

## **Cabinet – 18 October 2023**

### **Draft Revenue Budget and Draft Capital Programme 2024/25 – 2027/28**

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

#### **1. Aim**

- 1.1 To provide an updated medium term financial outlook, first draft revenue budget (including savings proposals for consultation) and draft capital programme for 2024/25 to 2027/28 and set out the process and timescale for setting a balanced budget for 2024/25.

#### **2. Summary**

- 2.1 The 2023/24 budget was approved by Council on 23 February 2023, and is monitored and reported to Cabinet throughout the year to address any delivery issues and manage key risks and pressures as they arise. 2023/24 has been another challenging year with the impact of the cost-of-living crisis and the impact of rising demand on council services. Emerging service pressures have required action to be taken to limit the council's financial exposure. These actions aim to ensure that the budget is balanced at year-end, with a sufficient level of reserves to manage existing liabilities and any potential new risks which may arise in 2024/25. Where pressures continue into 2024/25, they are incorporated into this report.
- 2.2 The report covers the four-year period 2024/25 to 2027/28, including:
  - An update on the Medium-Term Financial Outlook (MTFO), based on known pressures and estimated assumptions for 2024/25 to 2027/28.
  - Draft Proud savings proposals identified to date for 2024/25 and draft savings in relation to 2025/26 to 2027/28.
  - A draft capital programme for 2024/25 to 2027/28.
  - The timeline for the setting of the revenue budget and capital programme, including stakeholder consultation and equality impact assessments (where required).
- 2.3 The Council continues to be impacted by the ongoing challenge imposed by unprecedented cost of living increases - felt on services and the council's finances, including the impact on costs - pay, contracts, energy, and fuel in particular - and income

levels and some delays to delivery of approved budget savings. Any known on-going financial impact arising in 2023/24 has been addressed in year or as part of this budget cycle. Our MTFO has been updated for all known pressures, including best professional assumptions around the cost-of-living impact, and that on rising demand on our services. Due to the size and breadth of cost pressures, this has had a significant impact on the assumptions in relation to the 2024/25 budget, with additional growth now required of c£57.69m, resulting in a budget gap of c£18.06m.

- 2.4 The Council is legally obliged to set a one-year balanced budget (2024/25), however a medium-term approach is beneficial to allow for sound financial planning and to support future financial stability. The proposals set out in this report do not yet balance the budget for 2024/25, so there will be a requirement to report back on changes and options to close the gap at the next meeting of Cabinet on 13 December 2023. All draft proposals are subject to changes arising from the Autumn Statement due on 22 November 2023, and a provisional settlement yet to be received (anticipated mid December). A number of savings proposals are also included for 2025/26 to 2027/28, with further options being identified to allow for a balanced budget over the period 2025/26 to 2027/28 aligned to the Council Plan and Proud activity.
- 2.5 The 2024/25 draft budget assumes a 2.99% general council tax increase and a further 2% precept for Adult Social Care in line with current referendum assumptions, with a 1.99% per annum increase thereafter. This is expected to be confirmed when we receive our draft 2024/25 settlement in December 2023.
- 2.6 To ensure the budget process and delivery of savings is informed by a clear purpose and key council priorities, the Council Plan and Proud objectives continue to be used to shape service delivery proposals through Proud service transformation plans.
- 2.7 The draft capital programme for 2024/25 totals £132.08m. It sets out capital investment funded from the council's own resources of £75.23m (funded by capital receipts and borrowing) and externally funded schemes of £56.85m (funded by capital grants) and represents a balanced programme for 2024/25. In addition, the report sets out a further three years of indicative proposals to 2027/28. Despite reductions in capital funding in recent years and going forward, the draft capital programme contains significant investment into regeneration initiatives, highways, education, and into adult and children's social care and housing to support vulnerable households through Health through Warmth and provision of aids and adaptations.
- 2.8 The council's Medium Term Financial Framework (MTFF), reviewed regularly by Cabinet, is the framework within which the council's financial planning and management is undertaken and its budget set. The main objectives of the Framework are to set out how the council will structure and manage its finances now and in the future, and to ensure this approach facilitates delivery of the council's aims and objectives.
- 2.9 The final budget, including: any changes arising from consultation and equality impact assessments of saving proposals; referendum principles and tax base changes; the S151 Officers S25 Statement on the Robustness of the Budget Estimates and the Adequacy of Reserves, recommended levels of reserves and contingencies; and the final allocation of direct Government funding and other specific grants, will be presented to Cabinet on 7 February 2024 for recommendation to Council, and will be considered by full Council on 22 February 2024.

### 3. Recommendations

Cabinet are requested to:

- 3.1 Note, as a basis for consultation, the revised financial assumptions and projections within the draft revenue budget, the uncertainty around core funding, and that a further update be provided to Cabinet on 13 December 2023 outlining further actions close the £18.06m gap and balance the 2024/25 budget.
- 3.2 Note that the medium-term financial outlook position assumes an increase in council tax of 4.99% in 2024/25 (2.99% core increase plus 2% Adult Social Care precept) and 1.99% in the following 3 years, the assumed level of “reasonableness” in respect of the current referendum principles.
- 3.3 To note the draft policy savings proposals for 2024/25 as set out in Appendix 2A and agree that they proceed to formal consultation, reporting back to Cabinet for a decision once consultation and equality impact assessment is complete.
- 3.4 Note and endorse the operational savings proposals for 2024/25 to 2027/28 set out in Appendix 2B of this report, and instruct officers to implement these under officer delegations, subject to any required consultation, equality impact assessment, and any changes arising as a result of the latter two.
- 3.5 Approve as a basis for consultation the current draft capital programme for 2024/25 to 2027/28 in section 4.29 to 4.44, and Appendices 3 and 4 - £132.08m for 2024/25 with a further £202.21m over the 3-year period 2025/26 to 2027/28.
- 3.6 Note that the level of contingency funds and general reserves will be set in line with the levels contained within the council’s MTF, the final level to be based on a detailed risk assessment, which will be reported to Cabinet and Council in February 2024 for approval.
- 3.7 Refer this report to Scrutiny Overview Committee on 11 December 2023, to enable the Committee’s comments to be considered by Cabinet. All Scrutiny Committees will also receive proposals relating to the individual remit of each Committee.

### 4. Know - Context

#### Key Timeline

- 4.1 The approach to budget setting for 2024/25 and the associated timeline was reported to Cabinet on 19 July 2023 and can be accessed at the following link: [Budget approach and timeline](#). The following sets out the key activities and reporting dates, following publication of this report:
  - Stakeholder consultation commencing 19 October 2023, including employee and trade union consultation, noting that full implementation of draft policy savings proposals identified within this report are subject to consultation and equality impact assessment.
  - Statutory consultation with non-domestic ratepayers (NNDR) payers.
  - Overview and Scrutiny Committees will receive the draft revenue budget and draft capital programme from 2 November 2023 with subsequent feedback to Cabinet on 13 December 2023.
  - Autumn Statement and provisional Settlement once received.

- Budget briefings for political groups and independent and non-affiliated members, as required.
- Council tax base to be approved by the S151 Officer by January 2024.
- Receipt of the final settlement late January / early February 2024.
- Recommendation of the final budget to Council by Cabinet on 7 February 2024.
- Council set the final budget envelope (statutory determinations), council tax and capital programme on 22 February 2024.

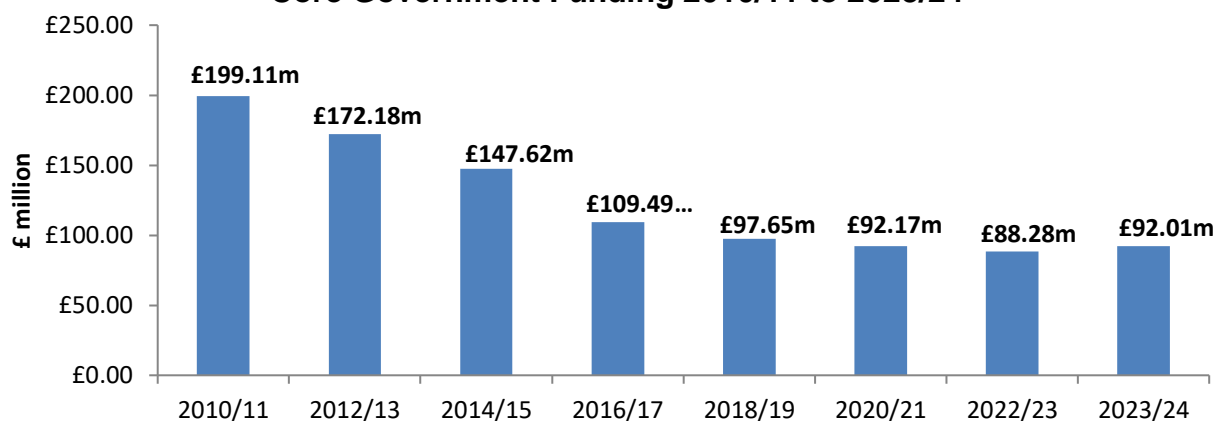
## Walsall's Financial Context

### Government central funding and business rate retention

4.2 Like all other public sector bodies, Walsall has seen Government grant funding reduce since the Emergency Budget of 2010 when the Government set out its initial plans to reduce the overall Government deficit. This has continued in successive Government Spending Reviews until 2020/21 when the one-year Spending Round confirmed that no Government department would see a cut to its budget with all being increased by at least inflation for that year, which continued up to 2022/23. No overall change in departmental expenditure budget envelopes followed for 2023/24 and 2024/25. Whilst overall funding actually increased for 2022/23 and 2023/24, a heavy reliance was placed on individual authorities' ability to raise a local Adult Social Care precept though council tax and provision of one-off rather than recurring grant funding (noting that Walsall increased council tax by an additional 1% social care precept allowable in 2022/23, and decided not to implement a further 2% allowable in 2023/24 due to the cost of living pressures faced by residents). Given the heavy reliance of Walsall Council on Government grant funding a more sustainable, longer term financial solution is required from Government to support future service and financial stability.

4.3 Government austerity measures have meant our direct funding has reduced considerably from 2010, with a loss of core revenue funding (revenue support grant, top up grant and business rates, net of rolled in grants) of c£107.1m to 2023/24. There remains considerable uncertainty in Government funding going forward from 2024/25 as we await further detail after the Autumn Statement 2023 and the Settlement in late December.

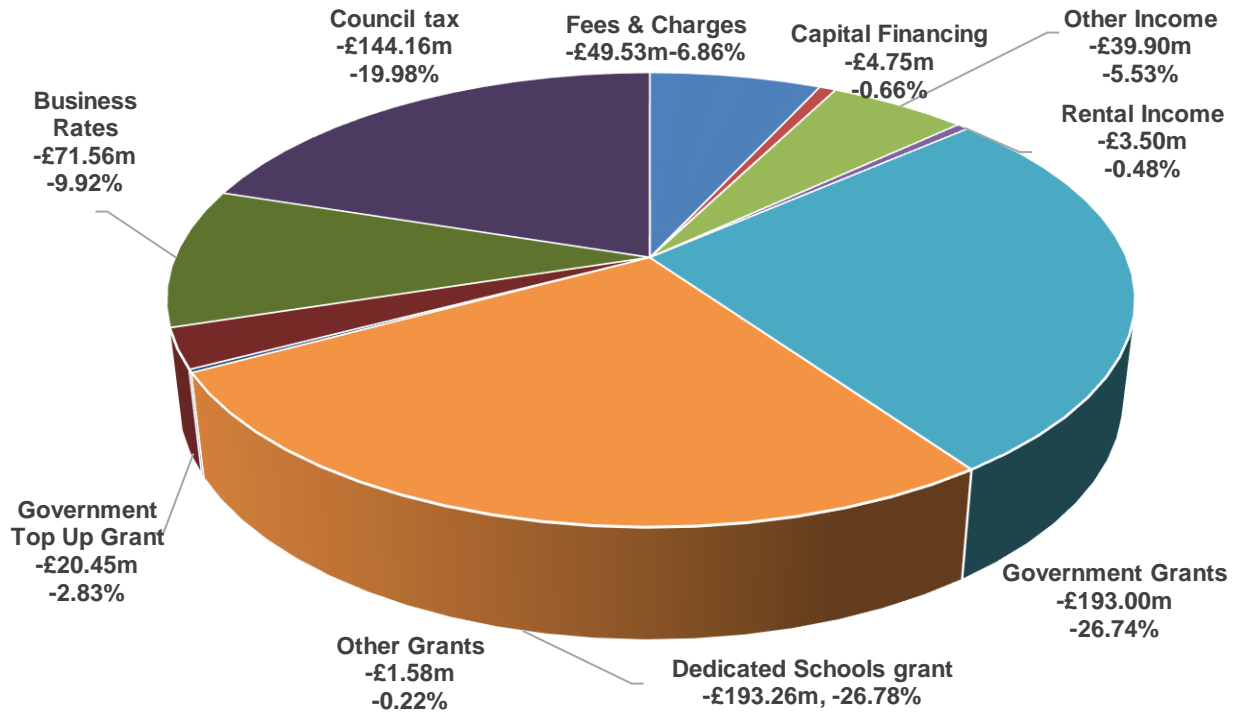
#### Core Government Funding 2010/11 to 2023/24



4.4 Walsall receives much (c66%) of its c£722m of funding for 2023/24 from central Government, including the core funding settlement - 13% (a combination of local business rates retention through 100% business rates pilot within the West Midlands, and top up grant direct from Government), core Schools Grant - 27% (dedicated schools grant (DSG) which is passported direct to schools) and Government grants for specific

services - 26% (Housing Benefit, Public Health, Better Care Fund etc). Income is summarised in the following pie chart.

*Sources of Funding:*



- 4.5 The Government replaced the way it funds councils with a new scheme known as Business Rate Retention (BRR) from April 2013. A review of the scheme by Government to amend the % of retained business rates from 49% to 75% was due to be finalised by 2021/22 but was later abandoned in November 2021 and the Government announced that it would look at introducing a new mechanism for redistributing funding to the authorities most in need. This has still to be introduced and nothing is expected to change in relation to 2024/25.
- 4.6 Areas that have agreed a Devolution Deal had the opportunity to be involved in a 100% business rates retention pilot. This was to provide the opportunity to shape national thinking about the eventual scheme, and to take forward further devolution. Walsall, along with the other six West Midlands Authorities, has been piloting the scheme from 1 April 2017. This means that Walsall retains 99% of business rates collected with the other 1% being paid over to the Fire Authority. This results in revenue support grant (RSG) no longer being paid to the authority but it still receiving a top up grant for our shortfall in retained business rates against the government’s assessment of baseline funding required for the authority. Walsall assumes we will continue with 100% business pilot for 2024/25 onwards at this point in time until we have any further direction.
- 4.7 Government set Walsall a baseline figure under the business rates retention scheme which is made up of the business rates local share and top up grant. The baseline for 2024/25 has not yet been announced and final figures will be reported to Cabinet in February 2024 following the Settlement and our final estimate of business rates income. Volatility in business rates will need careful monitoring throughout the year.
- 4.8 BRR and top up grant equate to 12.75% of our total funding. Along with other Government grants (public health, Better Care Fund, Adult Social Care grant etc but excluding DSG), the total equates to 39.49% of the council’s funding (excluding schools).

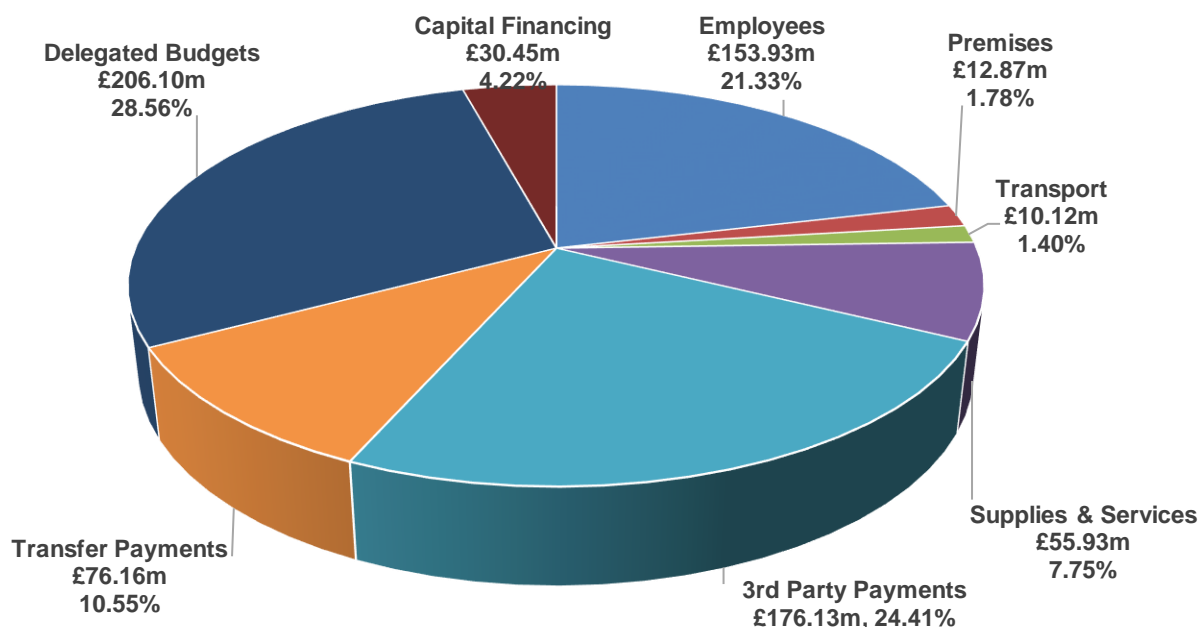
4.9 The future financial environment continues to be challenging for councils for 2024/25 and beyond, with significant uncertainties in future grants. Whilst Walsall can now keep business rates generated within our area rather than pooling for national redistribution, this benefit is limited by other parts of the funding mechanism, such as Government top slicing of funds to meet new burdens, safety net authorities, national capitalisation targets, etc and the additional risk of reliance on collection rates. Additionally, as part of BRR, the Government were consulting on transferring additional responsibilities to local authorities but again no announcement has been made at this time. This could lead to further pressures if these are not fully funded.

4.10 The council's second largest source of funding is council tax (19.98% of the council's gross spend is funded from council tax), which continues to be subject to Government restrictions on the amount that can be raised from this income stream, previously through 'capping', and now through the referendum principles. The budget currently assumes council tax increases of 4.99% in 2024/25 (inclusive of 2% precept for Adult Social Care) and 1.99% in the following 3 years.

4.11 Alongside reductions in funding, the council also faces increasing cost pressures, due to increasing demand (for example, as a result of the cost of living reducing individuals' disposable incomes further, larger numbers of older people requiring support to remain independent, etc) and new burdens imposed by Government, but without the corresponding full funding given. There is also considerable pressure in relation to the cost-of-living impact on pay, energy, contracts/third party spend in particular. Where there is a known on-going impact, this has been included within the draft budget figures.

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

*Gross expenditure by type of expenditure*



**Notes**

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

## Gross expenditure by outcome

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

Economic;

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

People;

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

Internal focus;

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

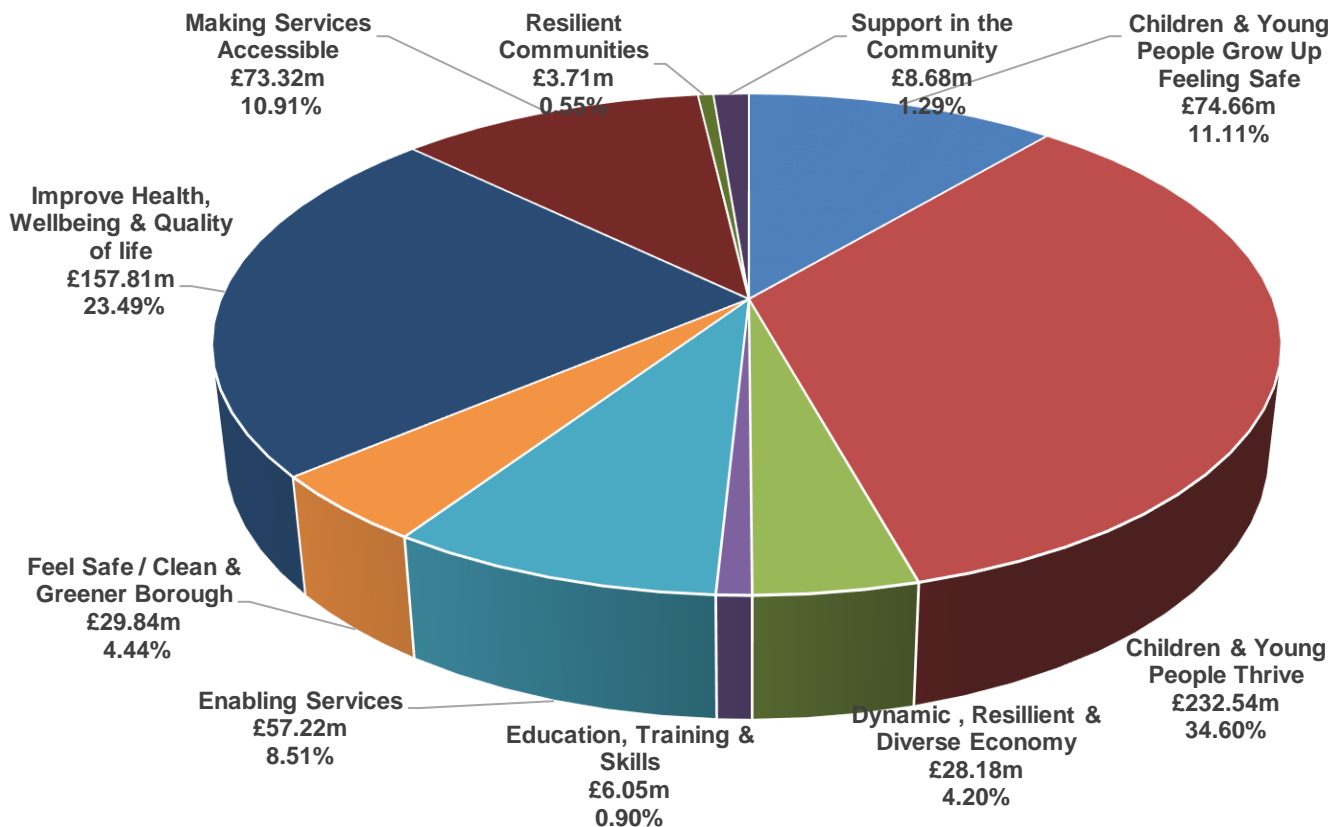
Children;

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

Communities;

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

Council services are aligned to the above outcomes. The following summarises 2023/24 gross expenditure by outcome as reported in the budget report in February 2023





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

- The existing and future unknown impact of the cost-of-living crisis on council services, including the rising costs of inflation (RPI increase of 9.1% and CPI 6.7% announced for August 2023) which is expected to fall over the remainder of this year. This impacts all services through pay, energy, street lighting, fuel, borrowing rates, contracted services etc.
- Post Covid-19 reset impacting on service delivery and finances.
- Changes in core government grant funding, for example:
  - Impact of the review of full business rate retention (BRR).
  - Impact of the future review of Relative Needs and Resources (formerly the Fair Funding Review) to include the setting of new baseline funding allocations, subject to confirmation.
  - Uncertainty of core government funding beyond 2023/24.
  - Continuation or otherwise and the level of other specific grants e.g., Public Health, Improved Better Care Fund, Supporting Families, Social Care grant, Market sustainability etc.
- Increases and changes in demand:
  - From an ageing population, increases in care package costs (partly linked to cost of living) and the likely ongoing post covid impact have put a strain on local authority systems both in financial and operational terms. For example, Adult Social Care packages and placements costs have risen by £30.31m from £68.70m in 2017/18 to £99.01m in August 2023 – an increase of 44.12%.
  - Children and young people in care – in March 2018, there were 930 children and young people receiving care or support from the local authority (644 children in care / 286 other support) with an average cost per placement of £735 per week for children in care and £141 per week for other support. In comparison, as at the end of August 2023, numbers had risen to 1,117 (650 children in care / 467 other support) with average costs of £1,774 per week for children in care and £422 per week for other support. Placements costs have risen by 151% in the past four years whilst children in care numbers have increased by 20%.  
The biggest impact on costs has been within external residential placements which have risen from an average cost of £3,802 per week in March 2018 to £6,123 in August 2023. The number of children has also increased from 32 in March 2018 to 73 in August 2023. The rise in placement costs is mainly due to changes in legislation, increased numbers of complex cases and shortage in placements.
- Government's continued reliance on individual council's ability to raise income through council tax increases, rather than providing national ongoing funding to support social care pressures, etc.
- Welfare reform, including universal credit.
- The impact of the delayed adult social care reforms.
- Increased corporate costs, including costs in relation to pay and pensions.

4.13 Since the Emergency Budget 2010, the council has reduced its spending by c£265m over the period 2010/11 to 2023/24, £107m from a reduction in Government grant and £158m from cost pressures. In considering future resource allocation, funding for the development of services will need to be met from the redirection of existing resources, reducing existing spend and the identification of new or revised income sources. The council will need to continue to do things differently and do different things, and in some cases stop doing things that are not in line with Council Plan priorities.



## **Draft Revenue Budget 2024/25 to 2027/28**

### Budget Approach / Framework

4.14 Cabinet on 19 July 2023 approved the budget approach for 2024/25 to 2027/28 and can be accessed at [Budget approach and timeline](#). Resources are allocated and budgets set within a framework of protocols and guidelines, in particular the Council Plan and MTFP. Decisions have to be made about how to achieve a balanced budget in the context of the needs of the borough and also to ensure that we continue to care for the most vulnerable in our communities. Whilst it is recognised that full Council will only set the council tax bands for 2024/25 in February 2024, the budget will continue to take a four-year view, allowing for a more strategic focus to service re-design and savings aligning the finances more directly to the objectives, outcomes, and markers of success of the council and maintaining/improving performance against these.

### Maximising Outcomes through Budgeting 2024/25 onwards

4.15 Our approach to budget setting was established in 2020 with overall financial savings expected to be delivered via Proud activity. For 2024/25 Proud work streams will continue to provide the 'enablers' to allow Directorates to deliver through Service Transformation Plans (STP's).

4.16 Directors reviewed their (STP's to identify how individual services can be transformed to generate further efficiencies, along with any short-term investment requirements to enable this to progress, linking their current and future service delivery with Council priority outcomes as per the Council Plan. This allows for identification of potential transformation activity and associated savings for future financial years. Those identified to date are outlined within this report, with further work in train to identify further opportunities to close the financial gap for 2024/25 and future years.

4.17 The Council Plan direction of travel approach sets out how the budget will be aligned to deliver the desired outcome i.e., through different amounts of delivery, coordination, influencing, signposting, or regulating. A review of the current delivery model will be undertaken alongside the direction of travel and re-prioritised where appropriate to maximise value for money and overall delivery of outcomes and ensuring the 2024/25 onwards budget is built and developed on this moving forward.

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

4.18 Following national and local changes since the 2023/24 to 2026/27 budget was set in February 2023, the MTFO has been rolled forward (with 2027/28 added), reviewed and updated to reflect significant ongoing changes in council demand during the current year and updated projections of future demand and income. It has also been updated to reflect changes in core and local funding where known. The resulting council tax requirement arising from funding and investment assumptions from 2024/25 to 2027/28 is shown in table 1.

<b>Table 1: Council Tax requirement</b>				
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Council tax Requirement</b>	<b>144.16</b>	<b>152.40</b>	<b>156.50</b>	<b>160.69</b>
<b>Cost Pressures:</b>				
Growth / Investment ( <b>Appendix 1</b> )	57.69	30.08	23.18	21.68
Savings plans identified ( <b>Appendix 2</b> )	(13.58)	(9.37)	(7.91)	(6.72)
Other savings to be identified	(18.06)	(14.23)	(8.57)	(9.36)
<b>Other movements / funding changes:</b>				
Other changes including base budget adjustments, grants, income	(8.09)	(0.46)	(0.33)	0.94
Core Funding changes	(5.85)	(3.12)	(2.68)	(2.73)
Collection fund (surplus) / deficit	1.22	0.00	0.00	0.00
Transfer to / (from) reserves	(5.09)	1.20	0.50	0.50
<b>Revised Council Tax Requirement</b>	<b>152.40</b>	<b>156.50</b>	<b>160.69</b>	<b>165.00</b>
<b>Council Tax Increase – General</b>	<b>2.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
<b>Council Tax Increase – Adult Social Care precept</b>	<b>2.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

Primarily, investment covers:

1. *Provision for pay and pensions (corporate cost pressures) and contractual inflation:*
  - Annual pay increase and provision for pay increments.
  - Impact of pension auto-enrolment and tri-annual employer pensions contributions based on the latest valuation information.
  - Provision for contractual increases.
  - Managing the cost of energy and fuel price changes as a result of the cost-of-living impact.
  
2. *Demand, demographic changes and managing market conditions within Services (demand led cost pressures):*
  - Increases in placements/costs for children in care.
  - Increased care packages/costs within Adult Social Care arising from an increased ageing population with more complex care needs, linked to Adult Social Care, Better Care Fund and Hospital Discharge funding announced in the Autumn Statement on 17 November 2022.
  - Investment to vulnerable residents in crisis.
  - Support to the Adult Social Care market.
  - Increase in the number of clients requiring home to school transport.
  - Increases in fostering and Special Guardianship Orders fees.
  
3. *Other service-based pressures/investments:*
  - Investment to deliver change and new ways of working through Proud transformation.
  - Reinstatement of specific 2023/24 approved savings that cannot be delivered e.g. Staff car parking due to equality impact (£18k), charging developers for travel plans due to recruitment issues (£30k), rewilding of urban grassed areas (£352k), increased recycling rates (£382k), and residual garden waste disposal (£30k) – these have been replaced with alternative savings;
  - Reductions in grants such as housing benefit administration grant.
  - Reduction in traded services income from schools (Schools attendance services,

payroll and pensions, information governance).

- Continued funding of Crisis Support, albeit at a reduced level.
- Recruitment and retention, particularly within Adults and Childrens Services.
- Review of Digital and Technology infrastructure requirements including Mosaic case management, Cloud/ licences, and associated resources.
- Review of resources within Support Services (Digital and Technology, Human Resources Specialist Services, Finance).

4. Other central provisions:

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

4.19 Table 2 summarises the movements in the MTFO, including changes to investments, resulting in a revised saving requirement over the period of £87.80m (£30.53m original plus revised assumptions impact of £57.27m).

<b>Table 2: Movement in savings requirement</b>					
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28*</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Savings required per Council February 2023</b> (in line with original MTFO)	8.10	13.24	9.19	0.00	30.53
Further year added	0.00	0.00	0.00	9.53	9.53
Central pressures (pay, capital financing)	(10.84)	0.57	0.57	0.57	(9.12)
Service pressures (costs and demand)	38.11	10.11	7.09	5.08	60.40
Funding assumptions and other changes	(3.73)	(0.32)	(0.38)	0.90	(3.54)
<b>Revised savings requirement as above</b>	<b>31.64</b>	<b>23.60</b>	<b>16.48</b>	<b>16.08</b>	<b>87.80</b>

\* 2027/28 has been added to the rolling MTFO for the first time and therefore was not included in the February budget report.

The main changes in MTFO assumptions relate to the increased need for additional growth to fund demand and cost of living pressures with Children's and Adult Social Care Services in particular, and is summarised as follows:

Central pressures (Reduction of £9.1m over 4 years)

- Funding of the ongoing impact of the 2023/24 pay offer £1.3m.
- Reduction in revenue implications of capital allocation in 2024/25 (£96k).
- Central cost of living/demand provision removed for 2024/25 (£6.5m), but £1.5m provision retained for future years.
- Utilisation of Adult Social Care grant held centrally for social care pressures (£3.9m).

Service Pressures (Increase of £60.4m over 4 years):

- Adult Social Care £39.2m
  - Demand – inflow/attrition, placement costs increased post package reviews - net £18.8m increase.
  - Demand – uplifts – net £9.4m increase.
  - Demand – other changes e.g.s117, intermediate care, equipment store £1.1m
  - Better Care Funding not falling out (£2m).
  - Client Income shortfall £2.8m.
  - Inflationary – Housing 21, intermediate care uplifts £3.9m.
  - Public Health £489k.
  - Policy and Strategy hub – Walsall 2040 £46k.

- Community reablement and technology £1.3m.
- Better Care grant changes £921k.
- Other structural / digital and technology changes £2.4m).
- Children's Services (£19.3m)
  - Children in care demand changes (£744k).
  - Home to school transport £422k.
  - Children in care placement costs / foster care / special guardianship order allowances / carer uplifts £17.4m.
  - Revenue costs of new internal residential homes £671k.
  - Grant changes – Supported Accommodation / Unaccompanied Asylum-Seeking Children £58k.
  - Other structural / digital and technology changes £2.2m.
  - Other changes – legal fees, transport costs, reduction in traded income £263k.
- Customer Engagement £0.9m
  - Reduction in crisis support (£200k).
  - Bringing Housing register in house £225k.
  - Increase in bed and breakfast costs £622.
  - Other changes – bank charges / housing benefit grant £161k.
- Economy, Environment and Communities £2.0m
  - Economic Growth Programme funding not now falling out (£1m).
  - Planning posts and migration to Land Registry £141k.
  - Reinstated savings from 2023/24 - staff car parking, rewilding, charging developers, recycling rates, garden waste disposal, £813k.
  - Reintroduce a youth team into the community £100k.
  - Inflationary pressures £889k.
  - Community Protection officers, Town Centre Guardians £312k.
  - Other changes – agency, Environmental Health posts, licensing income shortfall £802k.
- Resources and Transformation (£0.8m)
  - Economic Growth Programme funding not now falling out (£918k).
  - Digital and Technology structural changes to meet demand part funded from capital (£159k).
  - Reduction in schools take up for Payroll/Pensions and Information Governance £122k.
  - Black country consortium subscription no longer required (£90k).

Funding assumptions and other changes (Reduction of £3.5m over 4 years):

- Review of capital financing and risks £3.1m.
- Removal of 'red ragged' Customer Access Management saving £2.9m – under review.
- Change in business rates forecast income (£1.4m).
- Other central changes – grants / utilisation of central funds (£5m).
- Social Care Precept of 2% in 2024/25 (£3.1m) along with 2.99% general increase.

4.20 Further to the changes in assumptions, the draft budget 2024/25 – 2027/28 includes provision for growth and investment of c£133m (£57.69m in 2024/25), as shown in Appendix 1. Assumptions will be kept under continual review and are expected to change as the budget process progresses. Core funding will be updated on receipt of the draft and final Settlements and allocations of specific grants.

### Earmarked Reserves

4.21 Included within the MTFO are a number of transfers to and (from) earmarked reserves to support the budget. The details of these are shown in Table 3 below.

<b>Table 3: Summary of (use of) / transfer to Earmarked Reserves</b>					
<b>Reserve</b>	<b>Details</b>	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>2026/27 £m</b>	<b>2027/28 £m</b>
Street Lighting PFI	To cover costs relating to Street Lighting PFI	(0.45)	(0.45)	(0.45)	(0.45)
Children's Complex Cases	To cover one off costs relating to complex cases	(0.18)	0.00	0.00	0.00
Proud	To cover costs relating to the centre of excellence	(0.29)	(0.29)	(0.29)	(0.29)
HR Specialist Services	To cover one off investment for business support for Children's Services	(0.28)	0.00	0.00	0.00
Redundancy	To replenish reserve to fund one of costs relating to redundancy payments	0.00	0.50	0.50	0.50
<b>Total</b>		<b>(1.20)</b>	<b>(0.24)</b>	<b>(0.24)</b>	<b>(0.24)</b>

### MTFO Savings Requirements

4.22 Our approach to budget setting was established in 2020 with overall financial savings expected to be delivered via Proud activity. For 2024/25 Proud work streams will continue to provide the 'enablers' to allow directorates to deliver their service transformation plans. As set out in table 2 above, the changes in assumptions reflected in the updated MTFO changed the quantum of the funding gap, with the savings required to be delivered over the period 2024/25 to 2027/28 set out below, a total of c£87.80m.

2024/25 - £31.64m

2025/26 - £23.60m

2026/27 - £16.48m

2027/28 - £16.08m

### Walsall Proud Benefit Opportunities

4.23 The budget process continues to build on the blended working principles established in 2021 that capitalises on the progress made using technology and digital working, it enables the continuation of opportunities introduced over the last 2 years, and aligns to the tangible delivery of the 3 Proud Promises, which aim to:

- **Improve outcomes and customer experience.**
  - To minimise the need for physical interactions with citizens through the use of digital / virtual technologies leading to more inclusive and flexible service access (i.e., 24-hour self-service).
  - To consider the closure of services that don't contribute well to delivering outcomes or reducing inequality.
  - To build in and embed resilience to future waves of Covid-19 or shocks.
  - Use of technology and digitalisation to streamline processes and reduce costs.

- ***Improve employee satisfaction and engagement.***
  - To maintain the health and wellbeing of employees.
  - To enable employees to work in the most flexible ways e.g., use new technologies, acknowledge presenteeism as an old way of working, review policies and procedures where needed.
  - Support equalities and diversity and the employee survey action plan.
  
- ***Improve service efficiency and performance.***
  - To enable new ways of working to minimise our estate footprint (within reasonable parameters e.g., not adopt hot-desking policy whilst covid-19 remains a risk).
  - To focus on achieving financial sustainability for the organisation through cost reduction and income generation.
  - To promote an outcome focussed culture.

### Service Transformation Planning process

4.24 For 2024/25 Proud work streams will continue to provide the 'enablers' to allow Directorates to deliver through STP's.

4.25 Directors and their Heads of Service have been tasked with completion of new STP's linking their current and future service delivery with council priority outcomes as per the Council Plan. This will allow for identification of potential transformation activity and associated savings for future financial years. These plans have identified draft savings options for transformational change, as outlined in **Appendix 2**, which Cabinet are asked to consider as part of the budget setting process for 2024/25 and future years.

### Summary of Savings identified.

4.26 Proud has identified £13.58m of financial benefit for 2024/25 (including the review of the £8.10m identified in the budget report to Council in February 2023). There is also £9.37m identified for 2025/26, £7.91m for 2026/27 and £6.72m for 2027/28. Benefits / savings are classified into two categories:

1. Policy Proposals - which require an Executive decision to proceed, and which will be referred for public consultation and equality impact assessment. Policy proposals are shown on Appendix 2A, and these total £333k in 2024/25 (£453k over the four years to 2027/28).
2. Operational Proposals – savings which officers have delegations to implement; examples include restructures, back-office savings, operational efficiencies. These are shown at Appendix 2B, and total £13.25m in 2024/25 (£37.12m over the four years to 2027/28).

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

## Medium Term Financial Outlook (MTFO) and 2025 – 2028 Financial Strategy

4.27 The savings identified at Appendix 2 will assist in closing the gap over the four years to 2027/28. A gap of £18.06m remains after the delivery of the £13.58m saving identified for 2024/25, with a further £14.24m saving requirement for 2025/26, £8.57m for 2026/27 and £9.36m for 2027/28 as shown in table 4 below. Through budget week and beyond, a number of themes were identified for prioritisation to take forward to support the 2024/25 position and also form the foundations of the medium-term financial strategy, building on the work of the Proud programme. Directors continue to work on identifying additional options for Members consideration, and further reports will be presented to Cabinet outlining further options to balance the budget for 2024/25 onwards. A work stream review of the STP's is taking place to ensure that they maximise opportunities from the Proud ways of working and capabilities, and therefore capture the full benefits; to ensure they capture innovative thinking; and to challenge any opportunities to accelerate identified savings.

<b>Table 4: Movement in savings requirement - current gap</b>					
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Savings requirement as shown in table 2 above</b>	31.64	23.61	16.48	16.08	87.80
Savings plans identified (Appendix 2)	(13.58)	(9.37)	(7.91)	(6.72)	(37.57)
<b>Savings to be identified (Current gap)</b>	<b>18.06</b>	<b>14.24</b>	<b>8.57</b>	<b>9.36</b>	<b>50.23</b>

4.28 Directors continue to work on the delivery plans for these future opportunities. The proposals set out in this report do not balance the budget for 2024/25, so there will be a requirement to report back on changes and options to close the gap at the next meeting of Cabinet on 13 December 2023.

### **Draft Capital Programme 2024/25 to 2027/28**

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

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

4.30 The approach to capital planning includes:

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



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

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

4.32 However there will be an increasing emphasis on:

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

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

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

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

4.36 Despite the above difficulties, significant investment is planned and funded over the four years to 2027/28. The council is able to fund existing commitments and has, through prioritisation of bids, resources and sound treasury management, been able to support new investment into key services, and areas of capital investment need, linked to Walsall Proud activity.

4.37 Cabinet determine the projects to be included within the capital programme in the light of the relative priorities and the overall impact on the revenue budget. Schemes that require use of the council's own capital resources (such as through borrowing or capital receipts), are scored and prioritised in accordance with a matrix, in order to assist the decision-making process:

- For Delivery of Capital projects - alignment to local plans and strategies; deliverability; benefit to cost ratio; amount of match-funding to be levered in; commercialisation - Income generation / land sales etc. to be considered to enable funds to be recycled so that more of the pipeline can be funded in the longer term; generation of savings in the form of council tax, business rate income, revenue income or operational cost savings generated as a result of this investment to support the MTFO.
- For Development Pool Capital projects - alignment to local plans and strategies; long term deliverability; benefit to cost ratio; and the potential for the wider scheme

to secure external funding / match funding / recycling of funds i.e., commercialisation, overage, land sale etc so that more development schemes can be funded in the longer term.

4.38 The list of schemes included in the draft capital programme for 2024/25 to 2027/28 are shown at Appendix 3 (council funded) and Appendix 4 (externally funded). Table 5 below shows the draft capital programme against available resources.

<b>Table 5: Draft Capital Programme 2024/25 to 2027/28</b>				
<b>Anticipated Capital Resources</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Capital receipts projected	1.50	1.50	1.50	1.50
General borrowing as per Council 23 February 2023	4.67	4.67	4.67	4.67
Other scheme borrowing as per Council 23 February 2023	56.84	17.32	3.87	0.00
Carry Forwards from previous years - Enterprise Zones	2.71	0.00	0.00	0.00
Revenue contribution to capital - burial levy	0.02	0.02	0.02	0.02
<b>Funding as approved by Council 23 February 2023</b>	<b>65.74</b>	<b>23.51</b>	<b>10.06</b>	<b>6.19</b>
Reprofiling of schemes as approved by Cabinet 19 July 2023 - council funded only	14.45	27.63	13.02	0.00
Adjustment to borrowing requirement	(4.96)	3.77	(1.37)	1.97
<b>Total Council Funding</b>	<b>75.23</b>	<b>54.91</b>	<b>21.71</b>	<b>8.16</b>
Externally Funded Schemes	56.85	43.37	55.96	18.10
<b>Total capital resources</b>	<b>132.08</b>	<b>98.28</b>	<b>77.67</b>	<b>26.26</b>
<b>Draft Capital Programme</b>				
Rolling Programme Schemes	4.58	4.71	4.65	4.65
Prior Year Approvals	25.74	23.95	3.89	2.82
Development investment	43.20	25.05	11.25	0.08
New Capital Schemes	1.71	1.20	1.92	0.61
<b>Total Council Funded Schemes (Appendix 3)</b>	<b>75.23</b>	<b>54.91</b>	<b>21.71</b>	<b>8.16</b>
Externally Funded Schemes (Appendix 4)	56.85	43.37	55.96	18.10
<b>Total draft capital programme</b>	<b>132.08</b>	<b>98.28</b>	<b>77.67</b>	<b>26.26</b>
<b>Funding shortfall (surplus)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

4.39 Council funded schemes identified in Appendix 3 include a refresh of the draft programme reported to Council in February 2023, with a number of projects added during 2023/24 following Cabinet approval. For 2024/25 onwards, the full impact of these projects will be reviewed, and funding revisited as part of the rolling annual budget process. There may be a number of schemes that will require match funding in year to secure external resources, which will be reviewed in year and funds drawn down as projects are confirmed. Schemes currently in the draft programme are those that have been assessed by the Council's Strategic Investment Board as meeting the Council Plan priorities and directly linked to the Strategic Asset Plan 2022-27 which was approved by Cabinet on 20 April 2022. The impact of inflation, material shortages, etc are also currently under review and will need to be accommodated from identified resources.

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

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

4.42 As well as those in the draft programme, there are a number of large capital schemes that are in development or planning stages. It is expected that as individual business cases are developed and considered by Cabinet and/or Council, they are then included in the latest update of the capital programme if they are deemed to be a high priority and affordable. Funding for these will need to be identified and may be through a combination of borrowing and/or other contributions. Where practical, a payback agreement will be implemented, whereby projects should, wherever possible be self-funded over the life of the project and beyond.

4.43 A provision of £40m was approved by Council in February 2021, with a further £30m approved by Council in February 2022, and a further £29m by Council in February 2023 – an adjusted total of £99m over the period to support council development investment opportunities, including emerging regeneration schemes and major capital projects, and to provide funding to support those schemes in development stages. The current list of schemes are under review and will be provided in the budget update report to Cabinet on 13 December 2023. This includes schemes where funding or match funding is required (subject to external funding bidding processes) in order for some of these projects to progress as there is insufficient headroom within the existing capital programme to fund all of these development opportunities. This provision is held centrally. Of the £99m total provision, approximately £46m has been allocated, with the remaining £53m (development investment line referred to in Appendix 3C) to be allocated. To access these funds, an outline business case is required to be endorsed by the council's Strategic Investment Board, followed by a full business case for Cabinet approval.

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

### **Draft Leasing Programme**

4.45 The 2024/25 leasing programme totals £1.37m, summarised in Table 6 below. Leasing minimises the call on capital resources by spreading the acquisition cost over a number of years. Revenue funds are required to finance operating leases and are included in the revenue budget. There is expected to be a carry forward from 2023/24 which is dependent on timings on acquisition of vehicles.

<b>Table 6: Leasing Programme</b>	<b>Capital £m</b>	<b>Revenue £m</b>
Light Commercial vehicles	0.73	0.64
Refuse Vehicles	3.26	0.38
Tractors and Agricultural Implements	0.10	0.28
Welfare vehicles	0.00	0.07
<b>Total</b>	<b>4.09</b>	<b>1.37</b>

## **Council Plan priorities**

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

## **Risk management**

4.47 The budget process is governed by the overarching MTFP and Council Plan. Risk management is an integral part of this activity and is embedded in budget preparation, monitoring, and forecasting to enable potential budget variances and risks to be identified early and addressed.

4.48 There is still uncertainty around Government funding for 2024/25 and beyond due to the lack of Government allocations beyond the short term and the uncertainty around changes arising from the Review of Relative Needs and Resources (formerly the Fair Funding Review) and Business Rates Revaluation. The MTFP continues to be regularly reviewed to ensure all significant changes are reflected.

4.49 There is a risk that funding will reduce more than anticipated or that further pressures will emerge, whether cost of living related or otherwise, which will require the council to address prior to setting the budget in February 2024. As the need for savings increases, the council's ability to protect services from being reduced or ceasing diminishes.

4.50 The budget is risk assessed and this will be used to formulate the recommended level of contingencies and reserves. The outcome of this will be reported to Cabinet and Council in the final budget report.

## **Financial implications**

4.51 The council must set a balanced budget to meet its legal requirements as set out under legal implications. There is more to do to close the £18.06m remaining gap.

## **Legal implications**

4.52 Under the Local Government Act, an authority must set a council tax and balanced budget, giving 14 days' notice of the council tax level prior to the date of billing. The Council must set a budget before 11 March of each year. This will include the S151 Officer's S25 Statement on the Robustness of the Budget and the Adequacy of the Reserves for which the budget provides, together with an assessment of risk.

4.53 The collection fund and council tax base are governed by Statutory Instrument 2012 No.2914 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The council is legally obliged to set the council tax base and notify the precepting authorities by 31 January each year.

## **Procurement Implications / Social Value**

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

## **Property implications**

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

## **Health and Wellbeing implications**

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

## **Staffing implications**

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

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

## **Reducing inequalities**

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

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

- Demonstrate it has given 'due regard' to the aims of the equality duty in decision making.

- Consider ways of mitigating or avoiding any adverse impacts.

4.61 The council uses an Equality Impact Assessment (EqIA) to check the lawfulness of council decisions in relation to the impact on people with certain characteristics protected by the Equality Act 2010. An EqIA must contain relevant data and sufficient analysis to enable Members to understand the equality implications of a proposal and any alternative options before any decisions are arrived at.

4.62 Completing an EqIA provides a positive opportunity to ensure that the council makes better decisions, based on robust evidence, and will identify any anticipated impact on residents, service users and staff that fall within the protected characteristics as defined in the Equality Act. Equality impact assessments are undertaken on service and organisational change proposals as they develop and any implications reported as they arise, to allow Cabinet to consider and make any revisions required.

4.63 Initial screening EqIAs are carried out on options to indicate whether full EqIAs will be required. Full EqIAs identify the outcomes, and their potential impacts, and document the reasons for this decision. There are four possible outcomes:

A. No major change required:

When no adverse impact is identified and all opportunities to promote equality have been taken

B. Adjustments are needed to adverse impact to better promote equality.

C. Continue despite possible adverse impact:

Compelling reasons will be needed, and mitigating actions may be required to minimise adverse impact.

D. Stop and rethink the proposal:

When an EqIA shows actual or potential unlawful discrimination and needs to be reviewed immediately

4.64 If adjustments are needed or a potential adverse impact is identified, an action plan is developed to show how this will be mitigated or in exceptional circumstances, justified. EqIAs will be considered by Cabinet members, prior to any decision being made as to the final proposals to be included in the final Budget report to Council.

## **Climate Change**

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

## **Consultation**

4.66 Section 138 of the Local Government and Public involvement in Health Act 2007 places a general duty on every local authority in England to take such steps as it considers appropriate to secure that representatives of local persons (or of local persons of a particular description) are involved in the exercise of any of its functions, among other things by being consulted about the exercise of the function. The 2010 Equality Act, whilst not imposing a specific duty to consult, lays a requirement to have due regard to the equality impact when exercising its function.

4.67 Consultation is an integral part of the budget process and arrangements are in place to consult with a range of communities and stakeholders as appropriate (the public, councillors, business rate payers, voluntary and community organisations, etc.). Consultation will be publicised and communicated widely via a range of methods and channels.

4.68 Consultation will be undertaken on policy related draft budget options as they develop from Proud activity and findings presented to Cabinet. Consultation will primarily be conducted online. However, in order to ensure that everyone who wants to have their say is able to, in line with our Public Sector Equality Duty (PSED), alternative formats and support to respond will be provided to those who request it. Findings along with equality impact assessments will be reported to Cabinet for their consideration and to inform Cabinet's final budget recommendations to Council in February 2024.

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

## **5. Decide**

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

## **6. Respond**

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

## **7. Review**

7.1 Further updates will be presented to Cabinet as required, including any feedback from consultation, in advance of the final budget report to Cabinet on 7 February 2024.

### **Summary of appendices:**

- 1 Summary of New Growth and Investment 2024/25 to 2027/28 aligned to Proud Outcomes.
- 2 Benefits Realisation (Savings) for Proud activity by Outcome 2024/25 to 2027/28.
- 3 Draft Capital Programme 2024/25 to 2027/28 – Council Funded Schemes.
- 4 Draft Capital Programme 2024/25 to 2027/28 – External Funded Schemes.

### **Background papers:**

- Various financial and working papers.
- Corporate Budget Plan 2023/24 to 2026/27, incorporating the Capital Strategy; and the Treasury Management and Investment Strategy 2023/24 – Council 23 February 2023.
- Corporate Financial Performance 2023/24 and approach to Budget Setting for 2024/25 - Cabinet 19 July 2023

### **Contact:**

Vicky Buckley, Head of Finance and Assurance, 📞 07983 604698,

✉️ Vicky.Buckley@walsall.gov.uk

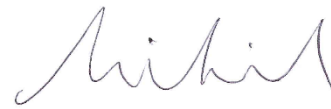




**Shaun Darcy - S151 Officer,  
and Director of Finance,  
Corporate Landlord and Assurance  
18 October 2023**



**Judith Greenhalgh  
Interim Executive Director – Resources  
18 October 2023**



**Councillor M Bird  
Leader of the Council  
18 October 2023**

## Appendix 1 - Summary of New Growth and Investment 2024/25 to 2027/28 aligned to Proud Outcomes

Directorate	Ref No	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	1	Town Centre Officer post - to support the regeneration of the high street - funded from Public Health Grant	86,315	0	0	0	86,315
	2	Contractual inflation - Urban Traffic Control	22,764	22,764	22,764	22,764	91,056
	3	Contractual inflation - Traffic Control	73,900	13,574	12,768	13,140	113,382
	4	Contractual inflation - Highways maintenance	172,371	129,279	118,505	118,505	538,660
	5A	Under-recovery of planning income	220,000	0	0	0	220,000
	5B	Planning fee consultation	(220,000)	0	0	0	(220,000)
	6	New posts within planning and land registry to deal with increased demand - linked to saving OP9	210,934	70,000	(140,000)	0	140,934
	7	Remove staff parking charges saving from 2023/24	18,000	0	0	0	18,000
8	Remove charge developers for travel plans saving from 2023/24	30,000	0	0	0	30,000	
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>614,284</b>	<b>235,617</b>	<b>14,037</b>	<b>154,409</b>	<b>1,018,347</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's, Education & Customer Engagement	9	Crisis support - to support Walsall residents in crisis	300,000	0	0	0	300,000
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<b>People are supported to maintain or improve their health, wellbeing and quality of life</b>							
Adult Social Care, Public Health & Hub	10	Social Care increase in demand pressures (inflow/attrition)	15,903,627	2,981,815	1,661,716	1,024,037	21,571,195
	11	Contract price uplift (for under 65's not covered by Fair Cost of Care)	3,992,391	2,450,079	2,517,776	2,608,130	11,568,376
	12	Adult Social Care affordability model including inflation - Housing 21	1,364,484	274,652	281,518	311,449	2,232,103
	13	Hospital discharge - fully funded from grant	1,325,436	0	0	0	1,325,436
	14	Market Sustainability and Improvement Fund	495,860	0	0	0	495,860
	15	Section 117 expenditure in Mental Health	150,063	61,967	64,446	67,024	343,500

Directorate	Ref	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Adult Social Care, Public Health & Hub	16	Client income – all care types	0	2,639,181	0	0	2,639,181
	17	Health income - Learning Disability Joint Funding tool	201,520	0	0	0	201,520
	18	Trix - online policy and procedures for Safeguarding	11,333	0	0	0	11,333
	19	Better Care finance system - ongoing licence costs	98,000	0	0	0	98,000
	20	Mosaic trainer post	39,000	0	0	0	39,000
	21	Additional social work capacity within Access Care Management Localities and Complex teams	353,257	298,910	0	0	652,167
	22	Co-production and consultation post	56,262	18,754	0	0	75,016
	23	Future arrangements for safeguarding	228,537	198,801	0	0	427,338
	24	Community Reablement and Technology - linked to saving OP16	644,008	644,008	0	0	1,288,016
	25	Revised Management Structure within Adult Social Care	443,069	49,230	0	0	492,299
	26	Financial Assessment and Charging Team (permanent structure)	316,952	107,327	0	0	424,279
	27	Client Money and Case Management Solution for Deputies and Appointees	20,000	0	0	0	20,000
	28	Mosaic Case Management solution development – introduction of Electronic Document Management system via Sharepoint and Access Community Gateway	47,500	0	0	0	47,500
	29	Carecubed investment for contract extension	50,000	0	0	0	50,000
	30A	Public Health - Residential Detox Placements	91,300	0	0	0	91,300
	30B	Public Health - Pay awards/ increments	50,000	0	0	0	50,000
	30C	Public Health - Inflation of 0-19 Healthy Child Programme	247,440	0	0	0	247,440
	30D	Public Health - Drug and Alcohol contribution to Family Safeguarding	100,000	0	0	0	100,000
	31	Public Health grant increase	0	275,901	261,300	264,745	801,946
	32	Supplementary Drugs and Alcohol - fully funded from grant	462,436	(462,436)	0	0	0
33	Intermediate Care Service (Increased demand and uplifts)	1,302,070	412,053	412,053	412,053	2,538,229	
34	Integrated Equipment Store	232,182	0	0	0	232,182	
35	Better Care Fund - Integrated Community Equipment Service rent/overheads, pay	232,972	229,456	229,456	229,456	921,340	
36	Occupational Therapists to support reviews post Intermediate Care Services discharge - linked to saving OP21	105,048	0	0	0	105,048	

Directorate	Ref	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Economy, Environment & Communities	37	Leisure services income shortfall – fall out of investment as fee income recovers	(150,000)	0	0	0	(150,000)
	38	Coroners - contractual inflation	125,712	18,443	9,563	13,662	167,380
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>28,540,459</b>	<b>10,198,141</b>	<b>5,437,828</b>	<b>4,930,556</b>	<b>49,106,984</b>
<b>We get things right, first time and make all services accessible and easy to use</b>							
Children's, Education & Customer Engagement	39	Reduction in housing benefit administration grant	46,148	43,840	40,000	40,000	169,988
	40	Increase in volume of Bank Charges for receiving online payments	111,122	0	0	0	111,122
	41	Reduction in Housing Benefit administration grant	50,000	0	0	0	50,000
	42	Costs of Bringing the Housing Register in house	225,000	0	0	0	225,000
	43	Increase in Bed and Breakfast costs	568,620	17,059	17,571	18,549	621,799
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>1,000,890</b>	<b>60,899</b>	<b>57,571</b>	<b>58,549</b>	<b>1,177,909</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Adult Social Care, Public Health & Hub	44	Policy & Strategy - Walsall 2040	10,000	0	0	0	10,000
	45	Policy & Strategy - running costs	36,000	0	0	0	36,000
Resources & Transformation	46	Cloud / Microsoft licences and infrastructure costs	55,000	750,400	31,520	0	836,920
	47	Additional capacity for Finance strategic partnering (linked to saving OP39)	276,039	0	0	0	276,039
	48	Digital and Technology - implement standardised addressing in two social care systems	30,000	0	0	0	30,000
	49	Human Resources - Organisational Leadership Development	100,000	(100,000)	0	0	0
	50	Payroll and Pensions - shortfall in income from schools	60,000	0	0	0	60,000
	51	Information Governance - shortfall in income from schools	62,000	0	0	0	62,000
	52	Digital and Technology - post within Operational Services to address increased demand in technology	0	120,780	0	0	120,780
	53	Human Resources Specialist Services - business administration support to Childrens	280,000	(280,000)	0	0	0
Central / Capital Financing	54	Capital financing / Minimum Revenue Provision review	1,202,650	(133,042)	600,000	600,000	2,269,608
	55	Revenue implications of capital programme	160,750	250,000	250,000	250,000	910,750
	56	Energy – fall out of investment	(600,000)	0	0	0	(600,000)

Directorate	Ref	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Central / Capital Financing	57	Pay / pension provision	8,091,911	9,176,333	8,047,828	6,547,828	31,863,900
	58	WM Combined Authority contribution for Metro	232,802	705,458	242,207	250,000	1,430,467
	59	Cost of living / demand provision	0	1,500,000	1,500,000	1,500,000	4,500,000
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>9,997,152</b>	<b>11,989,929</b>	<b>10,671,555</b>	<b>9,147,828</b>	<b>41,806,464</b>
<b>Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>							
Children's, Education & Customer Engagement	60	Increase in demand for Home to school transport	986,977	1,133,977	800,000	643,407	3,564,361
	61	Reduction in traded services attendance income target due to schools directly employing their own staff in response to the new requirements of the school attendance procedures and bill	36,387	36,387	36,387	0	109,161
	62	Home to School Transport Staffing Resources	27,487	19,633	0	0	47,120
	63	Increase staffing costs in Education, Health, and Care Plan Assessment team to meet increased demand	72,333	51,667	124,000	0	248,000
	64	Educational Psychology service - staffing to meet increases in demand	871,971	119,281	133,627	199,818	1,324,698
<b>Total Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>			<b>1,995,155</b>	<b>1,360,945</b>	<b>1,094,014</b>	<b>843,225</b>	<b>5,293,340</b>
<b>Children and young people grow up in connected communities and feel safe everywhere</b>							
Children's, Education & Customer Engagement	65	Additional children in care demand / cost pressures	4,212,446	1,338,826	1,493,561	2,106,315	9,151,148
	66	Foster care / Special Guardianship Order / staying put allowances and proposed change to current fostering fees (linked to saving OP57/60)	714,500	191,800	197,000	84,000	1,187,300
	67	Increase in social workers pay (full year impact of 2022/23 investment)	12,000	0	0	0	12,000
	68	Removal of saving OP59 due to legislation changes - Development of locality partnership offer in Early Help.	888,396	0	0	0	888,396
	69	Young Carers Service	24,058	17,184	0	0	41,242
	70	Ongoing costs for wrap around support (linked to saving OP64)	350,000	0	0	0	350,000
	71	Legal Fees	100,000	0	0	0	100,000
	72	Transport Costs for social care	200,000	0	0	0	200,000
	73	Additional Head of Service post (linked to saving OP64)	110,948	0	0	0	110,948
	74	Additional Children and Family Officer posts in Corporate Parenting (linked to saving OP62)	121,173	0	0	0	121,173
	75	Recruitment and Retention Pressures	271,948	0	0	0	271,948

Directorate	Ref	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Children's, Education & Customer Engagement	76	Placement costs - Inflationary increases for external framework placements	4,706,576	3,671,661	3,929,714	4,008,308	16,316,259
	77	Increase birthday/ festive payments to Department for Education guidance for Special Guardianship Orders, fostering, connected care	31,000	0	0	0	31,000
	78	Kinship carers - remove allowance age cap, pay all carers birthday, holiday, and festive allowances, and remove means testing	294,335	0	0	0	294,335
	79	Revenue costs for new internal residential home (linked to saving OP63)	0	671,859	0	0	671,859
	80	Supported accommodation legislation post - fully funded from grant	37,355	0	0	0	37,355
	81	Unaccompanied Asylum-Seeking Children (UASC) post - fully funded from grant	21,000	0	0	0	21,000
<b>Total Children and young people grow up in connected communities and feel safe everywhere</b>			<b>12,095,735</b>	<b>5,891,330</b>	<b>5,620,275</b>	<b>6,198,623</b>	<b>29,805,963</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	82	Contractual inflation - Household Waste Recycling Centre haulage and management	319,578	66,701	34,586	49,408	470,273
	83	Increase in vehicle fuel costs	(125,000)	(75,000)	0	0	(200,000)
	84	Agency for domestic and garden waste	263,904	70,502	74,027	74,027	482,460
	85	Commercial Implementation Manager	89,000	0	0	0	89,000
	86	Under recovery of licensing income	72,643	0	0	0	72,643
	87	Environmental Health posts	95,928	0	0	0	95,928
	88	Assure Computer System Maintenance Support	11,750	0	0	0	11,750
	89	Enforcement of fly tipping, litter dropping, cigarette dropping etc.	50,000	0	0	0	50,000
	90	Increase of Community Protection Enforcement Officers	197,872	0	0	0	197,872
	91	Town Centre Guardians x 4	114,043	0	0	0	114,043
	92	Removal of 2023/24 saving - Rewilding of all urban grassed areas - to manage public grassed open spaces and verges for biodiversity rather than visual appearance. Most areas would only receive one cut per year; however, pitches, visibility splays, paths and edges would be cut more	352,348	0	0	0	352,348
	93	Removal of 2023/24 saving - Increase recycling rates and reduce contamination	382,523	0	0	0	382,523
	94	Removal of 2023/24 saving - Residential garden waste disposal	30,000	0	0	0	30,000

Directorate	Ref	Details of Growth by outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Economy, Environment & Communities	95	Contractual inflation – Energy from waste, garden waste, co-mingled waste, landfill tax, vehicle hire, management of markets	1,140,131	279,386	175,361	223,372	1,818,249
	96	Reintroduce a youth team into the community	100,000	0	0	0	100,000
	97	To support healthy spaces activities	50,000	0	0	0	50,000
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>3,144,720</b>	<b>341,589</b>	<b>283,974</b>	<b>346,807</b>	<b>4,117,089</b>
<b>Total Growth and investment</b>			<b>57,688,395</b>	<b>30,078,450</b>	<b>23,179,254</b>	<b>21,679,997</b>	<b>132,626,096</b>

### Investment Summary by Outcome

Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place	614,284	235,617	14,037	154,409	1,018,347
People can access support in their community to keep safe and well and remain independent at home	300,000	0	0	0	300,000
People are supported to maintain or improve their health, wellbeing, and quality of life	28,540,459	10,198,141	5,437,828	4,930,556	49,106,984
We get things right, first time and make all services accessible and easy to use	1,000,890	60,899	57,571	58,549	1,177,909
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	9,997,152	11,989,929	10,671,555	9,147,828	41,806,464
Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	1,995,155	1,360,945	1,094,014	843,225	5,293,340
Children and young people grow up in connected communities and feel safe everywhere	12,095,735	5,891,330	5,620,275	6,198,623	29,805,963
The people of Walsall feel safe in a cleaner, greener Borough	3,144,720	341,589	283,974	346,807	4,117,089
<b>Total</b>	<b>57,688,395</b>	<b>30,078,450</b>	<b>23,179,254</b>	<b>21,679,997</b>	<b>132,626,096</b>

### Investment Summary by Directorate

Directorate	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Adult Social Care, Public Health, and Hub	28,610,747	10,179,698	5,428,265	4,916,894	49,135,604
Children's Services and Customer Engagement:					
- Children's Services	14,090,890	7,252,275	6,714,289	7,041,849	35,099,303
- Customer Engagement	1,300,890	60,899	57,571	58,549	1,477,909
Economy, Environment and Communities	3,734,716	595,649	307,574	514,878	5,152,816
Resources and Transformation	863,039	491,180	31,520	0	1,385,739
Central / Capital Financing	9,088,113	11,498,749	10,640,035	9,147,828	40,374,725
<b>Total</b>	<b>57,688,395</b>	<b>30,078,450</b>	<b>23,179,254</b>	<b>21,679,997</b>	<b>132,626,096</b>



## Appendix 2 – Benefits Realisation (Savings) for Proud activity by Outcome 2024/25 to 2027/28

### A: Summary of Policy Proposals by Outcome 2024/25 – 2027/28

Directorate	Ref No	Detail of Policy Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
Economy, Environment & Communities	P1	Leisure health checks based on 5% forecast take up	(5,125)	(20,125)	0	0	(25,250)
		Leisure health checks - linked Investment (one off) - Tanita Body Composition Scale purchase, 12 months licence, IT equipment and marketing	40,000	(40,000)	0	0	0
	P2	Registrars – introduction of charges for change of name deeds	(3,000)	0	0	0	(3,000)
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>31,875</b>	<b>(60,125)</b>	<b>0</b>	<b>0</b>	<b>(28,250)</b>
<b>We get things right, first time and make all services accessible and easy to use</b>							
Economy, Environment & Communities	P3	Arts and Events income - to introduce new online shop sales and ticketing	(15,000)	(10,000)	(25,000)	(25,000)	(75,000)
<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>(15,000)</b>	<b>(10,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(75,000)</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	P4	Street lighting dimming and trimming during the evening	(160,000)	0	0	0	(160,000)
	P5	Cease provision of Christmas lights	(40,000)	0	0	0	(40,000)
	P6	Closure of Fryers Road and Merchants Way Household Waste Recycling Centres for 1 day (7 to 6) - saving on contract spend	(150,000)	0	0	0	(150,000)
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>(350,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(350,000)</b>
<b>Total Policy Proposals</b>			<b>(333,125)</b>	<b>(70,125)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(453,250)</b>

## B: Summary of Operational Proposals by Outcome 2024/25 – 2027/28

Directorate	Ref No	Detail of Operational Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	OP1	Street lighting energy savings	(263,000)	0	0	0	(263,000)
	OP2	Income from Enterprise Zone due to historic business rates	(147,000)	0	0	0	(147,000)
	OP3	Arena restructure	(6,747)	0	0	0	(6,747)
	OP4	Increase On Street Parking charges	(20,000)	0	0	0	(20,000)
	OP5	Increase Off Street Parking charges	(55,000)	0	0	0	(55,000)
	OP6	Capitalisation of highways works	(200,000)	0	0	0	(200,000)
	OP7	Traffic enforcement income model	(25,000)	0	0	0	(25,000)
	OP8	Funding of Building Control officer posts from Local Authority Building Control funds for 1 year only	(86,000)	86,000	0	0	0
	OP9	One off use of Biodiversity Net Gain grant allocation (linked to investment 6 for new Ecology officer post)	(10,000)	10,000	0	0	0
<b>Total Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>(812,747)</b>	<b>96,000</b>	<b>0</b>	<b>0</b>	<b>(716,747)</b>
<b>Education, training, and skills enable people to contribute to their community and our economy</b>							
Economy, Environment & Communities	OP10	Libraries partnership with voluntary sector	(223,446)	0	0	0	(223,446)
	OP11	Capitalise Full Book fund	(145,000)	0	0	0	(145,000)
<b>Total Education, training and skills enable people to contribute to their community and our economy</b>			<b>(368,446)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(368,446)</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Economy, Environment & Communities	OP12	Non-Statutory Training in Community and Partnerships	(34,238)	0	0	0	(34,238)
	OP13	Income generation from penalty notices for littering	(30,000)	0	0	0	(30,000)
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>(64,238)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(64,238)</b>
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
Adult Social Care, Public Health & Hubs	OP14	Demand - Develop and deliver additional support to Carers	(270,241)	0	0	0	(270,241)
	OP15	Shared lives	(142,812)	0	0	0	(142,812)
	OP16	Community reablement service – to prevent and delay long term care and support – subject to financial modelling and linked to investment 24	(1,147,248)	(2,535,965)	(2,586,685)	(2,638,418)	(8,908,316)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Adult Social Care, Public Health & Hubs	OP17	Market management of Learning Disability/Mental Health provider market – use of Care Cubed technology and dedicated commissioning resources to better calibrate and control the price of care provision – link to investment in commissioning capacity and requiring licence	(574,282)	(371,821)	(20,733)	(19,337)	(986,173)
	OP18	Additional client income based on net inflow of clients	(257,369)	(260,316)	(260,316)	(260,316)	(1,038,317)
	OP19	Deferred payments income	(265,344)	0	0	0	(265,344)
	OP20	Health Income - S117/ Continuing Health Care / Part Health Funded	(1,047,615)	(249,636)	(263,274)	(271,559)	(1,832,084)
	OP21	Review of high-cost domiciliary care packages post Intermediate Care Services discharge - linked to investment 36	(176,407)	(159,542)	0	0	(335,949)
	OP22	Contractual uplifts funded by Market Sustainability Improvement Fund	(57,621)	0	0	0	(57,621)
	OP23	Occupational Therapist funded from Disabled Facilities Grant capital	(52,000)	0	0	0	(52,000)
	OP24	Flex360 supporting in business-as-usual reviews - double to single handed care	(464,453)	0	0	0	(464,453)
	OP25	Increased Housing 21 community based / accommodation income	(89,000)	0	0	0	(89,000)
	Economy, Environment & Communities	OP26	Review of coffee shop operations	(10,000)	(10,000)	0	0
OP27		Above inflation increase to fees and charges	(20,000)	0	0	0	(20,000)
OP28		Bereavement services new memorial garden at North Walsall Cemetery (linked capital investment of £480k required)	(55,000)	0	0	0	(55,000)
OP29		Leisure personal training	(8,400)	0	0	0	(8,400)
OP30		Leisure commercial courses	(4,000)	0	0	0	(4,000)
OP31		Leisure programme review	(15,000)	0	0	0	(15,000)
OP32		Active Living Centres income generation	(180,000)	180,000	0	0	0
OP33		Commercialisation of services – potential to develop services to be self-funding	(47,000)	(1,410)	(1,452)	0	(49,862)
OP34		Fees and charges directorate wide	(318,284)	0	0	0	(318,284)
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>(5,202,076)</b>	<b>(3,408,690)</b>	<b>(3,132,460)</b>	<b>(3,189,630)</b>	<b>(14,932,856)</b>
<b>We get things right, first time and make all services accessible and easy to use</b>							
Children's, Education & Customer Engagement	OP35	Explore full cost recovery for administration of Energy Company Obligation (ECO) by fee charging	(50,000)	0	0	0	(50,000)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Children's, Education & Customer Engagement	OP36	50% mitigation of Bed and Breakfast costs - increase Temporary Accommodation provision	(383,917)	(209,235)	(221,444)	(24,438)	(839,034)
	<b>Total We get things right, first time and make all services accessible and easy to use</b>			<b>(433,917)</b>	<b>(209,235)</b>	<b>(221,444)</b>	<b>(24,438)</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Adult Social Care, Public Health & Hubs	OP37	Removal of vacant posts within the Policy & Strategy Hub	(48,703)	0	0	0	(48,703)
	OP38	Service Desk 9-5	(25,000)	0	0	0	(25,000)
Resources & Transformation	OP39	Reduction in Finance Business Partner capacity aligned to further efficiencies to then fund new investment required at the strategic Finance Business Partner level as per Enabling Support Services blueprint - linked to investment 47	(276,039)	0	0	0	(276,039)
	OP40	Renegotiate Wide Area Network contract	(30,000)	0	0	0	(30,000)
	OP41	Replace Evolutive with in house system	(10,000)	0	0	0	(10,000)
	OP42	Stop using Microsoft Office	(15,000)	0	0	0	(15,000)
	OP43	Retire Mayrise system	0	(40,000)	0	0	(40,000)
	OP44	Replace ParkMap with Geospatial Product Suite	(2,149)	0	0	0	(2,149)
	OP45	Review of courier costs of equipment to new starters	(50,000)	0	0	0	(50,000)
	OP46	Digital and Technology - reduction in Supplies and Services (servers moving to cloud)	(100,000)	0	0	0	(100,000)
	OP47	Insurance renewal contract	(200,000)	0	0	0	(200,000)
	OP48	Early Payment Supplier Programme	(60,000)	0	0	0	(60,000)
	OP49	One public estate – income from partners	(250,000)	(250,000)	0	0	(500,000)
	OP50	Restructure of post room	(20,000)	0	0	0	(20,000)
	OP51	Council House / Town Hall events	(40,000)	0	0	0	(40,000)
	OP52	Potential further restructure of Corporate Landlord	(70,000)	0	0	0	(70,000)
	OP53	Energy reductions	(200,000)	(200,000)	0	0	(400,000)
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>(1,396,891)</b>	<b>(490,000)</b>	<b>0</b>	<b>0</b>	<b>(1,886,891)</b>
<b>Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>							
Children's, Education & Customer Engagement	OP54	Culture shift, training, and workforce - payback of Education, Health, and Care Plan investment	(50,000)	0	0	0	(50,000)
	OP55	Reduce headcount	(61,971)	0	0	0	(61,971)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Children's, Education & Customer Engagement	OP56	Reduction in home to school transport investment	(145,000)	0	0	0	(145,000)
	<b>Total Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>		<b>(256,971)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(256,971)</b>
<b>Children and young people grow up in connected communities and feel safe everywhere</b>							
Children's, Education & Customer Engagement	OP57	Further Recruitment and Retention of internal Foster Carers - linked to investment 66	(600,000)	(600,000)	(600,000)	0	(1,800,000)
	OP58	Specialist Foster Placements	(244,000)	(244,000)	(244,000)	0	(732,000)
	OP59	Restructure of 'change grow live' following contract bought in house. Investment 68 identified to remove.	(888,396)	0	0	0	(888,396)
	OP60	Further recruitment and retention of internal foster carers into 2027/28 - linked to investment 66	0	0	0	(133,905)	(133,905)
	OP61	Full year impact of new internal residential homes	(467,400)	0	0	0	(467,400)
	OP62	Extend the Family Safeguarding programme into Corporate Parenting - linked to investment 74	(859,866)	(1,618,823)	(1,618,823)	(1,618,823)	(5,716,335)
	OP63	Placement sufficiency – opportunity to open further residential homes from 2025/26 - £600k capital investment in pipeline to support this - linked to investment 79	0	(678,054)	(339,027)	0	(1,017,081)
	OP64	Continued focus on placement step downs - linked to investment 70/73	(514,984)	(439,174)	0	0	(954,158)
	OP65	Adolescent Service - Early Help	(715,238)	(1,724,981)	(1,724,981)	(1,724,981)	(5,890,181)
Adolescent Service - Early Help (Linked investment)		402,657	19,620	TBC	TBC	422,277	
<b>Total Children and young people grow up in connected communities and feel safe everywhere</b>		<b>(3,887,227)</b>	<b>(5,285,412)</b>	<b>(4,526,831)</b>	<b>(3,477,709)</b>	<b>(17,177,179)</b>	
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	OP66	Additional Trade Waste Income	(68,350)	0	0	0	(68,350)
	OP67	Capitalisation of highways mtnce potholes to replace undeliverable 2023/24 saving	(200,000)	0	0	0	(200,000)
	OP68	Increase parking penalty notices income target to reflect demand	(20,000)	0	0	0	(20,000)
	OP69	Other waste disposal - (e.g., grey bin, plasterboard, textiles)	(280,000)	0	0	0	(280,000)
	OP70	W2R (Waste to Recycling) reconciliation credit	(150,000)	0	0	0	(150,000)
	OP71	Trade waste increase in income	(100,000)	0	0	0	(100,000)

Directorate	Ref No	Detail of Operational Proposals by Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Economy, Environment & Communities	OP72	Income generation - full cost recovery of penalty notices for fly tipping	(5,000)	0	0	0	(5,000)
		<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>	<b>(823,350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(823,350)</b>
<b>Total Operational Proposals</b>			<b>(13,245,863)</b>	<b>(9,297,337)</b>	<b>(7,880,735)</b>	<b>(6,691,777)</b>	<b>(37,115,712)</b>

Total Savings Proposals	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
A - Policy Proposals	(333,125)	(70,125)	(25,000)	(25,000)	(453,250)
B - Operational Proposals	(13,245,863)	(9,297,337)	(7,880,735)	(6,691,777)	(37,115,712)
<b>Total Savings Proposals</b>	<b>(13,578,988)</b>	<b>(9,367,462)</b>	<b>(7,905,735)</b>	<b>(6,716,777)</b>	<b>(37,568,962)</b>

### Savings Proposals Summary by Outcome

Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place	(812,747)	96,000	0	0	(716,747)
Education, training, and skills enable people to contribute to their community and our economy	(368,446)	0	0	0	(368,446)
People can access support in their community to keep safe and well and remain independent at home	(64,238)	0	0	0	(64,238)
People are supported to maintain or improve their health, wellbeing, and quality of life	(5,170,201)	(3,468,815)	(3,132,460)	(3,189,630)	(14,961,106)
We get things right, first time and make all services accessible and easy to use	(448,917)	(219,235)	(246,444)	(49,438)	(964,034)
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	(1,396,891)	(490,000)	0	0	(1,886,891)
Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	(256,971)	0	0	0	(256,971)
Children and young people grow up in connected communities and feel safe everywhere	(3,887,227)	(5,285,412)	(4,526,831)	(3,477,709)	(17,177,179)
Our communities will be more resilient and supportive of each other	0	0	0	0	0
The people of Walsall feel safe in a cleaner, greener Borough	(1,173,350)	0	0	0	(1,173,350)
<b>Total Savings Proposals</b>	<b>(13,578,988)</b>	<b>(9,367,462)</b>	<b>(7,905,735)</b>	<b>(6,716,777)</b>	<b>(37,568,962)</b>

## Savings Proposals Summary by Directorate

<b>Directorate</b>	<b>2024/25</b> <b>£</b>	<b>2025/26</b> <b>£</b>	<b>2026/27</b> <b>£</b>	<b>2027/28</b> <b>£</b>	<b>Total</b> <b>£</b>
Adult Social Care and Public Health	(4,593,095)	(3,577,280)	(3,131,008)	(3,189,630)	(14,491,013)
Children's Services and Customer Engagement:					
- Children's Services	(4,144,198)	(5,285,412)	(4,526,831)	(3,477,709)	(17,434,150)
- Customer Engagement	(433,917)	(209,235)	(221,444)	(24,438)	(889,034)
Economy, Environment and Communities	(3,059,590)	194,465	(26,452)	(25,000)	(2,916,577)
Resources and Transformation	(1,348,188)	(490,000)	0	0	(1,838,188)
Central	0	0	0	0	0
<b>Total Savings Proposals</b>	<b>(13,578,988)</b>	<b>(9,367,462)</b>	<b>(7,905,735)</b>	<b>(6,716,777)</b>	<b>(37,568,962)</b>



## Appendix 3 – Draft Capital Programme by Outcome 2024/25 to 2027/28 – Council Funded Schemes

### A: Rolling Programme Schemes

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	Traffic Signals Infrastructure	The council has a statutory duty to maintain all its traffic signal infrastructure. This programme of planned pedestrian crossing replacements will ensure the safe and efficient movement of pedestrians across the borough (Traffic Management Act 2004). Also supports delivery of the council's carbon reduction targets.	200,000	200,000	200,000	200,000	800,000
	Provision of Community Dropped Crossings	These are dropped kerbs at strategic points along footways which permit access for wheelchairs, pushchairs, mobility scooters etc. to cross roads. The investment will allow the council to provide a rolling programme of community crossing points.	20,000	20,000	20,000	20,000	80,000
	Highways Maintenance Programme	As Highway Authority the council has a legal responsibility to maintain the highway network to avoid a deterioration of our roads, increasing the likelihood of accidents.	2,800,000	2,800,000	2,800,000	2,800,000	11,200,000
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>3,020,000</b>	<b>3,020,000</b>	<b>3,020,000</b>	<b>3,020,000</b>	<b>12,080,000</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's, Education & Customer Engagement	Aids and Adaptations / Preventative Adaptations/ Supporting Independence	This project directly supports the council's: 1. Statutory requirement to provide Disabled Facility Grants (DFGs) this includes enabling the council to provide a continuous service rather than as some councils do in terms of stock-piling enquiries till new grant allocations are made to them. 2. Provision of maintenance of lifts and hoists. 3. Minor adaptation works. 4. Domestic electrical safety.	412,000	412,000	412,000	412,000	1,648,000
	Health Through Warmth - Tackling Fuel Poverty	To help provide a safety net for those who cannot access other funding sources and is available as a loan charged on the individuals' property that is repaid upon sale or relevant transfer of their home. For this sum per year, it could offer 28 new boiler systems and 25 boiler repairs. Also helps secure continued investment from external agencies in tackling fuel poverty and excess winter deaths in the borough.	10,000	140,000	75,000	75,000	300,000
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>422,000</b>	<b>552,000</b>	<b>487,000</b>	<b>487,000</b>	<b>1,948,000</b>

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
<b>Economy, Environment &amp; Communities</b>	Memorial Safety Management in Cemeteries	The continued inspection and making safe of memorials in Walsall cemeteries and to discharge the council's duty of care within the cemeteries. Increased safety of memorials benefits the residents of Walsall by delivering a safer environment within Walsall cemeteries.	20,000	20,000	20,000	20,000	80,000
<b>Council Wide</b>	Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year	1: Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2: Statutory testing of gas and electrical systems in buildings. 3: Control of Legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 4: Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 5: Demolition of redundant buildings to provide saleable assets and increase market value of sites. 6: General repair & maintenance of buildings, historic buildings, aiding relocations. 7: Self-insured property damage – insurance excess. 8: Risk Management - unforeseeable events.	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>1,020,000</b>	<b>1,020,000</b>	<b>1,020,000</b>	<b>1,020,000</b>	<b>4,080,000</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
<b>Economy, Environment &amp; Communities</b>	Promotion of Community Health and Safety	Ongoing funding of road safety schemes, to address local community concerns. In supporting the delivery of these local schemes, it is possible to improve local quality of life and safety creating safer communities.	120,000	120,000	120,000	120,000	480,000
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>480,000</b>
<b>Total Rolling Programme Schemes</b>			<b>4,582,000</b>	<b>4,712,000</b>	<b>4,647,000</b>	<b>4,647,000</b>	<b>18,588,000</b>

## B: Prior Year Approval Schemes

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	Enterprise Zones	Required for the Council to cash-flow borrowing costs associated with capital investment into the Enterprise Zone. Financial modelling forecasts that these costs are expected to be recovered from future business rates generated from within the zone, although the Black Country LEP are the decision-making body in relation to where business rates within the zone are invested. Therefore, on the basis that the BCLEP approve that costs on Walsall sites can be recovered through the business rates mechanism, then the Council will only be required to cash-flow these costs.	1,099,612	0	0	0	1,099,612
	Future High Streets Fund	To invest in Walsall to deliver a much-needed boost to our high street at this challenging time (External funding announced by MHCLG (now DLUHC – Department for Levelling Up, Housing & Communities) on 26 December 2020.). The additional £4.49m has been added from previously reports for the refurbishment of the Saddlers Centre including the transformation of the public realm area from the centre to the bus station with additional works to the train station concourse. This will be part of the transformative investment in Walsall Town Centre around the rail and bus stations. £4.49m increase - £3.471m in 2024/25, £1.02m in 2025/26.	10,022,220	13,613,723	975,057	0	24,611,000
	Yorks Bridge (Top Up)	Yorks Bridge is currently the subject of a 7.5 tonne weight limit. Replacement scheme funded using council capital funding and the Department for Transport Maintenance Block.	1,500,000	0	0	0	1,500,000
	Other schemes carried forward from previous years requiring completion	The Development Team structure is currently a Team Leader and 4 officers. Capitalising posts will enable further capacity to be introduced to the team to support delivery of the pipeline.	327,649	327,649	327,649	327,649	1,310,596
Resources and Transformation	Towns Deal	In 2021/22, Walsall and Bloxwich were successful in being awarded £21.3m from DLUHC for each town. Working with the Town Deal Board and partners, a project confirmation table has been submitted for each project, with an underwriting requirement from the Council of £5.48m as the Council's share of the shortfall compared to the awarded allocation.	0	0	0	0	0
		Walsall Towns Deal - council contribution.	0	1,779,600	0	0	1,779,600
		Bloxwich Towns Deal - council contribution.	0	3,700,000	0	0	3,700,000

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Resources and Transformation	Other schemes carried forward from previous years requiring completion	Car Park Surfacing works, Electric Vehicle charging, Changing Places, and toilets plus further capital works to units during/post connected gateway scheme.	350,000	150,000	150,000	0	650,000
	<b>Total Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>		<b>13,299,481</b>	<b>19,570,972</b>	<b>1,452,706</b>	<b>327,649</b>	<b>34,650,808</b>
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
Economy, Environment & Communities	Children's Play Equipment	Installation of 6 new outdoor gyms and the improvement of 13 main play sites at a total cost of £1.644m to enhance the quality of play and fitness provision for young people and adults. This will be funded from S106 monies (£229k) and £1.07m council funded and seek to find the remaining fund externally. Continuation of a 2023/24 approved scheme.	524,886	0	0	0	524,886
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>524,886</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>524,886</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Resources and Transformation	Replacement of 'tablet' technology	A 'tablet replacement rollout' programme. Allocation of £2.25m approved in 2022/23. Further allocation of £2.25m rephased from 2023/24 to 2024/25 & 2025/26	1,125,000	1,125,000	900,000	900,000	4,050,000
	Card payments, Digital Website	To ensure the council remains compliant and allows for citizens to pay for services online.	100,000	0	0	0	100,000
	Konica multi-functional device re-tender	Konica multi-functional device contract expires 23/24; options to extend the contract. Following the extension, a full tender will be required during 2025/26 and devices will need to be replaced in 2026/27. A resource will be required to manage the device replacement programme.	0	0	0	50,000	50,000
	Archiving of Systems moving to Customer Access Management being retired	Provision for archiving either systems or data within systems as and when they are retired where third party solutions are required.	100,000	100,000	100,000	100,000	400,000
	Capitalisation of Capital Finance Team	Capitalisation of the team to enhance capital planning, financing and strengthen programme delivery.	261,000	261,000	261,000	261,000	1,044,000

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Resources and Transformation	Digital and Technology Service (DaTS) Staffing Capitalisation	DaTS will grow the internal team and knowledge to deliver capital projects which will reduce external consultants moving forward.	654,854	654,854	0	0	1,309,708
	Android Replacement programme	These devices will need to be replaced every 2-3 years as the versions of android become unsupported (an android replacement carried out in 2022/23).	200,000	0	0	0	200,000
	Data Back-up/Security replacement & Cloud Data back up	The current on-premise tape back-up solution will be end of life in 2024/25 - a replacement solution will be required to ensure that data is secured in line with the council's retention policy and to also ensure that it can be recovered should there be a disaster.	0	450,000	0	0	450,000
	WiFi Access Points and Licences	WiFi access points and associated licences have a 4-year lifespan in which they are compliant with PSN standards. In order to retain the council's PSN certification the Access Points and Licences will need to be replaced on a 3-4 yearly basis.	0	80,000	0	0	80,000
	Chip & Pin Devices	Chip & Pin Devices and associated licences have a 4-year life span in which they are compliant with PCI standards. In order to retain the council's PCI Compliance, the Chip & Pin Devices and Licences will need to be replaced on a 3-4 yearly basis.	0	30,000	0	0	30,000
	Other schemes carried forward from previous years requiring completion	Civic Centre Heating	896,328	250,000	0	0	1,146,328
		Council House General Heating	1,923,560	250,000	0	0	2,173,560
Central	Minor capital schemes <£100k	To fund minor capital schemes.	500,000	500,000	500,000	500,000	2,000,000
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>5,760,742</b>	<b>3,700,854</b>	<b>1,761,000</b>	<b>1,811,000</b>	<b>13,033,596</b>
<b>Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>							
Children's, Education & Customer Engagement	School Estate Condition Survey	Ongoing provision to cover school conditions.	250,000	250,000	250,000	250,000	1,000,000
	School Temporary Classrooms	Ongoing provision for improving / replacing permanent mobile classrooms when they reach a state of disrepair. This has been held corporately to fund emergency costs arising.	250,000	250,000	250,000	250,000	1,000,000
<b>Total Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>			<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,000,000</b>

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	Waste Management Strategy	Strategic acquisition of property to support the future delivery of the council's waste management strategies.	5,471,653	0	0	0	5,471,653
	Capitalisation of wheeled bin stock	Linked to revenue savings option. Wheeled bin stock capitalisation	180,000	180,000	180,000	180,000	720,000
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>5,651,653</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>6,191,653</b>
<b>Total Prior Year Approval Schemes</b>			<b>25,736,762</b>	<b>23,951,826</b>	<b>3,893,706</b>	<b>2,818,649</b>	<b>56,400,943</b>

### C: Development Investment

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Council Wide	Development investment	Funding for development investment opportunities. This to include additional match funding costs if required to support projects in planning / development, subject to approval of a full business case by Cabinet to access these funds. Full list currently under review, which will be provided in the budget update report to Cabinet on 13 December 2023.	24,671,956	21,755,407	6,225,228	0	52,652,591
Economy, Environment and Communities	High Streets Fund - further match funding	This project was approved by Cabinet 21 April 2021 - To part match fund external/council funds to invest in Walsall to deliver a much-needed boost to our high street. Originally £3,727,171 in 2024/25 and £1,067,476 in 2025/26. Rephased to 2026/27.	0	0	5,026,928	83,072	5,110,000
	Willenhall Masterplan	Willenhall Garden City Phase 1 is part of a housing-led regeneration programme with public sector intervention in land assembly and gap funding required to support private sector delivery of new homes.	0	2,546,574	0	0	2,546,574
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>24,671,956</b>	<b>24,301,981</b>	<b>11,252,156</b>	<b>83,072</b>	<b>60,309,165</b>
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
Economy, Environment and Communities	Active Public Places	To deliver the full project scope of public realm works, canal bridge and basin works (approved by Cabinet)	1,000,000	744,000	0	0	1,744,000
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>1,000,000</b>	<b>744,000</b>	<b>0</b>	<b>0</b>	<b>1,744,000</b>

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Children and young people grow up in connected communities and feel safe everywhere</b>							
Children's, Education & Customer Engagement	Children in care Foster Care refurbishment programme	This funding is provided to enable foster carers and special guardians for children in care by Walsall to enlarge their homes or in some circumstances, to obtain an alternative larger home.	150,000	0	0	0	150,000
<b>Total Children and young people grow up in connected communities and feel safe everywhere</b>			<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment and Communities	HWRC station - Middlemore Lane	This is additional budget required to cover the uncontrollable increased inflationary / construction pressures on the existing project. To provide a new Waste Transfer Station (WTS) and large Household Waste Recycling Centre (HWRC) at Middlemore Lane in Aldridge.	17,375,391	0	0	0	17,375,391
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>17,375,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,375,391</b>
<b>Total Development Investment</b>			<b>43,197,347</b>	<b>25,045,981</b>	<b>11,252,156</b>	<b>83,072</b>	<b>79,578,556</b>

## D: New Capital Schemes

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>People are supported to maintain or improve their health, wellbeing, and quality of life</b>							
Economy, Environment & Communities	Streetly Crematorium-Cremator Reline (No.3)	Capital for the relining of the 3rd Cremator at Streetly Crematorium. Other 2 cremators have been relined last year. If not repaired this creates a service risk as should either of the 2 cremators require repairs or not be working, this affects the number of services which could be offered daily. This would cause a possible delay in cremations and cause a pressure on environmental responsibilities as well as impacting staff who would incur overtime to cover the additional duties and time required.	54,000	0	0	0	54,000
	Enhancement of Darlaston Pool	Implement new water features to improve teaching pool facilities and attract new business. 3-year payback	45,000	0	0	0	45,000
<b>Total People are supported to maintain or improve their health, wellbeing, and quality of life</b>			<b>99,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,000</b>



Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	Capitalisation of Reactive Highways maintenance - Pothole Funding	Capitalisation of Reactive Highways maintenance- Pothole Funding	200,000	200,000	200,000	200,000	800,000
	Street Lighting Inspections	Capitalisation of electrical Inspections of Street Lighting - Health and Safety	54,468	62,469	35,793	63,091	215,821
<b>Total Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>254,468</b>	<b>262,469</b>	<b>235,793</b>	<b>263,091</b>	<b>1,015,821</b>
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Economy, Environment & Communities	Capitalisation of Library Book Fund	Capitalisation of Library Book Fund	290,000	145,000	145,000	145,000	725,000
	Replacement of PCs in Libraries	Replacement of 153 PCs in Libraries	205,000	0	0	0	205,000
Resources and Transformation	Maintaining a Safe & Secure Environment (rolling programme)	Continuation of existing scheme Maintaining a Safe & Secure Environment. Not all hardware has a warranty/support & maintenance agreement in place - it is more cost effective to replace the equipment should it fail - some equipment will run for 10+ years without incident, therefore having a support/warranty agreement in place is not cost effective. This scheme also funds critical work that needs to take place within the Council's data centre environments for example additional cooling units, additional door security, unforeseen problems i.e. suppliers unexpectedly declaring components end of life or unforeseen incompatibilities between components i.e. something new won't work with something old without additional intervention/replacement.	150,000	150,000	200,000	200,000	700,000
	Digital and Technology Service (DaTS) Staffing Capitalisation	DaTS will grow the internal team and knowledge to deliver capital projects which will reduce external consultants moving forward.	642,144	642,144	1,342,144	0	2,626,432
Adult Social Care, Public Health	Mosaic Case Management Solution	Access Community Gateway - self assessment; social care reforms tool to support compliancy areas linked to care cap; self-funders; statements	68,425	0	0	0	68,425
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>1,355,569</b>	<b>937,144</b>	<b>1,687,144</b>	<b>345,000</b>	<b>4,324,857</b>
<b>Total New Capital Programme requests</b>			<b>1,709,037</b>	<b>1,199,613</b>	<b>1,922,937</b>	<b>608,091</b>	<b>5,439,678</b>
<b>Total Draft Capital Programme – Council Funded</b>			<b>75,225,146</b>	<b>54,909,420</b>	<b>21,715,799</b>	<b>8,156,812</b>	<b>160,007,177</b>



## Appendix 4 – Draft Capital Programme by Outcome 2024/25 to 2027/28 – External Funded Schemes

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Supporting a dynamic, resilient and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>							
Economy, Environment & Communities	High Streets Fund	To invest in Walsall to deliver a much-needed boost to our high street at this challenging time, as announced by MHCLG (now Department for Levelling Up, Housing & Communities - DLUHC) on 26 December 2020.	1,711,813	0	0	0	1,711,813
	LTP Highway Maintenance Programme	This capital funding, known as the maintenance block, is distributed by the Integrated Transport Authority (ITA). As the Highway Authority we have an extremely high-profile duty to maintain our highway network. This money is provided by the Department for Transport via the ITA with the condition that it should be spent on the classified road network. Includes allocation for potholes and bridge strengthening.	3,568,700	3,568,700	3,568,700	3,568,700	14,274,800
	Local Network Improvement Plan	The Government provides each locality with grant funding to help implement the Local Transport Plan in their area. The grant is used for the implementation of small-scale capital schemes; development of major capital schemes and to part fund major schemes implementation costs. The programme is designed to address road safety issues, progress the Council's major scheme aspirations; and resource the required 'local contributions' to approved major schemes. (Department for Transport / West Midlands ITA).	1,563,100	1,563,100	1,563,100	1,563,100	6,252,400
	Levelling Up Fund	£20 million announced on 19 January 2022 by the Department of Levelling Up, Housing and Communities, to kickstart the delivery of over 500 new homes connecting local people in Willenhall to jobs, parks, and new rail station.	12,896,442	0	0	0	12,896,442
	Levelling Up Fund	£20 million announced on 19 January 2022 by the Department of Levelling Up, Housing and Communities, to kickstart the delivery of over 500 new homes connecting local people in Willenhall to jobs, parks, and new rail station.	4,338,024	0	0	0	4,338,024
	Levelling Up Fund	£3.2m of LPIF Funding as part-funding for the Willenhall Masterplan project to to kickstart the delivery of over 500 new homes connecting local people in Willenhall to jobs, parks, and new rail station.	3,200,000	0	0	0	3,200,000
	Other schemes carried forward from previous years requiring completion	Local Transport Plan - Yorks Bridge	387,962	0	0	0	387,962

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Resources and Transformation	Towns Deal	In 2021/22, Walsall and Bloxwich were successful in being awarded £21.3m from DLUHC for each town. A grant offer has been received, which has been accepted by the signing of a Heads of Terms. Working with the Town Deal Board and Partners, a Project Confirmation Table has been submitted for each project, with an underwriting requirement from the Council of £5.48m as the Council's share of the shortfall compared to the awarded allocation. This is subject to formal completion of a full business case for all of the projects.	0	0	0	0	0
		Walsall Towns Deal	1,076,399	11,891,369	0	0	12,967,768
		Bloxwich Towns Deal	7,841,367	7,076,781	0	0	14,918,148
	Other schemes carried forward from previous years requiring completion	Land & Property Investment Fund	3,111,000	60,682	0	0	3,171,682
<b>Total Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place</b>			<b>39,694,807</b>	<b>24,160,632</b>	<b>5,131,800</b>	<b>5,131,800</b>	<b>74,119,038</b>
<b>People can access support in their community to keep safe and well and remain independent at home</b>							
Children's, Education & Customer Engagement	Disabled Facilities Grant	This project directly supports the council's statutory requirement to provide disabled facility grants (DFGs). The project has a direct positive impact on the number and subsequent varied costs to the council from the increasing level of demand for home adaptations.	3,314,771	3,314,771	3,314,771	3,314,771	13,259,084
Adult Social Care, Public Health and Hub	Integrated Community Equipment Store (ICES)	Supplies equipment to people with both a social care and a health need on an assessed needs basis. This is a pooled budget between the CCG and the council, this capital funding will be used to purchase this equipment which will enable people to return home or continue to remain at home. This now forms part of the Better Care Fund (BCF) for which the council is host. (Department of Health).	888,000	888,000	888,000	888,000	3,552,000
Children's, Education & Customer Engagement	Other schemes carried forward from previous years requiring completion	Purchase of Dispersed Temporary Accommodation	523,670	0	0	0	523,670
<b>Total People can access support in their community to keep safe and well and remain independent at home</b>			<b>4,726,441</b>	<b>4,202,771</b>	<b>4,202,771</b>	<b>4,202,771</b>	<b>17,334,754</b>

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>							
Resources and Transformation	Low Carbon Heating Project - Civic Centre / Town Hall / Council House	Low Carbon Heating Project funding (from BEIS -The Department for Business, Energy, and Industrial Strategy via Public Sector Decarbonisation Scheme -Phase 3b) for Civic Centre/Town Hall/Council House for £3.6m for installation of the Air Source Heat pump and Solar PV.	3,271,750	0	0	0	3,271,750
<b>Total The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring</b>			<b>3,271,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,271,750</b>
<b>Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>							
Children's, Education & Customer Engagement	Basic Need	Paid to Local Authorities to support the capital requirement for providing new pupil places by expanding existing maintained schools, free schools or academies & establishing new schools (Department for Education-DfE).	2,500,000	9,346,409	23,368,088	0	35,214,497
	Devolved Formula Capital	Received by the Local authority then allocated out to individual schools as per allocations defined by the DfE. It is intended to provide schools with capital funding for improvement to buildings and other facilities, including ICT, or capital repairs / refurbishments and minor works. (Department for Education).	510,228	510,228	510,228	510,228	2,040,912
	Capital Maintenance	Allocated to the Local Authority on an annual basis to improve and maintain the condition of the school estate (buildings and grounds). Investment is prioritised on keeping school buildings safe and in good working order by tackling poor building condition, building compliance, energy efficiency, and health and safety issues. (Department for Education).	3,195,000	2,285,000	8,862,791	3,888,380	18,231,171
	High Needs Provisional Capital allocation	High Needs Provisional Capital Allocation (HNPCA) funding is paid to Local authorities to support the capital requirement for providing new SEND (Special Educational Needs and Disabilities) pupil places by expanding/improving existing maintained schools, free schools, or academies. Confirmed Allocation for 2023/24.	2,867,030	2,867,030	13,884,142	4,365,293	23,983,495
<b>Total Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential</b>			<b>9,072,258</b>	<b>15,008,667</b>	<b>46,625,249</b>	<b>8,763,901</b>	<b>79,470,075</b>

Directorate	Capital Scheme	Detail of Capital investment	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Children and young people grow up in connected communities and feel safe everywhere</b>							
Children, Education & Customer Engagement	Family hubs and Start for Life programme,	To support the implementation of the Family Hub and Start for Life Programme which is aimed at providing families with the integrated support they need to care for their children from conception, throughout early years and into the start of adulthood. The capital element of the grant will be used to purchase / improve current data records management systems linked to documenting outcomes of the programme initially and then may be required to purchase equipment needed to support the programme ongoing. Funding from Department for Education and Department of Health and Social Care	64,250	0	0	0	64,250
<b>Total Children and young people grow up in connected communities and feel safe everywhere</b>			<b>64,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,250</b>
<b>The people of Walsall feel safe in a cleaner, greener Borough</b>							
Economy, Environment & Communities	Walsall Urban Tree Challenge Fund	Working in partnership with Trees for Cities - a joint application was made to the Forestry Commission. The project will plant 360 extra heavy standard trees in wide verges or small open spaces. The grant covers 50% of the cost of tree purchase and 50% of maintenance costs.	15,734	0	0	0	15,734
<b>Total The people of Walsall feel safe in a cleaner, greener Borough</b>			<b>15,734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,734</b>
<b>Total Draft Capital Programme – External Funded</b>			<b>56,845,240</b>	<b>43,372,070</b>	<b>55,959,820</b>	<b>18,098,472</b>	<b>174,275,601</b>

Summary Capital Programme	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Council Funded Schemes	75,225,146	54,909,420	21,715,799	8,156,812	160,007,177
External Funded Schemes	56,845,240	43,372,070	55,959,820	18,098,472	174,275,601
<b>Total Draft Capital Programme</b>	<b>132,070,386</b>	<b>98,281,489</b>	<b>77,675,619</b>	<b>26,255,284</b>	<b>334,282,778</b>

### Draft Capital Programme by Outcome

Outcome	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Supporting a dynamic, resilient, and diverse economy where businesses invest, and everyone has the right jobs and the right housing in the right place	80,940,712	71,316,053	21,092,455	8,825,612	182,174,832
Education, training, and skills enable people to contribute to their community and our economy	0	0	0	0	0
People can access support in their community to keep safe and well and remain independent at home	5,148,441	4,754,771	4,689,771	4,689,771	19,282,754
People are supported to maintain or improve their health, wellbeing, and quality of life	2,643,886	1,764,000	1,020,000	1,020,000	6,447,886
The Council will deliver trusted, customer focused, and enabling services, which are recognised by customers and our partners for the value they bring	10,388,061	4,637,998	3,448,144	2,156,000	20,630,203
Children and young people thrive emotionally, physically, mentally and feel they are achieving their potential	9,572,258	15,508,667	47,125,249	9,263,901	81,470,075
Children and young people grow up in connected communities and feel safe everywhere	214,250	0	0	0	214,250
Our communities will be more resilient and supportive of each other	0	0	0	0	0
The people of Walsall feel safe in a cleaner, greener Borough	23,162,778	300,000	300,000	300,000	24,062,778
<b>Total Capital Programme by Outcome (Council Funded Schemes)</b>	<b>132,070,386</b>	<b>98,281,489</b>	<b>77,675,619</b>	<b>26,255,284</b>	<b>334,282,778</b>

### Draft Capital Programme by Directorate

Directorate	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Adult Social Care, Public Health, and Hub	956,425	888,000	888,000	888,000	3,620,425
Children's Services and Customer Engagement:					0
- Children's Services	9,786,508	15,508,667	47,125,249	9,263,901	81,684,325
- Customer Engagement	4,260,441	3,866,771	3,801,771	3,801,771	15,730,754
Economy, Environment and Communities	69,191,654	26,111,215	15,182,227	9,290,612	119,775,707
Resources and Transformation	21,703,402	28,651,430	2,953,144	1,511,000	54,818,976
Central / Capital Financing	26,171,956	23,255,407	7,725,228	1,500,000	58,652,591
<b>Total</b>	<b>132,070,386</b>	<b>98,281,489</b>	<b>77,675,619</b>	<b>26,255,284</b>	<b>334,282,778</b>