137,865	0
M6 junction 10 highway improvements	23,609,178	19,022,255	(4,586,923)	4,586,923	0
National productivity investment fund	390,143	390,144	1	0	0
Zebra crossing	54,560	49,786	(4,774)	4,774	0
M6 j10 designated funds	18,323	7,115	(11,208)	11,208	0
West midlands strategic transport plan (STP) 'movement for growth'	2,399,522	1,198,164	(1,201,358)	1,201,358	0
ECONOMY, ENVIRONMENT & COMMUNITIES EXTERNALLY FUNDED	33,708,013	27,342,036	(6,365,977)	6,365,977	0
RESOURCES AND TRANSFORMATION					
Growth deal	32,948,081	27,499,895	(5,448,186)	5,448,186	0
LPIF	29,765,878	355,627	(29,410,251)	29,410,251	0
Getting building fund	9,789,825	9,786,405	(3,421)	3,421	0
BCLEP reinvestment digital fund	781,318	250,000	(531,318)	531,318	0
Towns fund accelerated funding	1,500,000	1,046,629	(453,371)	453,371	0
RESOURCES AND TRANSFORMATION EXTERNALLY FUNDED TOTAL	74,785,102	38,938,555	(35,846,547)	35,846,547	0
ADULT SOCIAL CARE					
Integrated Community Equipment	888,000	888,000	0	0	0
ADULT SOCIAL CARE EXTERNALLY FUNDED TOTAL	888,000	888,000	0	0	0
TOTAL EXTERNALLY FUNDED SCHEMES	153,126,757	77,789,577	(75,337,180)	75,337,180	0

Schemes highlighted RED relate to the services within the remit of the Scrutiny Overview Committee.

**Pre-Audit Outturn 2020/21 –
Services within the remit of the Overview Scrutiny Committee**

Revenue

The 2020/21 pre-audit revenue outturn for services within the remit of this Committee is an underspend of £2.20m, as shown in **table 3** below:

Table 3: Pre-audit outturn 2020/21 by service			
SERVICE	ANNUAL BUDGET	DRAFT OUTTURN AFTER USE OF AND TRANSFER TO EARMARKED RESERVES	VARIANCE TO BUDGET
	£	£	£
Economy, Environment & Communities			
Communities and Partnerships	2,697,743	2,505,609	(192,134)
Children Services			
Customer Engagement	6,485,189	5,006,868	(1,478,321)
Adult Social Care			
Print & Design / Communications	(5,586)	(5,586)	(0)
Resources and Transformation			
Democratic Services	1,633,610	1,583,075	(50,535)
Legal	(208,094)	(112,356)	95,738
Electoral Services	782,698	848,372	65,674
Finance	1,979,786	1,805,571	(174,215)
Corporate Assurance	(134,122)	(152,210)	(18,088)
Human Resources	315,430	145,695	(169,735)
Corporate Landlord	9,281,292	9,031,322	(249,970)
Payroll & Pensions	(139,714)	(87,734)	51,980
Procurement	(75,695)	(46,322)	29,373
Transformation & Digital	1,682,015	1,571,896	(110,119)
TOTAL	24,294,552	22,094,200	(2,200,352)

The main variances are summarised in **Table 4** below.

Table 4 – Reasons for revenue outturn variance		
Service	Variance £m	Explanation of Year End Outturn
Communities & Partnership	(0.19)	Underspend mainly due to staff costs allocated to grants
Money Home Job / Housing Standards	(1.48)	Underspent on: Salaries (£434k), Income (£98k) (surplus rent (£169k), overpayments (£378k) and shortfall court income £449k), HB Subsidy (£516k) and supplies (£436k) (inc (£150k) recovery costs, temporary accommodation (£364k). HS&I bad debt provision £8k
Print & Design / Communications	0	
Democratic Services	(0.05)	Underspends on salaries (£21k) and supplies and services (£30k)
Legal	0.09	Agency over spend of £464k and transfer to reserves of £182k, offset by UoR (£380k), salaries (£164k) and general (£6k)
Electoral Services	0.07	Transfer to reserves £256k and under recovery on income £12k, offset by savings on supplies and services (£200k) and salaries (£2k)
Finance	(0.17)	Underspend on salaries (£224k), audit contract (£21k) over recovery of income (£287k) and UoR (£276k), offset by overspend on agency £415k and supplies and services £220k
Corporate Assurance	(0.02)	Underspends on salaries (£13k) and supplies and services (£5k)
Human Resources	(0.17)	Underspends on salaries (£232k) and supplies and services (£88k) plus use of reserves (£70k), offset by under recovery of income £204k and transfer to reserves £17k
Corporate Landlord	(0.25)	Asset Management (£65k) mainly rental income, Hard IFM (£156k) vacant posts, Crossings (£82k) vacant posts, Catering (£42k) covid funding, Cleaning (£11k) vacant posts, Post Room (£3k), under recovery of income in Box Office £42k and Caretaking £67k
Payroll & Pensions	0.05	Under recovery of income £29k, and overspends on agency staff £11k, salaries £8k, and general £4k
Procurement	0.03	Over spends on agency staff £172k and supplies and services £20k offset by under spend on salaries (£163k)
Transformation & Digital	(0.11)	Underspend on salaries (£290k), offset by under recovery of income £49k, overspend on supplies and services £63k and transfer to reserves £68k
Services within remit of this Committee	(2.20)	

Capital

The net capital pre-audit outturn 2020/21 for the services within the remit of this Committee was a net break even position, net of carry forwards of £27.64m to be utilised in 2021/22. Those capital schemes relating to the remit of this committee are highlighted red in **Appendix 2 & 3**.

Scrutiny Overview Committee

28 September 2021

Quarter 1 Financial Monitoring - Forecast Revenue and Capital Outturn for 2021/22 – 2 month position ended 31 May 2021

Ward(s) All

Portfolios: All - specifically in relation to Resources and Transformation -
Cllr M Bird – Leader of the Council
Cllr A Andrew – Regeneration (Customer - Money Home Job)
Cllr G Perry – Resilient Communities (Partnerships)
Cllr M Statham – Internal Services

1. Aim

1.1 To inform the committee of the forecast financial position for 2021/22, to allow the scrutiny of the financial performance of the council and the services within the committee's remit.

2. Recommendations:

The Committee are requested to:

2.1 Note the forecast 2021/22 year-end financial position for the council as a whole – a predicted net revenue overspend of c£4.49m, and net capital break even position. Work is in hand to identify further actions to bring the revenue position in line with budget by the year end. Action continues to be taken to review revenue expenditure in light of pressures imposed by Covid-19. Any on-going pressures identified and not addressed in year will need to be considered as part of the 2022/23 budget process.

2.2 Note the forecast 2021/22 year-end financial position for services within the remit of this committee – a predicted net revenue underspend of (£0.12m) and net capital break even position, subject to full review.

3. Report detail - Know

3.1 This report summarises the forecast revenue and capital financial position for 2021/22, based on the position to May 2021, both for the council as a whole, and for services within the remit of the Scrutiny Overview Committee, as reported to Cabinet on 21 July 2021. The full Cabinet report can be accessed by the following link:

[Corporate Financial Performance 2021/22 - Cabinet 21 July 2021](#)

Council wide position

- 3.2 A number of significant risks and pressures have emerged during 2021/22 that has required action to be taken to limit the council's exposure, mainly within Adult Social Care and Children's Services. These are being managed via a combination of one-off actions (use of earmarked reserves, use of one-off grant, general efficiencies) and ongoing actions (review of existing budgets and realignments where feasible). After corrective action, there remains a predicted revenue variance above budget of c£4.49m, with the detail shown at **Appendix 1**. Work is in hand to identify further actions to bring the revenue position in line with budget by the year end.
- 3.3 The council continues to play an active role in the overall national response to Covid-19. 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 significant impact on the council's collection fund and delays to the delivery of approved budget savings as the council has refocused its resources on its response to Covid-19. Specific grants provided are expected to be sufficient to cover forecasted pressures. Covid-19 funding requires careful management to ensure the council is not put under any financial strain, leading to uncertainty about future financial stability. The Cabinet report identifies the current position with regards identified funding, forecast cost pressures, and the impact on approved savings in year.
- 3.4 In relation to the capital programme, the forecast is currently expected to be break even, with no carry forwards currently reported. This is based on a high level review at May 2021, but will be assessed further for the next update to Cabinet on 20 October 2021. The Cabinet report includes a number of in year amendment to the approved capital programme, mainly as a result of confirmed external funding allocations and carry forwards from 2020/21, which are detailed at **Appendix 1**.

Position for services within the remit of this committee

- 3.5 The forecast revenue outturn 2021/22 for services within the remit of this committee as at the end of May 2021, is a net underspend of (£0.12m) against budget, net of the use of earmarked reserves. Further details are shown in **Appendix 2**.
- 3.6 As referred to above, the forecast capital outturn 2021/22 is expected to be break even, with no carry forwards currently predicted. However, this is currently under review, and a further update will be provided in the next financial monitoring report to Cabinet and Scrutiny. Further details of schemes are shown in **Appendix 2**.

Resource and legal considerations:

- 3.7 This report represents the forecast revenue and capital outturn as reported to Cabinet on 21 July 2021.

Reducing inequalities:

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

4. Decide

4.1 This Committee is asked to note the forecast revenue and capital forecast for 2021/22 and consider the recommendations as set out.

5. Respond

5.1 This report is for noting by the Committee as above, and therefore no formal response is required.

6. Review

6.1 This report is for noting and review by the Committee as above, and therefore no formal response is required.

Background papers:

- Various financial working papers.
- Corporate Budget Plan 2021/22 to 2023/24, incorporating the Capital Strategy; and the Treasury Management and Investment Strategy 2021/22, as reported to Council on 25 February 2021.
- Corporate Financial Performance 2021/22, Covid-19 update, approach to Budget Setting for 2022/23, and changes to the Council's Tax Strategy, as reported to Cabinet on 21 July 2021.

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Forecast May position 2021/22 – Walsall Council

Revenue

Table 1 summarises the 2021/22 revenue budget and a forecast overspend of c£4.49m (based on the May 2021 forecast):

Table 1: Revenue Forecast 2021/22 by directorate						
Directorate	Net Budget	Year end forecast prior to transfer to / (from) earmarked reserves	Year end variance to budget prior to transfer / (From) earmarked reserves	Use of earmarked reserves	Transfer to earmarked reserves	Year end forecast
	£m	£m	£m	£m	£m	£m
Adult Social Care and Public Health	55.52	75.53	20.01	(16.06)	0.58	4.53
Children's Services						
- Children's and Education	62.48	67.34	4.86	(5.03)	0.16	0.00
- Customer Engagement	3.72	5.07	1.35	(1.35)	0.00	0.00
Economy, Environment & Communities	37.02	41.23	4.21	(4.53)	0.23	(0.09)
Resources & Transformation	25.34	27.13	1.78	(2.04)	0.30	0.05
Services Position	184.08	216.30	32.22	(29.01)	1.28	4.49
Capital Financing	23.67	27.03	3.36	(3.36)	0.000	0.00
Central budgets	(75.21)	(59.37)	15.84	(34.23)	18.40	0.00
Total council tax requirement	132.55	183.96	51.41	(66.60)	19.68	4.49

The following sections provide more detail on directorate pressures and actions being taken to address these.

Adults Social Care (£4.53m overspend after use of and transfers to reserves)

The current net forecast position is a potential over spend of £4.53m. The main reasons can be split into 'Business as usual' and 'Impact of Service Transformation Plan':

Business as usual position is (£130k) and is made up of:

- £1.14m - Procure to Pay saving carried forward from 2019/20 was £1.29m of which £150k has been validated to date on an ongoing basis and is included in the current forecast position. Further work is underway to mitigate the remaining pressure including a review of existing provider payments. A detailed plan is awaited;
- (£850k) – additional recovery of direct payment refunds based on previous year's trends and additional income from joint funding arrangements above current budget;
- (£400k) – under spend on core services within adult social including one off use of improved better care fund.

Service Transformation Plan position is £4.66m and is made up of:

- £1.55m – Older people and front door saving of £2.38m, partially achieved by the single handed proposal of £830k - this would be higher but has had to be pared back due to delays in procurement timescales. A plan is awaited as to how the remaining £1.55m is to be achieved, with some reliance on the implementation of CAMS and Resilient Communities workstreams;
- £840k – Learning disability saving of £1.62m, partially achieved by review of Learning Disability placement costs of £780k. A plan is awaited as to how the remaining £840k is to be achieved;
- £2.12m – Joint funding saving of £2.90m, partially achieved by a legally agreed pooled budget arrangement of £780k over and above the existing budget of £700k. Further work regarding the joint funding arrangements remains in progress;
- £150k – Non delivery of the Commissioning restructure benefits proposal due to delays implementing the new operating model.

Risks:

There are a number of potentially significant risks that could impact the forecast position further. Should these materialise this could lead to an increase in the overall over spend position by a further £5.92m.

- £3.23m – validation of remaining Section 117 recharges to Walsall CCG for 2019/20 and 2020/21 (awaiting formal response from CCG);
- £2.69m – adult social care benefit proposals currently identified as ‘not fully guaranteed’ (Amber), mainly relating to mitigating actions including single handling and review of learning disability packages.

Public Health (on budget)

The forecast revenue position for 2021/22 before net use of/transfer to reserves is an over spend of £680k mainly associated with short term projects partially offset with an underspend on staffing costs due to the impact of one-off funding available to support the local authority’s Covid-19 response. After net use of reserves Public Health is on budget. This includes spend on sexual health services, drug and alcohol prevention and rehabilitation services, health visiting, school nursing, control of infectious diseases, oral health promotion, healthy weight and smoking cessation services. The public health grant is ring fenced so any under spend will be rolled forward to next year in accordance with the terms of the grant.

Children’s (On budget after use of and transfers to reserves)

The initial forecast position is an overspend of £4.86m, which after the net use of planned reserves of (£4.86m) is net nil. The main reason for the current position within the service is a £239k overspend based on the current number / mix of children in care and the projected future inflow/outflow for the remainder of the financial year. The total forecast costs for the year are £26.20m against a budget of £25.96m. Earmarked reserves were set aside in 2020/21 to manage the risk of this and therefore this fully mitigates the overspend.

Risks:

There are a number of risks that could impact the forecast position further. Should these materialise this could lead to an increase in the overall overspend position by a further £2.62m. Currently reported risks are as follows:

- £150k – Demand and costs relating to legal fees;

- £1.37m – In 2019/20, there was a net increase of 108 children & young people entering care in comparison to 58 in 2020/21. If this spike were to happen again in 2021/22 costs could increase over and above the growth included in current budgets;
- £100k – risk that demands for assessment continue to increase above capacity of the Educational Psychologist team, therefore incurring additional agency cost;
- £1.00m - Home to School Transport:
 - £600k – risk of increased demand over and above expected growth, increased complexities of children transported, increased number of EHCPs being completed via SENDI services and a rise in out of borough placements.
 - £400k – increased costs relating to additional transport that may be needed linked to special school expansions following outcomes of current review of demand on special school places.

Customer Engagement (On budget after use of and transfers to reserves)

The main risk within customer engagement is £500k for Customer Access Management dispersed effort, which is currently under review.

Economy, Environment and Communities (£88k underspend after use of and transfers to reserves)

Reasons for the current position within the service:

- (£80k) - Clean & Green & Leisure Services – Service Transformation Plan savings £173k mitigated by net employee costs;
- £50k – Highways & Transportation - £25k Shortfall of income from capital projects and one-off £25k repairs and maintenance costs in relation to the Salt Barn;
- £85k – Planning & Building Control – relating the Service Transformation Plan saving regarding the restructure which is yet to be mitigated;
- (£160k) – Resilient Communities – Service Transformation Plan savings £532k mitigated by vacant posts, one off use of Contain Outbreak Management Funding and charging of some salary costs to Public Health.

There is an additional high risk in relation to potential further income shortfalls within the Active Living Centres of £180k.

Resources and Transformation (£51k overspend after use of and transfers to reserves)

The main areas of variance to budget include:

- (£96k) Soft IFM – Under recovery on income offset by savings on vacant posts and general running costs;
- £122k legal – due to additional demand based on 6mths of 5 agency staff.

Update on approved benefits

A robust risk assessment of the 2021/22 budget was undertaken prior to the budget being set in February 2021. Action was taken corporately in year to address ongoing demand and cost pressures with services, mainly within Children's Services and Adult Social Care. Significant investment has been included within the 2022/23 budget to manage the identified demand pressures within Adult Social Care and Looked after Children.

The report to Cabinet on 21 July 2021 outlines the impact on reserves, a review of the impact of Covid-19 on the council, financial and prudential indicators, MTFO update, and an outline budget approach to the 2022/23 budget.

The 2021/22 budget approved by Council on 25 February 2021 includes £28.90m of benefits realisation (savings) against Proud activity. Directors are required to ensure that service delivery plans are developed to fully deliver these in year.

All benefits with a high risk of not being delivered will require a high level delivery plan with key milestones including any corrective action to be produced. There are currently high risk benefits of £7.58m, as shown in Appendix 3 of the report to Cabinet on 21 July 2021, along with the reason and proposed mitigating actions totalling £3.09m, including £905k approved to be funded from one off Covid-19 grant in 2021/22, with the expectation that these are delivered in full in 2022/23. Mitigating actions reduce the potential overspend to £4.49m as at May 2021 as referred to in **Table 1**.

Capital

The capital programme for 2021/22, as approved by Council on 25 February 2021 was £103.76m. Table 2 summarises amendments made to date, resulting in a revised programme of £223.17m.

Table 2: Amendments to Capital Programme 2021/22	
Project	£m
Capital programme 2021/22 per Council 25 February 2021	103.76
Council Funded Resources	
Carry forwards from 2020/21 – as approval by Cabinet on 16 June 2021	38.87
Proud card payments digital website	(0.20)
Telephony cloud based system	(0.30)
One Source	0.50
Transit Site - budget used in 2020/21	(0.03)
Externally Funded	
Carry forwards from 2020/21 – as approved by Cabinet on 16 June 2021	75.33
BEIS Local Authority Delivery Scheme (LADS)	2.06
Pothole Fund	1.19
LTP Highway Maintenance Programme	(0.80)
LTP Bridge Strengthening	0.20
West Midlands Strategic Transport Plan (STP) 'Movement for Growth'	0.02
Incentive fund	0.31
Land and Property Investment Fund	0.11
Integrated Community Equipment Store	0.08
Black Country Blue Network - ERDF	0.04
Black Country Blue Network -S106	0.03
Capital Maintenance	2.00
Revised capital programme 2021/22	223.17

As at May 2021 the capital programme is expected to be on budget with no carry forwards currently being reported into 2022/23. This is based on a high level review at May 2021, but will be assessed further for the next update to Cabinet on 20 October 2021.

Forecast May position 2021/22
Services within the remit of the Scrutiny Overview Committee

Revenue

The forecast revenue outturn for 2021/22 for the services under the remit of the Scrutiny Overview Committee is an underspend of (£0.12m), net of the use of earmarked reserves, as shown in **Table 3**. The forecast revenue outturn shown is based on actual information from the financial system as at the end of May 2021, and discussions with managers regarding year end forecast and achievement of approved savings:

Table 3: Forecast revenue analysis 2021/22 by Service			
Service	Annual Budget	Draft Outturn after use of and transfer to Earmarked Reserves	Variance to Budget
	£m	£m	£m
Economy, Environment & Communities			
Communities and Partnerships	1.89	1.79	(0.10)
Children Services			
Money Home Job / Housing Standards	3.72	3.72	0
Adult Social Care			
Print & Design / Communications	0.92	0.88	(0.04)
Resources and Transformation			
Democratic Services	1.62	1.62	0
Legal	1.93	2.05	0.12
Electoral Services	0.39	0.39	0
Finance	4.40	4.40	0
Corporate Assurance	0.53	0.53	0
Human Resources	3.18	3.16	(0.02)
Corporate Landlord	5.91	5.81	(0.10)
Payroll & Pensions	0.12	0.14	0.02
Procurement	0.76	0.78	0.02
Transformation & Digital	5.57	5.55	(0.02)
Total Services within remit of Committee	30.94	30.82	(0.12)

Total earmarked reserves of £8.20m are available for use in 2021/22 (where approval has been given by Cabinet for additional funds for specific services). Within the reported outturn position a total of £4.60m of earmarked reserves are forecast to be used. It is expected that this figure will rise during the year as levels of activity become clearer.

The main variances are summarised in **Table 4** below.

Table 4 – Reasons for revenue outturn variance		
Service	Variance £m	Explanation of Year End Outturn
Communities & Partnership	(0.10)	Underspend on staffing due to 6 months delay in RC restructure of which Red STP benefits fully mitigated by savings from keeping post vacant and salary costs transferred to COMF grant.
Money Home Job / Housing Standards	0	
Print & Design / Communications	(0.04)	Underspend on staffing and print and design costs
Democratic Services	0	
Legal	0.12	Overspend on agency offset by vacant posts
Electoral Services	0	
Finance	0	
Corporate Assurance	0	
Human Resources	(0.02)	Underspend on salaries and supplies offset by income shortfall
Corporate Landlord	(0.10)	Mainly Crossings due to vacant posts, Cleaning, Catering and Post Room underspend offset by overspends in Box Office and Caretaking
Payroll & Pensions	0.02	Mainly under recovery of income
Procurement	0.02	Overspend on agency offset by salaries underspends
Transformation & Digital	(0.02)	Underspend on salaries while implementing phase 1 of ITOM
Total Services within remit of this Committee	(0.12)	

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

Included within the budget for 2021/22 for services within the remit of this Committee are £7.60m of approved savings. **Table 5** gives an early indication of the progress towards implementing these benefits:

Table 5: Delivery of 2021/22 approved savings – Services within the remit of this Committee

Saving	Total savings £m	Delivered (Blue) £m	To be delivered by 31/03/22 (Green) £m	Not fully guaranteed (Amber) £m	Not achieved (Red) £m
Economy, Environment and Communities					
OP72 – Restructure of resilient communities	0.407	0	0.203	0	0.204
OP101 – Restructure in voluntary & community sector	0.064	0	0.032	0	0.032
OP105 – Review of CCTV contract	0.043	0	0.043	0	0
Children's Services					
OP98 – Restructure within Money Home Job	0.925	0.610	0	0	0.315
OP99 – MHJ accuracy of checking claims	0.150	0	0.150	0	0
P11 – Introduce council tax penalty charge	0.150	0	0.150	0	0
Adult Social Care					
OP32 – Printing – paperless council meetings	0.013	0	0	0.013	0
Resources and Transformation					
OP33 – Legal –review of charges to school admission appeals	0.020	0.020	0	0	0
OP34 – Electoral Services – modernisation of canvassing system	0.005	0.005	0	0	0
OP35 – Legal efficiencies	0.067	0	0.034	0	0.033
OP36 – Legal barrister framework	0.035	0	0.035	0	0
OP39 - Restructure of Finance Function to strengthen strategic financial planning	0.241	0	0.241	0	0
OP40 - Finance - Review of Treasury / debt management costs	0.060	0.060	0	0	0
OP41 - Accounts Payable - Use of automated invoice validation process	0.052	0	0.052	0	0
OP43 - Review of Insurance team costs	0.099	0.065	0.034	0	0
OP44 - Finance - review and reduction in transactional activity	0.173	0	0.173	0	0
OP45 - Finance - Schools Traded Service team cost recovery	0.019	0.019	0	0	0
OP46 - Finance - Implementation of Walsall Supplier Early Payment Scheme	0.092	0.092	0	0	0
OP52 - Facilities Management - school catering and caretaking traded services review	0.140	0.140	0	0	0
OP53 – Facilities Management – review of process and service standards	0.191	0.093	0.098	0	0
OP54 – Facilities Management – review of ways of working – post room/postage	0.096	0.013	0	0	0.083
OP55 – Facilities Management – review admin structure and ways of working	0.022	0.022	0	0	0
OP56 – Facilities Management – value for money on repairs and maintenance	0.090	0.090	0	0	0
OP57 – CPM – review structure	0.053	0	0.053	0	0
OP37 – Legal – review of schools charges	0.007	0.007	0	0	0
OP38 – Legal – efficiencies from law books	0.015	0.015	0	0	0
OP47 – ICT photocopier usage / printing	0.065	0.005	0.030	0.030	0
OP48 – ICT infrastructure / cloud navigation	0.155	0.005	0.030	0	0.120
OP49 – ICT centralisation of IT across council	0.064	0	0	0	0.064
OP59 – HR restructure		0	0	0	0.100

Saving	Total savings £m	Delivered (Blue) £m	To be delivered by 31/03/22 (Green) £m	Not fully guaranteed (Amber) £m	Not achieved (Red) £m
OP60 – HR ceasing of physio contract	0.012	0.012	0	0	0
OP108 – ICT review of mobile phone contracts	0.029	0.029	0	0	0
OP109 – Admin & Business Support cross council efficiencies	0.300	0	0	0	0.300
OP4/18/22/31/51/58/75/85 Admin review efficiencies upon consolidation	0.552	0	0.339	0	0.213
P4 – Facilities Management – organisational redesign – client model	0.196	0	0.196	0	0
P5 – HR Occupational Health contract	0.008	0.008	0	0	0
P15 – Finance change to MRP	2.889	0	2.889	0	0
Total approved savings for services within remit of Committee	7.599	1.310	4.782	0.043	1.464

Each benefit is “BRAG” categorised as follows:

- Blue (delivered);
- Green (on track to be delivered with no issues at year end of 2021/22);
- Amber (not guaranteed at this stage but no major issues expected, some management action needed to ensure delivery) or,
- Red - (at high risk of not being achieved either in part or in full and therefore a robust delivery plan is required);
- A WPP resource plan has been agreed to provide additional support towards delivery. All **RED** and **AMBER** benefits will require a high level delivery plan with key milestones including any corrective action to be produced;

Capital

The capital programme for services within the remit of this Committee, as at the end of May 2021, is £35.91m. It is currently assumed that all schemes will be delivered in year, which will be fully reviewed and a further update provided at quarter 2. A list of schemes within the remit of this committee is shown in **Table 6**.

Table 6 – Capital Outturn 2021/22 – Services within the remit of this Committee			
Scheme	2021/22 Budget £m	Estimated Outturn £m	Variance £m
Council Funded schemes			
Rolling programme – health and safety schemes	1.284	1.284	0.000
Flexible use of Capital Receipts - transformation	4.000	4.000	0.000
Central contingency	0.080	0.080	0.000
Procurement system for HRMS and Oracle EBS	0.658	0.658	0.000
Oracle EBS Archive	0.334	0.334	0.000
Civic Centre heating	1.147	1.147	0.000
Council House rewiring	0.166	0.166	0.000
Council House smoke and detection fire alarm	0.327	0.327	0.000
Council House general heating	2.174	2.174	0.000
Operational repair & maintenance of council buildings	0.336	0.336	0.000
Schools project	0.099	0.099	0.000
Council House secure reception	0.026	0.026	0.000
Council House internal decoration	0.044	0.044	0.000
Willenhall Lane travellers site	0.044	0.044	0.000
Security arrangements for corporate buildings	0.125	0.125	0.000
Civic Centre plumbing	0.066	0.066	0.000
Council House windows	1.307	1.307	0.000
Council House roof repairs	0.750	0.750	0.000
Computer aided facilities management system	0.250	0.250	0.000
Rushall Olympic Football Club	0.006	0.006	0.000
Aids and Adaptations	0.822	0.822	0.000
Health through warmth	0.088	0.088	0.000
CCTV	0.229	0.229	0.000
Council Chamber refurbishment	0.150	0.150	0.000
MyCMIS	0.027	0.027	0.000
Webcasting and hybrid council meetings	0.020	0.020	0.000
Data backup system replacement	0.050	0.050	0.000
Essential Microsoft upgrade & foundation for Office365	0.058	0.058	0.000
ICT safe and secure environment	2.556	2.556	0.000
Single mobile devices for use with in-house platform	0.035	0.035	0.000
Resource and consultancy to upgrade win008 server	0.008	0.008	0.000
Proud ICT	0.113	0.113	0.000
Enabling Technology	11.300	11.300	0.000
Telephony cloud based system	0.499	0.499	0.000
Proud card payments digital website	0.750	0.750	0.000
Smartphones	0.200	0.200	0.000
Externally Funded schemes			
Purchase of dispersed temporary accommodation	0.255	0.255	0.000
Warm homes	0.301	0.301	0.000
Disabled Facilities Grant	2.894	2.894	0.000
Off gas scheme	0.272	0.272	0.000
BEIS LADS Round 1B	2.058	2.058	0.000
Total Capital – Services within the remit of this Committee	35.908	35.908	0.000



Walsall Council

FORWARD PLAN OF KEY DECISIONS

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

6 September 2021

FORWARD PLAN

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

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

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

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

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

- (1) A key decision is:
 - (i) any decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council’s budget for the service or function to which the decision relates or
 - (ii) any decision that is likely to have significant impact on two or more wards within the borough.
- (2) The threshold for “significant” expenditure/savings is £500,000.
- (3) A decision taker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of this Constitution. [Page 101 of 114](#)

**FORWARD PLAN OF KEY DECISIONS
OCTOBER 2021 TO JANUARY 2022 (6.9.21)**

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
50/21 (6.9.21)	Draft Revenue Budget and Draft Capital Programme 2022/23 to 2024/25 – To provide an updated medium term financial outlook, draft revenue budget and capital programme for 2022/23 to 2024/25, savings proposals and update on consultation, and set out the process and timescales for setting a legally balanced budget for 2022/23.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Council tax payers, business rate payers, voluntary and community organisations, Internal Services	Councillor Bird	20 October 2021
51/21 (6.9.21)	Corporate Financial Performance 2021/22 and Covid-19 update – To report the financial position based on 5 months to August 2021 and impact of Covid-19.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal Services	Councillor Bird	20 October 2021
52/21 (6.9.21)	Approving amendments to the Black Country Executive Joint Committee Collaboration Agreement: To approve all proposed amendments to the Collaboration Agreement covering the Joint Committee Advisory Board removal.	Cabinet Key decision	Mark lavender, Head of Programme Management Mark.lavender@walsall.gov.uk	Internal Services and parties to the agreement Association of Black Country Authorities Chief Executives and Leaders	Councillor Bird	20 October 2021

37/21 (7.6.21)	Sale of Council land in Blakenall: To seek approval to the freehold disposal of Council land in Blakenall <i>Contains commercially sensitive information.</i>	Cabinet Key decision Private	Nick Ford, Team Leader – Asset Management Nick.ford@walsall.gov.uk	Internal Services	Councillor Andrew	20 October 2021
47/21 (2.8.21)	Walsall's Customer Experience Strategy 2021 to 2026: To approve the Strategy which sets out the Council's service transformation to meet customers' priorities and needs	Cabinet Key decision	Elise Hopkins elise.hopkins@walsall.gov.uk Rashida Hussain Rashida.Hussain@walsall.gov.uk	Public, partner organisations, elected members, internal staff	Councillor Andrew	20 October 2021
53/21 (6.9.21)	Additional Licensing of Houses in Multiple Occupation (HMO's): To receive the results of Statutory consultation and to designate the Wards of Paddock, Palfrey, Pleck and St. Matthew's as subject to Additional Licensing for HMO's	Cabinet Key decision	David Lockwood David.lockwood@walsall.gov.uk Apollonaris.Fonka@walsall.gov.uk	Internal Services	Councillor Andrew	20 October 2021
54/21 (6.9.21)	Heritage Strategy: To approve the new Heritage Strategy and Action Plan for the Borough of Walsall	Cabinet Key decision	Kaye Davies, External funding manager Kaye.davies@walsall.gov.uk Benjamin parker, Heritage Programme Officer Benjamin.parker@walsall.gov.uk	Internal services	Councillor Andrew	20 October 2021
55/21 (6.9.21)	Phoenix 10 Project To seek approval for modified project funding arrangements. <i>Contains commercially sensitive information</i>	Cabinet Key decision Private	Joel Maybury (Development Team Leader) Joel.maybury@walsall.gov.uk	Internal Services	Councillor Andrew	20 October 2021

56/21 (6.9.21)	Crisis Provision for families in financial hardship during the Covid 19 Pandemic: Progress report for noting as requested at the February 2021 Cabinet meeting.	Cabinet Non-key decision	Elise Hopkins Elise.hopkins@walsall.gov.uk Paul Gordon Paul.gordon@walsall.gov.uk	Internal Services	Councillor Perry	20 October 2021
39/21 (7.6.21)	Walsall Domestic Abuse Strategy: To agree the Strategy 2021 to comply with the new domestic Abuse Act 2020	Cabinet Key decision	Domestic Abuse Strategy 2021 Domestic Abuse Need Assessment 2021 Domestic Abuse Act 2020 Simon Neilson Simon.neilson@walsall.gov.uk	Safer Walsall Partnership Internal Services	Councillor Perry	20 October 2021
57/21 (6.9.21)	All Age Exploitation Strategy: To approve the Council's Strategy.	Cabinet Key decision	Paul Gordon, Director of Resilient communities Paul.gordon@walsall.gov.uk	Police, appropriate community based groups. Internal Services.	Councillor Perry	20 October 2021
58/21 (6.9.21)	Walsall Street Safe: To support a resilient communities initiative – Walsall Street Safe – together with associated investment and prioritisation of CCTV and other preventative measures	Cabinet Key Decision	Cabinet report 18 December 2019. Paul Gordon, Director of Resilient Communities Paul.gordon@walsall.gov.uk	Children's Services Adult Social Care Resilient Communities, Clean & Green, Highways and Transportation WM Police	Councillor Perry	20 October 2021

46/21 (2.8.21)	Emotional Wellbeing and Therapeutic Support for Children and Young People in need: To approve entering into an appropriate agreement with the Black Country Healthcare NHS Foundation Trust to provide therapeutic services for children and young people in need, including those who are looked after.	Cabinet Key Decision	David DeMay David.demay@walsall.gov.uk	Internal services, Walsall CCG and Black Country Healthcare NHS Foundation Trust	Councillor Wilson	20 October 2021
59/21 (6.9.21)	Schools Mainstream Local funding Formula 2022/23: To approve the formula to be used for the allocation of mainstream funding to schools in Walsall.	Cabinet Key decision	Walsall Schools Forum report October 2021- proposed Schools Local Funding Formula 2021/22; ESFA – Schools Revenue funding operation guide Contact: Richard Walley, Education Finance Manager Richard.walley@walsall.gov.uk	Schools Forum Internal Services	Councillor Towe	20 October
41/21 (7.6.21)	Intermediate Care Service (ICS) Review: to receive the outcome of the review and approve the Extension of the existing Transitional Bed contract	Cabinet Key decision	Tracy Simcox Tracy.simcox@walsall.gov.uk	Internal Services	Councillor Martin	20 October 2021
60/21 (6.9.21)	Mental Health Funding: To approve a plan and spend for non-recurrent funding for mental wellbeing	Cabinet Key decision	Paulette Myers Paulette.myers@walsall.gov.uk Angela Aitken Angela.aitken@walsall.gov.uk	Internal Services	Councillor Craddock	20 October 2021

14/21 (8.3.21)	Willenhall Masterplan: Strategic Land Acquisitions – in principle approval for the use of Compulsory Purchase Order powers. <i>Contains information relating to the financial or business affairs of a particular person</i>	Cabinet Key decision Private Session	Willenhall Masterplan: Strategic Land Acquisitions. Joel.maybury@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021
48/21 (2.8.21)	Affordable Housing commuted sums spend policy: To approve the use of affordable housing commuted sums (which are contributions secured through the planning process) to fund the provision of affordable housing to be used as temporary accommodation.	Cabinet Key decision	Neil Hollyhead Neil.hollyhead@walsall.gov.uk	Internal Services	Councillor Andrew	15 December 2021
49/21 (2.8.21)	Domestic Abuse services contract award: To approve the contract awards for: <ul style="list-style-type: none"> the provision of Domestic Abuse emergency accommodation and support support to Domestic Abuse victims and their children <i>Note: there may be some commercially sensitive information which will need to be considered in private session</i>	Cabinet Key decision	Neil Hollyhead Neil.hollyhead@walsall.gov.uk Isabel Vanderheeren Isabel.vanderheeren@walsall.gov.uk	Internal Services, service users, external stakeholders	Councillor Andrew Councillor Wilson	15 December 2021
44/21 (5.7.21)	Day care/day opportunities: To approve recommendations for the delivery of a menu of options for vulnerable people who require support to engage in meaningful community based	Cabinet Key Decision	Cabinet report and the lessons learned from COVID report Jeanette Knapper 07500028537	Existing end uses of traditional day services in house; Existing users and	Councillor Martin	15 December 2021

	activities as a result of ongoing needs around social care and inclusion,			carers/parents of people accessing building based day opportunities; Carers Hub FACE; Frontline internal staff; External marketplace for day care .		
61/21 (6.9.21)	Corporate Financial Performance 2021/22 and Covid-19 update – To report the financial position based on 9 months to December 2021 and impact of Covid-19.	Cabinet Non-key decision	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Internal services	Councillor Bird	9 February 2022
62/21 (6.9.21)	Corporate Budget Plan 2022/23 – 2024/25, incorporating the Capital Strategy; and the Treasury Management and investment Strategy 2022/23: To recommend the final budget and Council tax for approval by Council	Cabinet Key decision Council	Vicky Buckley 01922 652326 Vicky.buckley@walsall.gov.uk	Council tax payers, business rate payers, voluntary and community organisations	Councillor Bird	Cabinet -9 February 2022 Council – 24 February 2022
22/21 (8.3.21)	Walsall Council Housing Allocations Policy: To update the policy which sets the principles for the allocation of affordable housing	Cabinet Key Decision	Neil Hollyhead Neil.hollyhead@walsall.gov.uk	Public, Housing Associations, Internal Services	Councillor Andrew	9 February 2022

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS

Published up to January 2022 (for publication 06/09/2021)

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

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FORWARD PLAN OF KEY DECISIONS

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05/07/2021	Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project	<p>elements of the Advanced Manufacturing Training Centre project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in outputs.</p> <p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley Council to deliver the Local Growth Fund (LGF) funded elements of the Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in outputs.</p>			
06/09/2021	Elite Centre for Manufacturing Skills	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with the University of Wolverhampton, to deliver the Local Growth Fund (LGF) funded elements of the Elite Centre for Manufacturing Skills (ECMS) project with delivery to continue in the 2021/22 financial year.</p>			

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS

Published up to January 2022 (for publication 06/09/2021)

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		Note that change request relates to a change in match funding and milestones.			
06/09/2021	<p>Growing Places Fund (GPF)</p> <p>Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project</p>	<p>Approves the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley Council to deliver the Local Growth Fund (LGF) funded elements of Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – Test Track 1 Project from the Growing Places Fund (previously used for LGF over programming) to support the delivery into 2021/22 financial year.</p> <p>Note that change request relates to a change in programme funding streams.</p>	<p>Papers TBC – Helen Martin Helen.Martin@dudley.gov.uk</p>	<p>Dudley Council</p>	<p>03/11/2021</p>
06/09/2021	<p>Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – National Innovation Centre</p>	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley Council to deliver the Local Growth Fund (LGF) funded elements of the Hub to Home Transport Innovation Centre and Test Track Project: Very Light Rail and Autonomous Technologies – National Innovation Centre project from the Growing Places Fund (previously used for LGF over</p>			

BLACK COUNTRY EXECUTIVE JOINT COMMITTEE
FORWARD PLAN OF KEY DECISIONS

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		<p>programming) to support the delivery into 2021/22 financial year.</p> <p>Note that change request relates to a change in programme funding streams.</p>			
02/08/2021	<p>Black Country Executive Joint Committee Collaboration Agreement</p> <p>Deed of Variation</p>	<p>Approval of the proposed amendments, as highlighted, to the Collaboration Agreement covering the removal of the Advisory Board and revised Black Country Executive Joint Committee governance, and Governance Principles: Enterprise Zones, included as Appendix 1 to this report.</p>	<p>Papers TBC – Simon Neilson Simon.neilson@walsall.gov.uk</p>	<p>Walsall Council</p>	<p>03/11/2021</p>
06/04/2021	<p>Local Growth Fund (LGF) Programme changes</p>	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Dudley College, to deliver the Local Growth Fund (LGF) funded elements of the Dudley Advanced Construction Centre project with delivery to continue in the 2021/22 financial year.</p>	<p>Papers TBC – Simon Neilson Simon.Neilson@walsall.gov.uk</p>	<p>Walsall Council</p>	<p>01/12/2021</p>
06/04/2021	<p>Dudley Advanced Construction Centre</p>				
06/09/2021	<p>Elite Centre for Manufacturing Skills</p>	<p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with the University of Wolverhampton, to deliver the Local Growth Fund (LGF) funded elements of the Elite Centre for Manufacturing</p>			

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FORWARD PLAN OF KEY DECISIONS

Published up to January 2022 (for publication 06/09/2021)

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05/07/2021	Bilston Urban Village	<p>Skills (ECMS) project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in outputs.</p> <p>Approval for the Accountable Body for the Growth Deal (Walsall Council) to proceed to amending the Grant Agreement with Wolverhampton City Council, to deliver the Local Growth Fund (LGF) funded elements of the Bilston Urban Village project with delivery to continue in the 2021/22 financial year.</p> <p>Note that change request relates to a change in match funding.</p>			

Scrutiny Overview Committee – Area of Focus – 2021-22

	28 September	9 November	13 December	7 February	15 March	28 April
<p>Economic Growth, for all people communities and businesses</p> <p><i>Lead OSC: Economy & Environment</i></p>		S106				
<p>People have increased independence, improved health and positively contribute to their communities</p> <p><i>Lead OSC: Social Care & Health</i></p>	C19 Data	C19 Data	C19 Data	C19 Data	C19 Data	C19 Data
<p>Internal focus, all Council services are efficient</p> <p><i>Lead OSC: Scrutiny Overview Committee</i></p>	<p>Customer Experience Strategy</p> <p>Financial outturn and Q1 monitoring</p>	<p>Scrutiny survey results</p> <p>Q2 financial monitoring</p> <p>Budget setting 2022-23</p>		Corporate Plan Monitoring (Q2)		
<p>Children have the best possible start and are safe from harm, happy, healthy and learning well</p> <p><i>Lead OSCs: Children's & Education</i></p>						
<p>Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion</p> <p><i>Lead OSC: Scrutiny Overview Committee</i></p>	Domestic Abuse Strategy		Domestic Abuse Services Delivery Model			

Items to be scheduled

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

Scrutiny Overview Committee – Area of Focus – 2021-22

To be scheduled

Equalities Working Group

Corporate Plan Performance Monitoring

Affordable Housing

Fly tipping enforcement

Organised and serious violent crime

West Midlands Combined Authority Scrutiny Committee

Via Email

Quarter 3 Financial Monitoring