

# Cabinet

**Wednesday 16 March 2022 at 6.00 p.m.**

Meeting venue: Council Chamber, Council House, Lichfield Street, Walsall.

Livestream Link:

<https://aisapps.sonicfoundry.com/AuditelScheduler/CreateSchedules/Past/41>

## Portfolios

Councillor M.A. Bird,  
Leader of the Council



Councillor G. Perry,  
Deputy Leader and  
Resilient Communities



Councillor A. Andrew  
Deputy Leader and  
Regeneration



Councillor C. Towe,  
Education and skills



Councillor K. Pedley  
Adult social care



Councillor S. Craddock,  
Health and Wellbeing



Councillor T. Wilson,  
Children's



Councillor M. Statham  
Internal Services



Councillor O. Butler,  
Clean and green



**Quorum**  
3 members

## The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

### Specified pecuniary interests

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

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

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

### **Access to information: Exempt information**

#### **Part 1**

#### **Descriptions of exempt information: England**

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

## **Part I – Public session**

1. Apologies

2. Minutes – 9 February 2022

3. Declarations of interest

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

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

5. **Petitions.**

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

6. **Questions**

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

7. Forward plan

**Leader of the Council: Councillor Bird**

### **Key decisions**

8. Walsall proud Programme – Next Stages of Proud

9. Walsall Council's Digital Strategy

**Deputy Leader and Regeneration: Councillor Andrew**

### **Key decisions**

10. Walsall Council Housing Allocation Scheme

11. West Midlands Strategic Transport Plan Settlement and Transport Capital Programme 2022/23

### **Clean and Green: Councillor Butler**

#### **Non Key Decisions**

12. Covid Memorial
13. Walsall Borough Bonfire Night - future proposals

### **Health and Wellbeing – Councillor Craddock**

#### **Key Decision**

14. Extension of Healthy Child Programme Contracts

### **Education and Skills: Councillor Towe**

#### **Key decision**

15. Education Case Management System
16. Proposed Early Years Funding Formula
17. Proposed High Needs Funding Formula

### **Internal Services: Councillor Statham**

#### **Key decisions**

18. General building repair and maintenance contract

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### **Part II – Private session**

### **Internal Services: Councillor Statham**

#### **Key Decision**

19. General building repair and maintenance contract

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

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# Cabinet

**Wednesday 9 February 2022**

**Minutes of the meeting held in the Council Chamber at the Council House, Lichfield Street, Walsall at 6pm.**

## **Present – in person**

Councillor Bird	Leader of the Council
Councillor Andrew	Deputy Leader and Regeneration
Councillor Perry	Deputy Leader, Resilient Communities
Councillor Pedley	Adult Social Care
Councillor Butler	Clean and Green
Councillor Wilson	Children's Services
Councillor Towe	Education and skills
Councillor Craddock	Health and Wellbeing
Councillor Statham	Internal Services

## **In attendance – in person**

Dr. H. Paterson, Chief Executive  
Mrs D. Hindson, Executive Director, Resources and Transformation  
Mr S. Portman, Head of Law  
Mrs H. Owen, Democratic Services Officer

## **In attendance – remote**

Mrs K. Allward, Executive Director, Adults, Public Health and Hub  
Mr S. Neilson, Executive Director, Economy Environment and Communities  
Mrs S. Rowe, Executive Director, Children's and Customer  
Mr S. Gunther, Director of Public Health

### **3854 Welcome**

Councillor Bird opened the meeting by welcoming everyone, and explaining that the Cabinet was meeting that evening in person with appropriate social distancing requirements and would be conducted using the hybrid meeting system to enable it to be streamed on YouTube and to enable officers to contribute remotely if required. He said that voting would be by way of a show of hands which would be witnessed and recorded by the Democratic Services officer in attendance; and that the agenda and reports for this meeting were available on the Council's website. Introductions took place and a quorum was established.

### **3855 Apologies**

There were no apologies.

### **3856 Minutes**

The minutes of the last meeting were submitted

**Resolved**

That the minutes of the meeting held on 15 December 2021 a copy having been sent to each member of the Cabinet be approved and signed as a correct record.

**3857 Declarations of interest**

There were no declarations of interest

**3858 Local Government (Access to Information) Act, 1985****Resolved**

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

**3859 Petitions**

No petitions were submitted.

**3860 Questions**

Ms. F. Macmillan *"Does Cabinet have the power to refuse any single aspect of the Black Country Plan in Walsall Council Area?"*

Ms. Macmillan attended in person. She submitted and summarised a short paper which supplemented the question.

(see annexed)

The Cabinet portfolio holder for Regeneration, Councillor Andrew, responded to the question and said that the answer was essentially yes however, there were processes to be followed. He expanded upon this by explaining as follows:

*"Prior to the publication of any draft plan a report is considered at Cabinet.*

*For the regulation 18 draft plan, Cabinet approved the undertaking of consultation which took place last August/September.*

*This summer an amended draft plan will again go to Cabinet for consideration by members prior to the regulation 19 Consultation which we expect in August/September.*

*The regulation 19 consultation is to consult on the 'soundness of the plan' as set out paragraph 35 of the National Planning Policy Framework.*

*Modification to the plan can be made after regulation 19 by officers, before the final version is sent to the Secretary of State. However there can be another*

*opportunity for members to consider the plan with any modifications first and this is likely to happen.*

*If following any officer modifications it is reported to Cabinet, Members can choose to omit any single aspect of the plan at regulation 19 stage or prior to the submission to the Secretary of State. However the plan must be “sound” so any decision making must be on that basis. At the Examination in Public with the Planning Inspectorate the planning inspector can make modifications to the plan to make it ‘sound’.”*

Councillor Bird commented that he had asked officers to contact the new planning minister to see if he was still of a mind to pursue the methodology for identifying housing numbers required. He also reiterated that if any of the Council's in the Black Country were to say no to a piece of land being included, the inspectorate could still impose its inclusion. Councillor Bird then outlined the steps taken to supplement the digital consultation in that hard copies of the document had been made available to view and to distribute to residents.

Councillor Bird thanked Ms Macmillan for her attendance and input.

### 3861 **Forward plan**

The forward plan as at 6 February 2022 was submitted:

(see annexed)

**Resolved** (by assent)

That the forward plan be noted.

### 3862 **Corporate Financial Performance 2021/22 and Covid-19 update**

Councillor Bird presented a report which provided an update on the forecast corporate financial position for 2021/22, based on the position to December 2021, including an updated assessment of the impact of Covid-19 on the Council's financial performance; and Covid-19 Government funding to address cost pressures and income losses.

(see annexed)

**Resolved** (unanimously)

That Cabinet

- 1) Notes the total Covid-19 funding available to Walsall in 2021/22 of £38.44m as set out in section 4.5 and **Appendix 1** of this report, and that this may be insufficient to cover the additional costs of supporting the council's Covid-19 response beyond the short term.
- 2) Notes that of the £38.44m grant, £24.24m is ringfenced for specific activity as set out in **Appendix 1** and this is expected to be fully spent, with the exception of the Winter grant of £37k, Local Authority Practical Support grant

of £300k, and Protect and Vaccinate for Rough Sleepers of £35k; that New Burdens funding of £452k and Wellbeing for Education of £22k are expected to be carried forward into 2022/23; that all funding is being reviewed against respective grant conditions to determine those that require to be fully allocated by March 2022 and those that are allowed to be carried forward into 2022/23.

- 3) Approves summary expenditure plans for additional grant funding to date for 2021/22 as set out in section 4.8.
- 4) Notes the forecast impact of Covid-19 to December of £9.56m and total forecast of £13.96m for 2021/22 based on known assumptions in relation to costs not covered by specific grant, as set out in section 4.5 to 4.11, and the estimated financial impact on the delivery of 2021/22 approved savings as set out in sections 4.12 to 4.13 and **Appendix 3**, which results in a marginal underspend of c£235k against the £14.20m unringfenced grant.
- 5) Notes the non Covid-19 forecast overspend £1.08m relating to demand and other service pressures as set out in 4.16 to 4.26, and actions being taken to address these; and that this is a £30k reduction on the position reported to Cabinet in December of £1.11m.
- 6) Notes that there are high risks of £5.80m to the forecast identified within services as set out in **Appendix 4**. These risks are actively being monitored and action is being taken to reduce / eliminate them.
- 7) Approves amendments to the capital programme as set out in section 4.27.
- 8) Notes that the forecast on the approved capital programme is an overspend of c£15k, after re-phasing of c£132m into 2022/23.
- 9) Notes financial health indicator performance as set out in section 4.30 to 4.35 and **Appendix 6**.
- 10) Notes the prudential indicators as set out in section 4.36 to 4.38 and **Appendix 7**.

**3863 Corporate Budget Plan 2022/23 to 2025/26, incorporating the Capital Strategy; and the Treasury Management and Investment Strategy 2022/23**

Councillor Bird presented a report which proposed the Council's Budget Plan, being the financial representation of the Council's plans and supports the delivery of the Council's priorities and objectives.

(see annexed)

In presenting the report, Councillor Bird stressed that the major roadworks currently in place in Walsall in relation to the A34 Sprint bus project were the responsibility of Transport for West Midlands and not Walsall Council.

**Resolved** (unanimously)

1) **That Cabinet note:**

- a) That at the time of despatch of this report, the final local government settlement for 2022/23 has not been received. Any changes will be included within the final papers to Council.
- b) That at the time of despatch of this report, the precepting authorities (fire and police) had not formally notified the authority of their final council tax precept levels for 2022/23. Draft figures have been included. Final figures will therefore be provided prior to or at the Council meeting of 24 February 2022 should they change.
- c) That at the time of despatch of this report, the levy authorities, (Environment Agency and West Midlands Combined Authority - Transport Levy) had not formally notified the authority of their final demand for 2022/23. Estimates have been used for the Transport Levy based on informal communication. (The final Transport Levy is expected to be approved early February, and will be included within the final papers to Council).
- d) That the council tax base, set by the S151 Officer under officer delegations, is 71,803.35 for 2022/23.
- e) The feedback from Overview and Scrutiny Committees on the draft capital programme and revenue budget and responses to recommendations, as set out in **Section A - Part 1** of this report, and general consultation feedback.
- f) The amendments to the revenue budget arising from the provisional settlement, including changes to the savings proposals identified since the October Cabinet report, as set out in section 4.25.
- g) That Members must have due regard to consultation feedback and the public sector equality duty (Section 149 of the Equality Act 2010) when making budget decisions.

2) **That Cabinet approve:**

- a) The attached report as set out in **Section A - Part 2 and Part 3**: The Findings from Budget Consultation: Financial Year 2022/23+ and Cabinet responses and that Members have had regard to their duties in relation to consultation, and in relation to the public sector equality duty, in forming their budget recommendations.
- b) That delegated authority be given to the S151 Officer to make any necessary amendments, after consultation with the Leader (Portfolio Holder for Finance), to take account of the final local government settlement, final levies and precepts, final grant allocations and final technical guidance or legislation on the budget; and to make any necessary amendments to the statutory determinations and council tax bands to take account of those changes and the resulting final analysis of the budget and for these amendments to be submitted and therefore

recommended to Council at its meeting on 24 February 2022, after consultation with the Portfolio Holder for Finance (Leader of the Council).

- c) Approve deferral of the policy service change as set out in section 4.28, Table 1 of this covering report.
  - d) That delegated authority be given to the S151 Officer, after consultation with the Leader of the Council and Chief Executive, to agree the council's final contribution to the West Midlands Combined Authority.
- 3) **Cabinet is asked to approve and recommend to Council, subject to receipt of the final local government settlement, final precepts and levies, receipt of final grant allocations, technical/legislative guidance and final specific grant allocations (*substitute figures and resolution to be provided to Council by the S151 Officer to take account of any changes arising from these*) the following:**

### 3.1 Revenue

- a) The financial envelope of resources for 2022/23 as set out in **Section B - Part 1** "The Revenue Corporate Budget Plan and Capital Programme".
- b) A Walsall Council net council tax requirement for 2022/23 of £138.43m and a 1.99% increase in council tax, plus a further 1% increase for Adult Social Care precept (total council tax increase of 2.99%).
- c) That the recommendations of the S151 Officer in respect of the robustness of the estimates made for the purposes of the budget calculations and the adequacy of reserves **be approved**, including the levels of central contingency and an opening general reserve of no less than £16.11m, as set out in the S151 Officer Section 25 statement in **Annex 11** of the Budget Plan.
- d) The (estimated) levies below for outside bodies and Cabinet **approve** that the final figures **be substituted** for these provisional ones once they are available at the Council meeting on 24 February 2022. (An estimate has been used within this report based on informal notification from the authorities).

LEVY	AMOUNT (£)
West Midlands Combined Authority Transport Levy	<b>11,411,844</b>
Environment Agency	<b>83,781</b>

- e) The following statutory determinations (references are to the Local Government Finance Act, 1992 as amended), and subject to any final changes arising from receipt of final precepts and levies, receipt of final grant allocations, technical/legislative guidance and final specific grant allocations, **and Cabinet approve that these will be substituted** at the Council meeting on 24 February 2022 for the final figures once received:

- I. **£703,984,510** being the aggregate gross expenditure, which the council estimates for the items set out in Section 31A(2) (a) to (f) of the Act.
- II. **£565,559,260** being the aggregate income which the council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
- III. **£138,425,250** being the amount, by which the aggregate at (e) (I) above exceeds the aggregate at (e) (II), calculated by the council in accordance with Section 31A(4) of the Act, as its council tax requirement for the year.
- IV. **£1,927.84** being the amount at (e) (III) above, divided by the council tax base of 71,803.35, calculated by the council in accordance with Section 31B of the Act, as the basic amount of its council tax for the year (average council tax at band D).
- V. Valuation bands

Being amounts given by multiplying the amount at (e) (IV) above by the number which, in the proportion set out in Section 5 (1) of the Local Government Act 1992, is applicable to dwellings listed in valuation band D, calculated by the council in accordance with Section 30 and 36 of the Act as the amounts to be taken into account for the year in respect of categories of dwelling listed in different valuation bands.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
1,285.23	1,499.43	1,713.63	1,927.84
<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
2,356.25	2,784.66	3,213.06	3,855.68

- f) The draft precept from the Fire and Rescue Authority and the Police and Crime Commissioner, issued to the Council in accordance with Section 40 of the Local Government Finance Act, 1992, for each of the categories of dwelling shown below and Cabinet **approve** that the final figures **be substituted** once they are available at the Council meeting on 24 February 2022.

<b>PRECEPTING AUTHORITY</b>	<b>VALUATION BANDS</b>			
<b>Police And Crime Commissioner</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	125.03	145.87	166.71	187.55
	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	229.23	270.91	312.58	375.10
<b>Fire &amp; Rescue</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	45.35	52.91	60.47	68.03
	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	83.15	98.27	113.38	136.06

- g) That having calculated the aggregate in each case of the amounts at (e) (v) and (f) above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the amounts of council tax for 2022/23 for each of the categories of dwellings shown below and Cabinet **approve** that the final figures **be substituted** once the final precepts are available at the Council meeting on 24 February 2022.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
1,455.61	1,698.21	1,940.81	2,183.42
<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
2,668.63	3,153.84	3,639.02	4,366.84

- h) That notice **be given** of the council tax within twenty one days of it being set by publishing details of the same in the “Express and Star” newspaper circulating in the Authority’s area.
- i) That the S151 Officer **be instructed** to take all necessary action in relation to council tax, community charge and national non-domestic rates, including, where appropriate, the signing of all documents, billing, the giving of notices and the taking of necessary steps to ensure collection thereof.
- j) That the S151 Officer **be given delegated authority** to make transfers to and from reserves in order to ensure that reserves are maintained as necessary and in particular, adjusted when reserves are no longer required, or need to be replenished.
- k) That, pursuant to Section 52ZB and 52ZC of the Local Government Finance Act 1992, the relevant basic amount of council tax for the Council is not excessive in relation to determining whether a referendum is required.

### 3.2 Capital

- a) The allocation of capital expenditure plans as set out in **Section B - Part 1** “The Revenue Corporate Budget Plan and Capital Programme” and that the capital and leasing programme as set out in **Annex 9 be approved** bearing in mind the principle that unless affordable from within current resources, specific projects funded by borrowing will not be commenced until a payback agreement is in place. Schemes funded from grant will commence when final allocations are published.
- b) That the S151 Officer **be given delegated authority** to determine how each source of finance is used to fund the overall capital programme and to alter the overall mix of financing as necessary, to maximise the flexibility of capital resources used and minimise the ongoing costs of borrowing to the council.
- c) That the S151 Officer, after consultation with the Leader (Portfolio Holder for Finance), **be given delegated authority** to release capital resources held back for any contingent items that may arise (earmarked capital receipts for essential or emergency spend), and also for any match funding requirements that may be required of the council in order to

secure additional external capital funding (e.g. bids for government or other funding).

- d) The Capital Strategy set out in **Annex 8** of the Budget Plan **be approved**.
- e) The Flexible Use of Capital Receipts Strategy set out in **Annex 10** of the Budget Plan **be approved**.

### 3.3 Treasury Management

1. **Section B – Part 2A** – The Treasury Management and Investment Strategy 2022/23 onwards, including the council's borrowing requirement, borrowing limits, and the adoption of prudential indicators, **be approved**.
2. That decisions to effect movements between conventional borrowing and other long term liabilities, such as leases, **be delegated** to the S151 Officer.
3. That decisions to use capital receipts or borrowing within the framework of approved prudential indicators **be delegated** to the S151 Officer.
4. **Section B – Part 2B** – Treasury Management Policies, **be approved**.

#### 3864 **Our Council Plan 2022-25**

Councillor Bird presented a report which set out the strategic direction for the Council and how it measures its success.

(see annexed)

**Resolved** (Unanimously)

- 1) That Cabinet supports the newly drafted Our Council Plan for 2022-25, as appended to the report.
- 2) That the 2022-25 Our Council Plan be recommended to Council for approval.
- 3) That the final design of the document be agreed with the Chief Executive in consultation with the Leader.

#### 3865 **Willenhall Framework Plan**

Councillor Andrew presented a report which sought support for the Willenhall Framework Plan and further approvals to support delivery of new homes in the area and act as a catalyst for further investment.

(see annexed)

**Note:** The decision was made in the private session following consideration of confidential information – see minute number 3876.

### **3866 Contractor Procurement Strategy – Connected Gateway Project**

Councillor Andrew presented a report which proposed a procurement strategy for the appointment of a contractor to carry out the design and build of the project to deliver a transformative regeneration scheme in Walsall Town Centre.

(see annexed)

**Resolved** (unanimously)

- 1) That the procurement strategy for the project be noted.
- 2) A further report will be submitted to seek approval to enter into the Pre Construction Services Agreement (PCSA)

### **3867 Black Country Framework Contract for Minor Works**

Councillor Andrew presented a report which sought approval to utilise the framework to provide a mechanism for the delivery of minor works; typically minor highway improvements, work on bridges and structures together with other transport related highway and civil engineering and construction.

(see annexed)

**Resolved**

- 1) That Cabinet authorise the Head of Highways & Transport, in liaison with the Executive Director for Economy, Environment & Communities, to formally utilise the Black Country Collaborative Framework Contract for Minor Works 2020 – 2024/25 with an anticipated expenditure by the council of up to £10,000,000 until the contract expiry date, 31 October 2024, with an option to extend use of the framework for further year until 31 October 2025.
- 2) That Cabinet delegate authority to the Executive Director for Economy, Environment and Communities to award call-off contracts from the framework and subsequently authorise the sealing of Deeds and/or signing of contracts and any other related documents for the provision of such works and services as well as any extension and variation of the contractual arrangements or other related documents should this be required throughout the duration of the contract.

### **3868 Domestic Abuse Services Contract**

Councillor Andrew and Councillor Wilson presented a report which sought approval to award contracts for Emergency Accommodation and Independent

Domestic Violence Advocacy to support the delivery of new duties in the Domestic Abuse Act 2021

(see annexed)

**Note (1) :** Additional recommendation:

- 4) That a progress report be submitted to the Scrutiny Overview committee after 12 months following the commencement of the contract.

**Note (2):** The decision was taken in the private session following consideration of confidential information. See minute number 3878

### 3869 **Fly tipping and Littering Enforcement**

Councillor Perry presented a report which updated on work to further progress the Council's response to fly-tipping and littering to continue to reduce the incidence of fly-tipping and littering and to further reduce its acceptability in Walsall.

(see annexed)

**Resolved** (by assent)

- 1) That Cabinet acknowledges the considerable efforts through joint working, between the Clean and Green and Resilient Communities teams undertaken to tackle the issue of fly-tipping, littering and the management of waste in the Borough.
- 2) That the work against those that deliberately seek to damage our borough and our environment by fly-tipping and littering, continues to be a high priority for this Council and every effort will be made to find and punish perpetrators.

### 3870 **Green Spaces Strategy**

Councillor Butler presented a report which set out how the Council could enhance the quality of play and adult fitness equipment in our open spaces, increasing opportunities for children and adults to use green spaces more effectively for physical activity.

(see annexed)

**Resolved** (Unanimously)

- 1) That Cabinet approve the installation of 6 new outdoor gyms and the improvement of 13 main play sites at a total cost of £1,644.000
- 2) That Cabinet approves consultation with stakeholders including play area users, residents and Ward Members to inform the design process

### 3871 **School Admission Arrangements Scheme**

Councillor Towe presented a report which set out the proposed scheme for co-ordinated secondary and primary admissions and mid-year admissions for the 2023/24 academic year and the proposed admission arrangements for primary community and voluntary controlled schools for the 2023/24 academic year.

(see annexed)

**Resolved** (unanimously)

- 1) That the proposed schemes as set out in **Appendix A** for inter-authority coordinated admissions for 2023/24 are approved.
- 2) That the admission arrangements for community and voluntary controlled primary schools for the academic year 2023/24, as set out in **Appendix B** of this report, are determined.
- 3) That Walsall Council informs all relevant stakeholders of the determination of its admission arrangements for the 2023/24 academic year in accordance with the provisions of the School Admissions Code 2021.

### 3872 **Building Repair and maintenance Contract**

Councillor Statham advised that this report was deferred to the next meeting of the Cabinet.

### 3873 **Mechanical and Electrical Service Contract**

Councillor Statham presented a report which sought approval to enter into a contract to ensure that electrical and mechanical responsive repairs and breakdowns, preventative maintenance, routine servicing, and statutory testing compliance works continue to be undertaken on Council owned and occupied buildings.

(see annexed)

**Resolved** (unanimously)

- 1) That Cabinet delegate authority to the Interim Executive Director, Resource and Transformation to award a contract to the successful bidder to deliver The Mechanical and Electrical Service and Maintenance Contract from 1 April 2022 to 31 March 2025 and to extend the contract for up to 24 months if required. The estimated contract value will be £700,000 per Annum.
- 2) That Cabinet delegate authority to the Interim Executive Director for Resources and Transformation to enter into the contract and to subsequently authorise the sealing, signing or variation of any deeds, contracts or other related documents for such services including the optional extension periods. The outcome of the tender evaluation to be reported back to cabinet at the earliest opportunity following the completion of the tender process.

### 3874 **Customer Focused Ways of Working Update**

Councillor Statham presented a report which updated on the Council wide customer focused approach to ways of working.

**Resolved** (by assent)

That the report be noted

### 3875 **Exclusion of public**

**Resolved**

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

### **Public Summary of items considered in the Private Session**

### 3876 **Willenhall Framework Plan**

Following consideration of a report containing confidential information, the Cabinet:

- 1) Supported the Willenhall Framework Plan attached as **Appendix A** as a 10-year vision for housing growth and place making in the area.
- 2) Approved further work to develop the Willenhall Framework Plan into a Supplementary Planning Document noting that adoption of any Supplementary Planning Document would be subject to a future Cabinet report.
- 3) Approved the use of Compulsory Purchase Powers in-principle for the Moat Street/Villiers Street site (Phase 1) as shown on Plan EPMS 4960 (**Appendix B**) where land cannot be acquired by agreement within a reasonable timeframe, noting that approval to make any compulsory purchase order would be subject to a future Cabinet report.
- 4) Delegated authority to the Executive Director for Resources and Transformation, in consultation with the Portfolio Holder for Regeneration to amend the red-line boundary of the Site as indicated on Plan EPMS 4960 following further title investigations in respect of the Moat Street/Villiers Street site (Phase 1).
- 5) Delegated authority to the Executive Director for Resources and Transformation, to appoint land referencing agents to carry out a land referencing exercise to identify all owners, tenants and occupiers and others with a legal interest in the Moat Street/Villiers Street site (Phase 1) and which

may be included in any future compulsory purchase order and/or become eligible for compensation.

- 6) Noted that reasonable attempts will be made to acquire the various land interests of owners, tenants and occupiers and others with a legal interest in the Site by agreement.
- 7) Agreed that subject to reasonable attempts being made to assemble the Moat Street/Villiers Street site (Phase 1) by agreement/private treaty approval is given to undertake all required due diligence and preparatory work and a detailed report in relation to the proposed compulsory purchase order and setting out detailed justification, the draft Order documents and a Statement of Reasons will be presented to a future Cabinet meeting prior to the making of any compulsory purchase order.
- 8) Approved the outline business case for the Moat Street/Villiers Street site (Phase 1) and the associated budget to support land assembly.
- 9) Approved the property acquisitions required to deliver the Moat Street/Villiers Street site up to the value of the land acquisition budget, and delegate the agreement of the terms of each of the acquisitions to the Executive Director for Resources and Transformation in consultation with the Portfolio Holder for Regeneration.
- 10) Approved the reallocation of £520,500 of the Town and District Centre and £40,516 of the Markets capital budgets to support land assembly as detailed in paragraph 4.36 of this report.
- 11) Approved that the scope of the Feasibility and Options Appraisal Revenue Reserve for 2021/22 be extended to support delivery of the Moat Street/Villiers Street site (Phase 1).
- 12) Noted that additional public sector funding to address the viability gap is estimated to be required to complete the scheme and that securing funding from partners such as West Midlands Combined Authority will be explored.
- 13) Approved further work to identify a preferred development partner procurement route noting that approval of the procurement approach will be subject to a future Cabinet report.
- 14) Endorsed the draft Business Charter for Moat Street/Villiers Street attached as **Appendix D** setting out the initial support the Council can offer to businesses impacted by the proposals and notes that the draft Business Charter can be further developed through dialogue with those businesses.

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

### **3877 Sale of Land in Blakenall**

The Cabinet received a report which sought approval for the sale of Council land in order to bring the land into beneficial use.

The Cabinet approved the unconditional sale of the land edged in black on plan reference EPMS4956 and extending to approximately 7.97 acres or thereabouts to the neighbouring landowner for a sum representing best consideration subject to there being no outstanding objections arising from the notification requirements of the Local Government Act 1972 relating to the sale of public open space.

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

### **3878 Domestic Abuse Services Contract**

Following consideration of a report containing confidential information, the Cabinet:

- 1) Approved the award of the following contracts:
  - For the period 16 May 2022 to 15 May 2024 with an option to extend for 2 x up to 12 months to 15 May 2026 with an anticipated lifetime value of £1,184,739 (including all option periods) to GreenSquareAccord Limited for the provision of Domestic Abuse Accommodation.
  - For the period 01 April 2022 to 31 March 2024 with an option to extend for 2 x up to 12 months to 31 March 2026 with an anticipated lifetime value of £1,527,772 (including all option periods) to Black County Women's Aid for the provision of the Independent Domestic Violence Advocacy Service.
- 2) Delegated authority to the Executive Director of Children's Services, to enter into a new contract/s to deliver the 'Domestic Abuse Emergency Accommodation, and Independent Domestic Violence Advocacy services' and to subsequently authorise the sealing or signing of any associated contracts, deeds or other related documents for such services including the optional extension periods.
- 3) Delegated authority to the Executive Director for Children's Services, in consultation with the Portfolio Holder for Regeneration, or Portfolio Holder for Children's Services, to authorise any variations to the contractual arrangements or other related documents for the services identified above, should this be required at any time during the contract term, in line with Public Contracts Regulations 2015 and the Council's Contract Rules.
- 4) Asked for a progress report be submitted to the Scrutiny Overview Committee after 12 months following the commencement of the contract.

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

**3879 Building Repair and Maintenance Contract**

Item deferred to the next meeting

The meeting terminated at 7. 34p.m.

Chair:

Date:



## **FORWARD PLAN OF KEY DECISIONS**

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

**7 March 2022**

## FORWARD PLAN

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

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

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

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

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

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

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**FORWARD PLAN OF KEY DECISIONS  
APRIL 2022 TO JULY 2022 (7.3.22)**

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
88/21 (1.11.21)	<b>Corporate Plan 2021/22:</b> To note the Quarter 3 performance against the Measures of Success in the Corporate Plan 2021/22	Cabinet  Non-key decision	Stephen Gunther  <a href="mailto:Stephen.gunther@walsall.gov.uk">Stephen.gunther@walsall.gov.uk</a>	Internal Services	Councillor Bird	20 April 2022
86/21 (1.11.21)	<b>Award of new contract(s) for Disabled Facility building works and other Housing related Works and Services:</b> To approve the award of new contracts for the period 1 march 2022 to 22 February 2027  <i>Report in two parts. Private report contains commercially sensitive information</i>	Cabinet  Key decision  Private session	David Lockwood <a href="mailto:David.lockwood@walsall.gov.uk">David.lockwood@walsall.gov.uk</a>  Bill Weston <a href="mailto:William.weston@walsall.gov.uk">William.weston@walsall.gov.uk</a>	Internal Services	Councillor Andrew	20 April 2022
92/22 (6.2.22)	<b>Revenue and Benefit Processing System:</b> Consolidation of agreements relating to Council Tax, Business Rates Housing Benefits, Council Tax Reduction and Discretionary Housing Payments.	Cabinet  Key decision	Mark Fearn	Internal Services	Councillor Andrew	20 April 2022
95/22 (7.3.22)	<b>Strategic Asset Plan 2022-27:</b> To approve the final plan for the management of the Council's assets	Cabinet  Key decision	Nick Ford, Property Manager, Corporate landlord <a href="mailto:Nick.ford@walsall.gov.uk">Nick.ford@walsall.gov.uk</a>	Internal Services	Councillor Andrew	20 April 2022

96/22 (7.3.22)	<b>Sale of Council land on Spout Lane, Caldmore:</b> To seek approval for the sale of redundant land on Spout Lane, Caldmore.  <i>Private report – Contains commercially sensitive information</i>	Cabinet  Key Decision  Private Session	Nick Ford, Property Manager, Corporate Landlord <a href="mailto:Nick.ford@walsall.gov.uk">Nick.ford@walsall.gov.uk</a>	Internal Services	Councillor Andrew	20 April 2022
93/22 (6.2.22)	<b>Safer Streets Programme – delivery of pilot areas:</b> To update Cabinet on progress of the programme and seek approval for the direction of travel and next steps	Cabinet  Non-key decision	Paul Gordon <a href="mailto:Paul.gordon@walsall.gov.uk">Paul.gordon@walsall.gov.uk</a>	Internal Services	Councillor Perry	20 April 2022
94/22 (6.2.22)	<b>Adult Social Care Charging Policy:</b> To consider and approve the revised Charging Policy, within ASC, following completion of the Public Consultation.	Cabinet  Key decision	David Hamilton <a href="mailto:David.hamilton@walsall.gov.uk">David.hamilton@walsall.gov.uk</a>	Internal Services	Councillor Pedley	20 April 2022
97/22 (7.3.22)	<b>Corporate Plan 2021/22:</b> To note the Quarter 4 (outturn) performance against the Measures of Success in the Corporate Plan 2021/22	Cabinet  Non-key decision	Stephen Gunther <a href="mailto:Stephen.gunther@walsall.gov.uk">Stephen.gunther@walsall.gov.uk</a>	Internal Services	Leader of the Council.	June 2022
98/22 (7.3.22)	<b>Statutory Advocacy Services:</b> To receive an update on the recommissioning of these services and delegate authority to accept and award a contract	Cabinet  Key decision	Tracy Simcox <a href="mailto:Tracy.simcox@walsall.gov.uk">Tracy.simcox@walsall.gov.uk</a>	Internal Services	Portfolio Holder for Adult Social Care	July 2022

## **Cabinet – 16 March 2021**

### **Walsall Proud Programme: Next Stages of Proud**

**Portfolio:** Councillor M Bird

**Related portfolios:** All

**Service:** Council Wide

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Aim**

- 1.1 In October 2018 Cabinet approved the Walsall Proud Programme (WPP) framework with the aim of transforming the way the Council works; achieving better outcomes and customer experience; increasing staff satisfaction and engagement; and improving service efficiency and performance.
- 1.2 The Council made a commitment to update members and residents on the first three years of the Proud Programme, summarise the achievements to date, and to inform members on what the next stages of Proud are.
- 1.3 This also marks the end of the Core Team work-order with PricewaterhouseCoopers LLP (PwC) who have been providing ongoing strategic support and guidance to the Proud programme explains the Council's approach to transformation and change going forward.

#### **2. Summary**

- 2.1 The Proud programme was designed to be cross-cutting and focused on modernising the way the Council works, touching all services, delivering change in a managed, sustainable, and coordinated way across the organisation. A contract with the Council's strategic partner, PwC, to support and drive delivery of this programme was agreed by Cabinet in December 2018. There has been significant positive progress and achievements made over the past 3 years through the Council's Proud transformation journey.
- 2.2 This report:
  - Reminds Cabinet of the successfully implemented 'ways of thinking' and 'ways of working';
  - Sets out the approach that was taken to delivering the Proud programme;

- Sets out the benefits achieved so far against the three Proud promises and the investment made;
- Outlines the range of estimated benefit opportunities still to be achieved in the context of the new Council plan and the medium-term financial plan;
- Sets out the areas of work that are still in progress and how these will be taken forward; and
- Explains the approach to delivering future transformation and change and how the Council is supporting and enabling continuous improvement.

### **3 Recommendations**

That Cabinet:

- 3.1 Note the achievements of the Proud programme to date and ongoing future milestones as set out in sections 4.1 – 4.15.
- 3.2 Note the position on benefit opportunity identification and investment to date as set out in sections 4.21 – 4.29.
- 3.3 Note delivery of current and forecast performance against the approved financial parameters and approve a revised approach to agreeing future investment as set out in sections 4.21 – 4.29.
- 3.4 Delegate authority to the Executive Director for Resources and Transformation, in consultation with the Leader, to subsequently authorise any extension and variation of PwC contractual arrangements or other related documents should this be required throughout the remaining duration of the contract as set out in sections 4.31 – 4.35.

### **4 Report detail – Know**

#### **Context**

- 4.1 The Walsall Proud Programme (WPP) is a large-scale, whole Council, technology-enabled transformation programme. It began with a diagnostic review of the Council's services and structure and subsequent production of a high-level business case (stocktake). It assessed Walsall's ways of working – both quantitatively and qualitatively – and created an evidenced case for change focussed on customer service delivery. It explored opportunities for new ways of working and proposals for how to take this forward through a refreshed coordinated transformational change programme. A WPP framework for change was developed that incorporated 9 key themes, 8 enablers for change, and key benefit levers to deliver financial and non-financial benefits. These benefits became the Proud promises across three outcomes that directly support the Council's priorities and provide resilience in the face of increasing and future demand.
- 4.2 To support the achievement of this a "Ways of Thinking" and "Ways of Working" methodology was designed and implemented, providing the foundations for the high-level design of the Council's new ways of working. Ways of Thinking aligns to the Council's desire to be data driven in its decision making. This introduced the

framework as Aim, Know, Decide, Respond and Review which has been used to set the change approach across the Council. Ways of Working is the vision and model for how the council will operate in future – to enable the Ways of Thinking and deliver on the Proud promises and outcomes. This design defines the functions that are needed for the Council to operate effectively and to achieve measurable improvement against the three Proud Promises and constituted the Walsall Proud Programme.

4.3 The programme was constituted with workstreams which are set out below:

Work Stream Theme	Description
<b>Customer and Access Management (CAM)</b>	Addressing improvements in the efficiency and effectiveness of the way that customers can deal with the Council.
<b>Outcomes and Service Transformation</b>	Rethinking how outcomes in Walsall are met and the way services might be delivered to support those outcomes.
<b>Service Productivity and Performance (Perform Plus)</b>	Building up connected working and improving productivity through coaching and a focus on driving performance in day-to-day work.
<b>Council Hub</b>	Creating a renewed strategic focus for the Council, incorporating improved business intelligence, policy development and commissioning choices.
<b>Enabling and Support Services</b>	Developing efficient and effective internal support services to underpin customer facing service delivery
<b>Corporate Landlord</b>	A dedicated Landlord function for the Council with a consistent view across facilities and assets
<b>Income Generation and Cost Recovery</b>	Driving increased revenue and cost recovery with consistent fees and charges and a more commercial perspective.
<b>Third Party Spend</b>	Increased effectiveness of money spent with third parties to deliver outcomes for Walsall.

Two additional enabling workstreams were created: **Enabling Technology** which is an overarching delivery workstream supporting the digital and technology requirements of Proud and **Enabling Communication and Culture** which focusses on the cultural changes the organisation need to deliver Proud aspirations through employee consultation, training, support, and coaching.

4.4 WPP has been developed and delivered through joint working with strategic partner, PwC. Whilst significant progress has been achieved, activity was disrupted in years 2 and 3 due to the Council's need to prioritise effort and resources to respond to Covid-19.

4.5 This report seeks Cabinet's acknowledgement of the progress and achievements delivered through the work delivered to date. The Council's transformation is not yet fully implemented, there is still more to do, but there is good traction and impetus through the application of Ways of Thinking and Ways of Working. It puts the Council in a good position to move to the next stages of Proud transformation and to exploit the investment in digital technology to improve customer services and achieve efficiencies.

- 4.6 Support for the delivery of the programme was provided by a PwC core team who have worked with the Council since the inception of the programme. PwC supported the Council whilst the internal corporate PMO team was recruited and established and assisted in skills and knowledge transfer to the team. Once the Council was able to take forward the transformation directly, it was agreed that there would no longer be a need for this core team support. This would require:
- A Programme Sponsor with 12 months experience of running the programme within the Walsall context leading on strategic aspects of the programme.
  - A high performing Council side Programme Director translating strategy into action across the programme.
  - A highly efficient and effective corporate internal PMO operating under clear leadership and driving delivery of the programme on a day-to-day basis; and
  - A degree of comfort that the programme was delivering significant benefits across the organisation driven by successful delivery of both business change and enabling technology against the original timescales.

These arrangements are now in place within the Council and are discussed further in sections 4.16 and 4.17 below.

- 4.7 Excellent progress has been made in delivering the programme and associated benefits over the last three years, despite having to deal with the demands of a global pandemic. A highlight of progress is provided below, together with next steps.
- 4.8 Measurable benefits have been achieved against all three Proud Promises. Elected members and Council senior leadership are ambitious for the Council to continue its Proud journey. The Council Plan is the overarching Strategy with priorities to minimise inequality and maximise potential for all, measured through the three Proud Promises – helping to make Walsall a borough fit for its residents and businesses. Making services efficient and effective supports the aspiration for excellent customer service through digital self service capability and the exploitation of the significant investment in technology and skills within ICT. The journey does not end here. The next stages of Proud will focus on continuing to design, develop and deliver outstanding Council services supporting Proud benefits delivered through Directors owning Strategic Transformation Plans, enabled, and supported by the capabilities delivered through the enabling workstreams.

#### 4.9 **Improve outcomes and customer experience**

Through the programme, four key levers to driving customer benefits were identified:

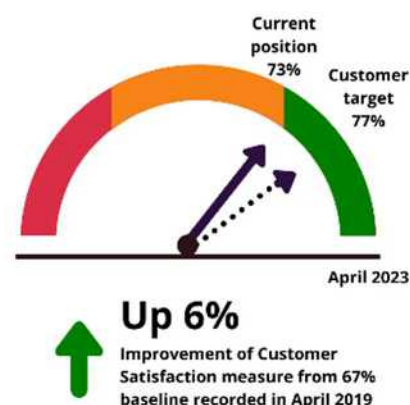
- Reducing avoidable contact;
- Channel shift to maximise use of digital channels where appropriate;
- Process improvement, improving the efficiency and effectiveness of each customer interaction; and,
- Better use of resources to create a centre of customer excellence and use this to embed a customer-centric culture and ways of working across the organisation.

The Customer Access Management (CAM) workstream was constituted to deliver on these levers and the enablers required to support this across the whole organisation.

### Achievements since the programme began:

Over the last three years of transformation, **customer satisfaction has risen from 67% to 73%**. In part, this is due to achievements in the following areas:

- Launch of the **customer experience Strategy** setting out the Council's vision and commitment to improving customer experience;
- Centralising customer focussed activity through the implementation of the **Customer Experience Centre** (phase 1) and a new telephone contact service which enabled increased and standardised management information such as caller ID's and call volume rates;
- **All staff are accessible** via Teams chat, telephony, e-mail and in person in accordance with the "presence with a purpose" principles;
- **Customer service standards** and Customer Experience Centre call answering standards have been introduced with the roll out of Teams Telephony for services dealing directly with customers – this ensures a standardised, consistent approach for residents;
- Customers have **improved access to services via the Council's website**, which now has a new compliant, modern design system accessible on mobile phones;
- **Customer Relationship Management (CRM) system** has been launched, modernising the experience for residents – customers can now register for a personal account (MyWalsall), which will enable them to track, book or pay for services at times which are convenient to them, and which may be outside of normal working hours;
- Customers can now **easily log** compliments, comments and complaints providing feedback and measures that helps us to assess customer service delivery.



#### 4.10 Customer outcomes and experience milestones for future delivery:

Milestone	Target milestone date
Continued drive to improve customer service levels and satisfaction: <b>target of 77% customer satisfaction scores.</b>	April 2023
<b>Complete delivery of the digital customer platform</b> with Agilisys, including CRM implementation, use of chat bots, robotics and self-serve capabilities, integration through the web site and portals for customers to apply, book, report and pay for services.	April 2023

<b>Complete delivery of the full Customer Experience Centre model</b> , taking on board more customer facing services building the Council's 'single front door' for customer contact both telephony, self-service and mediated assistance for residents who are unable to access technology.	December 2022
<b>Continued delivery of rapid service improvements</b> (quick wins), driving efficiency and improved customer experience. Service redesigns will ensure that customer contact is embedded within the new ways of working and are streamlined to be efficient and effective.	April 2023
<b>Achieve an embedded customer centric culture</b> within the Customer Experience Centre and across the whole Council, ensuring that the customer voice is at the heart of what the Council does.	April 2023

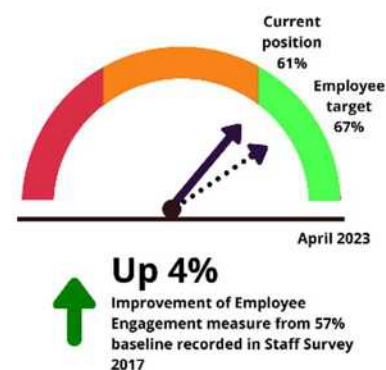
#### 4.11 Improve employee satisfaction and engagement

Service delivery can take advantage of technology improvements and digital processes but the Council's employees and the skills, knowledge, and relationships they bring to work are critical. Employees are key to delivery of service transformation and have adapted incredibly well to the changing business landscape.

This proud promise focuses on the satisfaction and level of engagement which staff feel they have. These figures are particularly encouraging given that they have been working through a pandemic for the past 21 months.

##### Achievements since the programme began:

Levels of employee engagement (top-line measure) are up from 57% (2017) to 61% as demonstrated in the latest employee survey (Nov 2021), which gathered the views of over 1300 employees. A breakdown of the supporting measures figures is shown in the table below.



Contributing measures and questions	2017 scores (Strongly agree / agree)	2020 scores (Strongly agree / agree)	2021 scores (Strongly agree / agree)	Change (2017 to 2021)
Walsall Council inspires me to do the best in my job	42%	77%	80%	<b>+38</b>
I feel valued and recognised for the work I do	41%	63%	66%	<b>+25</b>
I have the tools (physical resources, equipment, technology) I need to do my job effectively	53%	68%	75%	<b>+22</b>

I am proud when I tell others I work for Walsall Council	49%	57%	60%	<b>+11</b>
In my job, I am clear what is expected of me	74%	82%	85%	<b>+11</b>

The Council has achieved this through the following initiatives:

- The **Enabling Communications and Culture workstream** has been pivotal in delivering the future culture and behaviours which the organisation aspires to have in place to support Proud. Fully aligned to the Council Plan priorities, this workstream has developed an **Organisational Development Strategy** with action plans to deliver career pathways and establish talent attraction and retention plans;
- Development and coaching of managers and directors driving **increased collaboration and leadership alignment**, as demonstrated by Directors Group and Senior Management Group;
- To support the Council's customer focused ways of working the technology investment made over the past 3 years has delivered a highly adaptable infrastructure and modern workspace capabilities, supporting **agile ways of working** and providing staff with the tools and applications to do their jobs effectively;
- The newly implemented OneSource system has delivered an **integrated solution for finance, payroll and HR activities**, providing staff with one stop shop access to their personal and payroll details, annual performance conversations and recruitment and training materials;
- **Improved communications** through Proud newsletters, a revamped Inside Walsall intranet providing positive news stories about achievements and deliveries.

#### 4.12 Employee satisfaction and engagement milestones for future delivery:

Milestone	Target milestone date
<b>Achieve increased staff satisfaction target of 67%</b> , supported by regular staff surveys, focus groups, employee feedback, and action changes / initiatives in direct response to staff survey.	April 2024
<b>Deliver on organisation development strategy</b> , its five key pillars and the supporting action plan: <ul style="list-style-type: none"> <li>• Set up for success</li> <li>• Live the Council's values</li> <li>• Maximise leadership capability</li> <li>• Maximise organisational capability</li> <li>• Create positive customer experiences</li> </ul>	Phase 1 – December 2022  Full delivery – December 2023
<b>Become an Employer of Choice</b> , attracting the best talent through roll out and delivery of the organisational development strategy.	April 2025

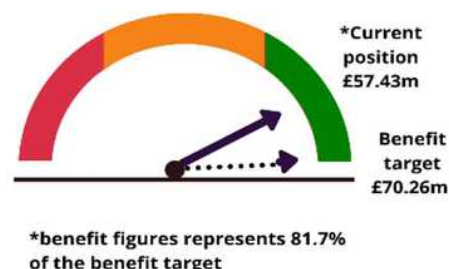
<b>Create and embed a consistent approach to change</b> , through the Transformation and Change Centre of Excellence, maturing the Change Champions network and the benefits of applying connected working coaching and support across the Council.	April 2023
<b>Establish a Council wide corporate Wellbeing Framework</b> to ensure the Council continue to take care of employees, and provide appropriate tools to manage wellbeing.	December 2022
<b>Embed cross directorate working and collaboration</b> to improve on processes and service delivery through Senior Manager Group and Director Group meetings and initiatives.	April 2023
<b>Share case studies of successful change</b> – by continuing to embrace opportunities to transform, reinforcing new cultural approaches and working practices, encouraging continuous improvements through use of data and technology.	April 2023

#### 4.13 Improve service efficiency and performance

The third of the Proud Promises focuses on efficiencies and performance. The Council had a challenging savings target and has also considered efficiencies around the money it spends and the income it can generate. This Promise takes into account all of these facets.

##### Achievements since the programme began:

From 2019/20 £57.4m of savings have been defined, of which £54.7m have been included in the Council's medium term financial plan (MTFP). This accounts for £2.7m of benefits proposals that were rejected by Cabinet.



These savings have been identified through:

- **the design and delivery of efficiencies from new Proud ways of working**, generated through the implementation of blueprints for service restructures, improved demand management and customer contact, centralisation of support functions, and digital process/service transformations;
- **Capitalising on income generating activities** to ensure the Council is leveraging its assets and operating an increasingly commercialised approach to income generation and cost recovery;
- **Managing, monitoring, and reducing third party spend.**

The following table shows the most significant Proud benefits identified and counted within the 2019/20 to 2021/22 budgets:

<b>Benefits</b>	<b>£m</b>
Children's Services Rights4Children Services transformation - strengthening families; protecting children; Mother and Baby Daisy Project; Reducing the number of adolescents coming into care: Foster carer support; and bringing back 'change, grow, live' contract in house.	4.58
Adult Social Care - review of placement costs and day care.	4.41
Adult Social Care – controlling third party spend costs and income maximisation including joint funding approach, benefits maximisation and review of use of grants.	7.86
Public Health new operating model.	0.55
Cross Cutting efficiencies relating to Customer Access Management.	0.50
Redesign and Restructure within Money, Home, Job.	0.92
Implementation of Resilient Communities model.	0.76
Income generation, cost recovery and increased commercialisation approach.	0.91
Maximising external / capital / grant funding within Economy, Environment and Communities and Children's Services.	0.97
Redesign of function and efficiencies from review of transactional activity within Resources and Transformation and cross Council administrative and business support functions.	1.41
Implementation of Corporate Landlord model - consolidation of facilities and asset management and traded services review.	0.74

#### 4.14 Service efficiency and performance milestones for future delivery:

<b>Milestone</b>	<b>Target milestone date</b>
<b>Delivery of identified financial benefits</b> as below: £18.86m £6.89m £1.15m	Financial year 2022/23 Financial year 2023/24 Financial year 2024/25
Identification of <b>further savings</b> to close the MTFP budget gap	2023/24 Budget
Embed the new Council Hub and leverage the strategic insight available from <b>improved business intelligence and data insight</b> to improve services.	December 2022
<b>Deliver further efficiencies across the organisation by expanding application of Connected Working and Rapid Process Improvement approaches / teams.</b> Enhancing transformation, and business as usual, capacity and capability further across the Council.	April 2023
<b>Streamlining and centralising enabling and support services</b> to ensure internal processes are as efficient as possible and support service delivery.	April 2023

Finalise and implement <b>further income generating and commercial options</b> to increase Council revenues further.	April 2024
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#### 4.15 **Value for Money**

The Council's arrangements for delivering value for money in its service provision are annually audited by the Council's external auditors. Grant Thornton's latest audit findings confirmed that:

- The Medium-Term Financial Strategy (MTFS) is very clearly aligned to Walsall's corporate objectives and the achievement of the transformational Proud Programme.
- The Council use a key priority framework to set the strategic intent to deliver outcomes and help inform key decisions.
- The (performance) reporting was clear and succinct and allowed for Cabinet to accurately assess the current levels of performance in delivery of services and to ensure these continued to be aligned to the Council's corporate priorities and outcomes.
- One area where the Council is particularly proactive is through using reports from government, regulators, or other bodies to conduct compliance reviews or lessons learned reporting in order to ensure 'best practice' where possible.
- Walsall Council has a good track record of sound financial management.
- The Council had appropriate arrangements in place to manage the risks it faces in relation to financial sustainability.
- The Council has good arrangements for making properly informed decisions, supported by appropriate evidence whilst also allowing for challenge and transparency.
- It is clear that Walsall Council has effectively planned and responded to Covid-19.

#### **Supporting the Next Stages of Proud Transformation**

4.16 Since the inception of the programme, the Council has been developing its own capabilities and growing talent internally to maintain the Council's ability to sustain the transformation achieved and continue to drive forward change sustainably for the future. These capabilities put us in good stead to move to the next stages of Proud, building a strong platform of successes and transformation skills, capabilities, and culture – to achieve the next wave of Proud milestones and outcomes. These include the following areas:

- **Strategic focus and alignment** – The Council has strengthened the strategic alignment between the decisions it makes, where it invests its resources, and the direct connection to achieving its outcomes. The Proud programme has set a strong strategic framework for this prioritisation and decision making that is well understood and practised by leaders, senior managers, and officers alike across the organisation. This is upheld through various fora, including the Directors and Senior Managers Groups, Business Design Authority, Transformation and Change

Working Group, as well as work streams, project teams and groups across the Council: a real cultural shift from being able to focus only the immediate operational priorities in front of us.

- **Technology and digital** –the Council has significantly matured the approach to technology delivery across the organisation, with a stronger (though still evolving) understanding of the role and importance of technology in achieving the Council's outcomes across the organisation. The Council have a well-recognised set of technology principles, upheld through Technical Design Authority; and a maturing home-grown technology team who are developing the capabilities for a future-focused, technology-forward Council.
- **High performing teams via Connected Working** – staff and leaders have developed key operational excellence skills and techniques via the Connected Working programme. Teams have built, tested, role-modelled, and continue to embody new skills and behaviours day-to-day, such as: problem solving, cross-team collaboration, coaching, effective performance management. This coaching methodology has been transferred from PwC to the Council, and the Council has built its own digital application to support this, to be able to sustain and expand this across the organisation in the future with the recent appointments to Connected Working coaches.
- **Programme management** – The Council has built up its core transformation management and coordination capabilities through co-development of key approaches, governance, templates, management techniques etc., supported by regular coaching and ad hoc guidance and support. These responsibilities fully transferred to the Council in 2020 and since then the Council has been developing live reporting of progress, benefits, plans and risk management through Microsoft Project and PowerBI – demonstrating the ability not only sustain but also build on the skills developed.
- **Benefits management** – The Council now has a mature and defined approach to benefits management and realisation across the three Proud promise outcomes. This approach was developed with support from the Council's strategic partner. Full responsibility for tracking benefits and embedding the benefits realisation approach is now owned by the Council, driven by the Transformation and Change team, working in close collaboration with Finance. This has formed the basis for a robust approach to benefits management and strong strategic focus of the programme towards delivering these benefits.
- **Business analysis and change** – business analysis and change capability has evolved over the course of the programme, recognising the importance of how effective change can be implemented and sustained. The Council has a Proud Programme Management Office (PMO) with a growing cadre of programme and project officers supporting the current work streams, a developing business analysis capacity, currently delivered through a hybrid of permanent and temporary resource which will transition to a permanent resource over the coming months. The PMO provides quality analytical capacity with skills in process mapping, opportunity identification and development, requirements mapping, and delivering rapid changes to support transformational change; and delivering this in a collaborative way, bringing together different teams and directorates.

4.17 Effective governance arrangements have been key to the successful delivery of the Walsall Proud Programme and the achievement of its associated benefits. A robust

governance structure was introduced to support the strategic consideration and approval of business change activity, including business cases outlining new organisational structures and new technology solutions supporting new ways of working. Governance will be important for the next activities and will be adapted where necessary to remain applicable and agile decision making.

- 4.18 The Walsall Proud Programme Board has been pivotal as the key approval and decision-making forum, with membership comprising of Corporate Management Team members and PwC as strategic partner and supported by the Council's programme management office.

### **Council Plan priorities**

- 4.19 The Walsall Proud Programme has been fundamental to the successful delivery of the Council's priorities. The new ways of working and new ways of thinking will support the development and delivery of the new Council plan moving forward. There are also a number of refreshed strategies which are aligned, and which support the Council Plan. The Customer Experience Strategy, The Organisational Development Strategy and Digital Strategy have action plans which support the Council Plan outcomes and markers of success.

### **Risk management**

- 4.20 All risks are being proactively managed through the Council's risk management framework, with each work stream maintaining its own Risk, Assumption, Issue and Dependency register, reviewed at each meeting. Escalated risks are presented to the Walsall Proud Programme Board on a monthly basis. This escalation and transparent view of risks and issues will remain as part of ongoing governance arrangements.

### **Financial implications**

- 4.21 In December 2018, Cabinet agreed a range of benefits and a number of financial parameters in relation to the making of investment and delivery of benefits to the Programme. The original business case identified that by transforming ways of working, the Council could achieve between £39.2m low-level to £80.9m high-level of recurring benefit (saving), this being dependent on the level of ambition and appetite for change in each of the identified opportunity areas. The high-level benefit was subsequently amended to £70.3m by Cabinet in September 2020 following a review of addressable spend which resulted in spend on PFI's and schools being marked as out of scope. The low-level benefit was unadjusted.
- 4.22 In order to deliver these financial savings of the potential identified above, there was a need to incur one-off revenue and capital investment. In December 2018, Cabinet approved the following two financial parameters:
- A total investment cost to benefit ratio of 1:3 (i.e. for every one-off £1 invested - inclusive of contract value and all other investment - at least £3 recurring benefit would be delivered which could be used to support the Council's financial position or be reinvested into services).

- In year financial benefits will exceed the in-year investment and therefore finance itself, without placing any strain in any particular year on the medium-term financial plan.
- 4.23 Within the above total investment cost ratio, total one-off revenue and capital investment was therefore capped at £26.1m. Because the baseline opportunities had changed, an amended ratio of 1:2.5 was agreed in September 2020 i.e., for every £1 invested, savings of £2.50 would accrue, resulting in a revised cap of £28.1m (against the revised baseline high level benefit of £70.3m).
- 4.24 To date, £57.4m of savings have been identified, of which £54.7m have been included within the Council's medium term financial plan (MTFP), the remaining £2.7m relate to proposals which Cabinet have decided not to implement. This leaves £12.8m of benefit opportunities to be identified from the original scope of the programme, which will contribute to closing the remaining four-year MTFP funding gap of £26.7m.
- 4.25 Investment to 31 March 2023 is forecast at £26.1m, leaving a further £2m of headroom to deliver savings identified for delivery in 2023/24 and the remaining £12.8m of high-level opportunities. Based on known current assumptions, it is considered that overall investment requirements will be within the current cap. Investment includes:
- Capital expenditure to fund the technology roadmap, including delivering the core enabling digital platforms to support customer access management improvements, enabling a single view of the customer, improve their experience, and introduce efficiencies in ways of interacting with them such as customer query workflow; a telephony platform; a business intelligence platform, with configuration and integration of the technology stack to pull data from multiple sources and make accessible dash-boarding visualisations etc.
  - Working with the Council's strategic partner PwC, including provision of support for the programme by a PwC core team; joint development of blueprints for service redesigns; income generation and cost recovery and commercialisation opportunities; development of the Hub; reducing third party spend and improving the 'Procure to Pay' process and systems; support to the developing technology roadmap, etc.
  - Investment on other one-off costs such as external support to provide additional capacity and specialist capability to support service transformation plans, with appropriate knowledge transfer to ensure sustainability of provision – such as business analysts, coaching services, etc – and additional internal and backfilling costs in support services to the programme and work streams.
- 4.26 Moving forward, the Council will need to continue to identify savings beyond the scope of the current transformation programme, as Government funding changes and increasing demand and cost pressures will continue to put pressure on Council finances. As such, it is acknowledged that further one-off investment will be also required to deliver future change in ways of working. These investment requirements will become clearer as the next stages of transformation develop.
- 4.27 For any new investment beyond the scope of the current programme, it is proposed to remove the existing financial parameters and replace with an indicator that better reflects the returns delivered on that investment. For instance, payback of the

investment is secured within a certain number of years, the exact payback period being dependent on the project. A positive return on investment would of course be required for the programme as a whole. This return-on-investment principle will be built into investment business cases and approved through the Proud governance arrangements.

- 4.28 Opportunities for income generation and cost recovery will also be further explored and incorporated into business cases for approval through the same Proud governance arrangements.
- 4.29 As stated above, there are £12.8m of benefit opportunities to be identified from the original scope of the programme. These will be identified through the new way of budget modelling being developed for the 2023/24 budget process and beyond, whereby the Council's approach and ways of thinking will have an increased emphasis on corporate outcomes and strategic commissioning. This will help to drive increasing value for money in how the Council is achieving and improving its corporate and strategic performance and objectives, aligned to the Proud promises of improving outcomes and customer experience, improving employee satisfaction and engagement, and improving service efficiency and performance.

### **Legal Implications**

- 4.30 There are no direct legal implications arising from this report – where applicable, all processes and procedures have been adhered to throughout the delivery of the Proud programme.

### **Procurement Implications / Social Value**

- 4.31 The PwC contract was signed on 11 Sept 2019 for an initial term of 39 months from this commencement date (running to December 2022), with the option to extend by a period or periods up to a maximum of 12 months in aggregate, and to operate within a spending cap of £10.7m. Whilst there is no current requirement to continue with the core team or issue new work orders as the Council has built it's own transformation and change capability, it may be useful to be able to commission specific pieces of work where continuity would be beneficial, subject to individual work orders to be agreed by Proud Board.
- 4.32 Cabinet is asked to approve delegation of authority to the Executive Director of Resources and Transformation for:
- Any extension and variation of PwC contractual arrangements (or other related documents) should this be required throughout the remaining duration of the contract;
  - The removal of the specific cap on the original PwC contract as that programme of work has now been completed and associated benefits are being realised. Any further commissions from PwC will adhere to procurement guidance and must be less than 50% of the total contract value. (Any increase of the contract value is permitted under Regulation 72 of the Public Contracts Regulations 2015.)
- 4.33 PwC has invested in the Council and the programme, over and above the contracted work orders, throughout the 39-month period. For example, PwC supported the

Council whilst the internal corporate programme management team was recruited and established and assisted in skills and knowledge transfer to the team with additional investment to the value of £469,000. This was critical to maintaining progress towards achieving the benefits that have subsequently been delivered.

4.34 In addition to the considerable amount of additional value outlined above, PwC have also contributed to a number of Walsall Council's Social Value Priorities as part of the contract. This covered the following areas:

- Consider the benefits of engaging with the third sector and private sector firms;
- Look at how the Council's customers will be enabled to transact with it, including the most vulnerable in the community;
- Consider how the third sector could represent and advocate for communities where appropriate and;
- Use volunteer time to support social value commitments in the local community.

4.35 In support of these aims PwC worked with the Council in the following areas:

- Resilient Communities Blueprint, High Street Data Analysis, Customer Personas and Customer Research - all of this work, including some investment on behalf of PwC, looked at different ways in which the third sector could help with engagement between the Council, the community and particularly the most vulnerable people within it.
- Connected Performance - PwC invested free licensing for a Connected Performance platform to assist with the Council's response to COVID and to assist with remote working in support of the most vulnerable in the local area.
- Increased local volunteering - Members of the WPP team have been involved twice with the Council's homeless night count to support rough sleepers.

### **Property implications**

4.36 During the pandemic, the Council established new ways of working which focussed on keeping people safe and ensuring the Council's buildings are safe. The corporate landlord workstream has now transitioned into business as usual with a focus on ensuring the Council's estate is set up for hybrid working and maximising the Council's assets through the Strategic Investment Board through the implementation of the Strategic Asset Plan.

### **Health and wellbeing implications**

4.37 Achieving the Proud promises of increasing customer satisfaction and increasing staff engagement has a direct positive impact on the health and wellbeing of both employees and residents. Any implications on resident or staff health and wellbeing has been considered during formal approval for implementation of the Proud workstreams and will continue to be considered through ongoing monitoring and governance.

## **Staffing implications**

- 4.38 There will be direct implications for staff numbers in relation to ongoing WPP delivery. Consultation with employees and unions has been undertaken in accordance with legislative requirements and the Council's required procedures. 14 restructures have been completed, 22 are in progress. Of the restructures completed, this has resulted in 19 voluntary redundancies, 10 compulsory redundancies and 6 redeployments.
- 4.39 The Council implemented an authorisation to recruit process in May 2021 – the aim of this process was to proactively manage vacancies to ensure that Walsall Council proactively avoids and mitigates redundancies where possible.
- 4.40 There are wider positive staffing implications arising from the Walsall Proud Programme, in terms of opportunity to deliver better customer experiences and a better working environment for staff; with new ways of working to allow capacity to be freed up and the focus to shift more to service delivery and other value adding activities including skills development.

## **Reducing inequalities**

- 4.41 Equalities impact assessments have been produced and adhered to where applicable during the delivery of the programme and workstreams. The programme aims to enable delivery of the Council's vision to ensure inequalities are reduced and all potential is maximised through initiatives such as increasing options for customers to access Council services or increasing digital literacy amongst residents.

## **Consultation**

- 4.42 Consultations with both employees and residents have been undertaken in line with appropriate legislation and processes. Consultations have been meaningful, and adjustments made to take into feedback such as the restructure of the Council's admin and business support function or resident consultation on the customer experience strategy. The next stages of Proud will ensure adherence to fair and meaningful consultation continues.

## **5. Decide**

- 5.1 Cabinet is asked to Delegate authority to the Executive Director for Resources and Transformation, in consultation with the Leader, to subsequently authorise any extension and variation of PwC contractual arrangements or other related documents should this be required throughout the remaining duration of the contract as set out in sections 4.31 – 4.35 which includes a rationale and options considered.
- 5.2 Cabinet is asked to approve a revised approach and rationale to agreeing future investment as set out in section 4.26 – 4.29.

## **6. Respond**

- 6.1 To capitalise on the significant progress already achieved throughout the previous three years, the corporate PMO and change team will continue to work with directors and senior managers to realise benefits and achieve proud promise targets.

## **7. Review**

- 7.1 Regular progress updates will be provided to Corporate Management Team and Cabinet on the ongoing progress of Proud and benefits realisation and will remain in line with Walsall Proud governance monitoring.

### **Background papers**

24 October 2018 Cabinet - Walsall Proud Programme

12 December 2018 Cabinet - Walsall Proud Programme Contract Award

16 June 2021 Cabinet – Resetting the Council through Proud

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**Deborah Hindson**  
**Executive Director – Resources & Transformation**

**16 March 2022**



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

**16 March 2022**

## Cabinet – 16 March 2022

### Digital Strategy 2022-2025

<b>Portfolio:</b>	Councillor M Bird – Leader of the Council
<b>Related portfolios:</b>	All
<b>Service:</b>	Transformation & Digital
<b>Wards:</b>	All
<b>Key decision:</b>	Yes
<b>Forward plan:</b>	Yes

#### 1. Aim

- 1.1 the aim of the Digital Strategy is to set the vision of how we will empower the Borough of Walsall to maximise its digital potential over the next 3 years. The strategy will provide a blueprint on how this can be achieved by splitting Digital into five themes:

- Digital Skills
- Digital Inclusion
- Digital Infrastructure
- Digital Business Development
- Digital Region

The overarching aim of this strategy is to boost social and economic benefits through the facilitation of digital enablement across the borough and wider West Midlands Region. Walsall will become a vehicle for positive change by further leveraging its Digital capabilities.

This strategy will influence and be influenced by other strategies that are being developed across the council. The outcomes of the Council Plan, helping residents and communities to fulfil their potential and to be resilient is embodied throughout the Digital Strategy.

#### 2. Summary

- 2.1 This report should be read in conjunction with the Draft Digital Strategy – **Appendix A**.
- 2.2 The council has developed a Digital Strategy which conveys its digital aspirations for the borough over the next 3 years. The Digital Strategy is separated into five clear themes.

- 2.3 The Digital Strategy provides a framework of how the council can deliver against its digital aspirations; by leveraging partnerships, co-design, and collaboration.
- 2.4 The Digital Strategy has been developed after engagement with other services areas, to ensure alignment to their Service Transformation Plans.
- 2.5 The Digital Strategy will provide an accessible vision to those within the borough (Residents, community groups, businesses) and the wider region, allowing for better engagement and coordinated efforts. The Digital Strategy is aligned to the Council Plan whereby inequalities are reduced, and all potential is maximised.
- 2.6 The Digital Strategy is aligned to the delivery of the Proud Promises to:
- Improve Outcomes and Customer Experience;
  - Improve Employee Satisfaction and Engagement;
  - Improve Service Efficiency and Performance.
- 2.7 This report is a Key Decision as it is likely to have significant impact on two or more wards within the borough.

### **3. Recommendations**

- 3.1 That Cabinet approve the Digital Strategy 2022-2025 as set out in **Appendix A**.
- 3.2 That Cabinet delegates authority to make any minor amendments, if necessary, to the Digital Strategy before and after it is publication, to the Executive Director of Resources & Transformation in consultation with the Leader of the Council.

### **4. Report detail - know**

#### ***Context***

- 4.1 Since 2017 the council has undergone large scale technological and digital change. These changes were previously set out in ICT's 2017-2020 strategy.
- 4.2 The advent of the Proud Programme has provided a catalyst for transforming how the council interacts with its customers, specifically the Customer Access Management workstream.
- 4.3 It has been acknowledged that previous ICT strategies have been internally focused. The Digital Strategy is externally focused, supported by robust internal strategies and service transformation plans.
- 4.4 Covid-19 has significantly changed how the council delivers its services. The Digital Strategy will look to support the borough with challenges and changes catalysed by the pandemic.
- 4.5 This strategy acknowledges that to further leverage digital capabilities, the council's workforce needs to have the appropriate digital skills to match the needs of the customer. Exploiting technology and using automation alongside advanced digital processes will enable council officers to focus on adding value whilst

supporting the most vulnerable and providing additional assistance to those who need it.

- 4.6 Increasing the levels of Digital Inclusion across the borough have been highlighted as challenge when trying to increase digital capabilities and outputs. The causal factors for people not being Digital Included are vast, ranging from social-economic to individual's digital skillsets. An ambition of this strategy is to increase the number of digitally included people.
- 4.7 The West Midlands region has an adequate Digital Infrastructure, of which its rollout is being accelerator. However, Walsall acknowledges it could still improve its Digital Infrastructure regarding 5G coverage and Full Fibre capabilities.
- 4.8 Walsall has the potential to attract, retain and grow the number of Digital Businesses within the borough. This strategy will look to facilitate the growth of Digital Business in the borough and make the existing business more resilient.
- 4.9 The business insights gained through the appropriate analysis of data is an asset at the council's disposal. The council wants to share this data with partner agencies (where appropriate) to gain a better understanding of, and ultimately better outcomes for the borough (and wider region). The council budgets often see the council looking for new and innovative ways to deliver services. This strategy will facilitate this work by leveraging technology and digital capabilities.

### ***Council Corporate Plan priorities***

- 4.10 The Digital Strategy is an underpinning strategy that will feed into the Council Plan. It is cross cutting and will influence (at varying levels) all 5 Council Priorities and their associated outcomes. The Digital strategy has been created around the council's aim whereby inequalities are reduced, and all potential is maximised.

### ***Risk Management***

- 4.11 Although the council currently does not have a Digital Strategy there is the potential that it will lack a coordinated strategic direction when it comes to "Digital," without the implementation of a strategy.
- 4.12 Without clear strategic (digital) direction the council may fail to realise the benefits from leveraging the available digital capabilities across the borough, or the benefits could be realised at a slower rate.
- 4.13 Without the implementation of a clear digital strategy, the council may not contribute to or benefit from the digital advancements taking place across the wider West Midlands region.

### ***Financial implications***

- 4.14 There are no specific financial implications associated with the publication of this strategy. Any programme, project or work that is undertaken in the "Digital arena" will need to identify its own funding stream and define its own benefits. Any financial commitment will be subject to the council's contract rules.

### ***Legal Implications***

- 4.15 The strategy is not a statutory requirement. Any actions described in the Strategy that may have legal implications would be the subject of separate reports to Cabinet where necessary.

### ***Procurement Implications / Social Value***

- 4.16 There are no direct procurement implications arising from this report. Advice will be sought from procurement if such a situation was to arise.

### ***Property Implications***

- 4.17 Any actions described in the strategy that would have significant property implications would be the subject of separate reports to Cabinet where necessary.

### ***Health and Wellbeing Implications***

- 4.18 There are complex links between, service users accessing council services and that of our partner agencies. The correlating factors include service users who are vulnerable and more likely to experience health problems, high unemployment, and low incomes. Considerations to the health-related aspects of service users and wellbeing for the residents of Walsall is important and will be considered through effective service delivery.
- 4.19 Through upskilling, signposting and facilitation this strategy has the potential to assist in reducing inequalities. Specific to health and wellbeing, increasing residents' digital capabilities could allow council and health care services to reach a greater audience. The leveraging of community groups has the potential to increase "Digital kindness" reducing isolation and loneliness within the community.
- 4.20 If any new technology is deployed to council staff as part of this strategy an Equality Impact Assessment (EqIA) will be undertaken.

### ***Staffing Implications***

- 4.21 There are no direct staffing implications from the strategy itself, however subsequent action plans may change the way in which staff work. This could range from digital upskilling to the way in which services are delivered. Any such changes would be subject to the council's internal and external consultation processes.

### ***Reducing Inequalities***

- 4.22 An Equality Impact Assessment (EqIA) is attached in **Appendix B**, this document shows that there will be a need to monitor and evaluate the impact of the Digital Strategy as it develops. It is acknowledged in the EqIA that unforeseen circumstances may arise which may not have been accounted for.

## ***Climate Change***

- 4.23 The Council has an ambition of being a net zero carbon authority by 2050. Although this strategy is facilitative in nature, the Council's technological building blocks and future digital direction support the net zero carbon ambitions. The Council's strategic direction is to reduce its reliance on its in-house datacentre, subsequently reducing power consumption. The technology which supports the Customer Experience Strategy, will allow more processes to be fully online and digitised. When looking at our own workforce this strategy promotes being agile and flexible from a people and technology perspective, further removing print and paper quantities. Through digital upskilling and inclusivity, there is potential for residents to access information and funding regarding initiatives such as green homes and other associated home improvement schemes. This strategy will support the use of technology and partnerships to help monitor priority environmental areas such as air and road quality.

## ***Consultation***

- 4.24 To develop this strategy several customer facing and internal services were consulted with. Consultation with stakeholders allowed them to voice their opinion around the council's current "Digital offering", and what they believed the council's "Digital aspiration" should be. The qualitative and quantitative data that was shared in these meetings has been used during the development of this strategy. The meetings held with different service areas also saw the sharing of public consultation information used by the Customer Experience Strategy 2021-2026.

## **5. Decide**

- 5.1 Cabinet are being requested to approve the Digital Strategy (**Appendix A**) and delegate authority for minor alterations, set out in section 3 of this report.

## **6. Respond**

- 6.1 If the requests in section 3 of this report are agreed to, the council will publish the Digital Strategy. The council will develop an action plan in conjunction with its partners, stating how it will help the borough realise the ambitions set out in the strategy (do nothing, signpost, deliver, regulate).

## **7. Review**

- 7.1 This strategy will be owned by Transformation & Digital and will be subject to its internal governance processes and procedures. It is envisaged that this strategy will be cross cutting and will require Directors to report on progress under the "Digital Strategy" banner. This reporting information will be collated by Digital Transformation & Digital.

## Background papers

None.

## Author

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**Deborah Hindson**  
**Executive Director – Resources & Transformation**

**16 March 2022**



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

**16 March 2022**

**Appendix A –Digital Strategy 2022-2025**  
**Appendix B – Equality Impact Assessment**

# Digital Strategy

## 2022 – 2025



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## Foreword



Technology has always been fascinating and full of potential, but the world has changed at a pace that we couldn't have imagined two years ago. The COVID-19 pandemic has given us an opportunity to change the way in which we work, and we've already come a long way in a short amount of time. We know we need to continue to look at different ways of communicating with the public, and we want to embrace technology to enable residents and local businesses to access high quality services 24 hours a day. Our Proud transformation already focuses on changing our ways of thinking, changing our behaviours, and changing how we get things done; so in line with this we want to reap further benefits from digital possibilities - improving community engagement, customer experience, staff satisfaction and service efficiency.

We need to continue along this path of change because there is tremendous value in turning data into intelligence - it gives us the ability to make informed decisions, achieve our ambitions and meet the increased demand and expectations from our residents and the business community.

This does not mean that pockets within our community may be left behind, as with new and innovative ways of delivering Council services we can use our workforce and support networks more effectively to bolster digital services by adding additional value through human interaction where appropriate. We want to increase the digital capabilities and confidence of our communities to help them effectively use not only Walsall Council services, but to take advantage of all facets of digital life and realise wider quality of life improvements. We will achieve this by embracing digital opportunities locally, regionally and nationally.

I want Walsall to remain a place to be proud of, and so I am pleased to introduce a Digital Strategy that complements our Proud journey and Council Plan. It outlines our approach to a transformational change that reduces inequalities and ensures all potential is maximised, but this is only the start of an exciting journey!

**Councillor Mike Bird**  
**Leader of Walsall Council**

# Introduction

## About Walsall

Walsall is a culturally diverse metropolitan borough consisting of a mix of urban, suburban and semi-rural communities. Covering 40 square miles, it is located to the north-west of Birmingham, and is one of the four local authorities that make up the Black Country sub-region (with Dudley, Sandwell and Wolverhampton).

Walsall's economy has an annual output of £4.77 billion and provides around 120,000 jobs<sup>1</sup>. The local economy supports a steadily increasing resident population of 286,716<sup>2</sup>, which is expected to reach 290,200 in 2024. Three in every five people are of working age, but only two thirds of the working age residents are in employment, and for those in work, earnings are below the national average.

Despite decreasing funding and increasing demand, Walsall Council strives to serve the people and communities of Walsall by representing and working with them to protect and improve the quality of life for all, particularly the most vulnerable.

## Defining Digital

The term 'digital' is no longer just a name for a type of tool, it has become a culture that embodies modern life. It's a mindset of constant innovation and integration that has transformed the way that people interact with each other, the way that people transact with service providers and it has transformed our resident's expectations of council services. Our definition of digital must therefore reflect both the means and the end of improving the quality, speed and efficiency of Walsall Council's service delivery, and it must acknowledge internal and external perspectives.

### Digital from the customer's perspective:

The fast pace of technological change means that customers are familiar with 24/7 digital self-serve pathways that afford increased autonomy in managing requests and transactions. This culminates into the following key elements:

- Services within Walsall Council must develop in line with consumer services to ensure that we remain current, competitive and effective.
- Advancements in digital technologies also provide opportunities to improve accessibility and allow the organisation to expand the reach of our services.
- Walsall Council need to be passionate and dedicated to providing excellent value for money to the tax-payer.

### Digital from the organisation's perspective:

Like many authorities, Walsall Council faces ongoing challenges to cut costs whilst providing excellent value for money services. Digital transformation programmes allow us to cultivate a strong foundation of technical capability, digital leadership and collaborative learning to ensure that the organisation can be flexible and adaptable in meeting the future needs of employees, residents and local businesses. Walsall Council must embrace digital tools to drive productivity and breakdown barriers, constantly aiming to innovate the ways we work and deliver genuine change to members of our community.

<sup>1</sup> <https://www.walsallintelligence.org.uk/home/economy/>

<sup>2</sup> Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland - Office for National Statistics (ons.gov.uk)

# Vision and Themes

Walsall Council's Digital Strategy 2022 - 2025 aims to boost benefits for our communities and customers through the strategic use of Information and Communications Technology. It is a cross cutting initiative that will support and supplement neighbouring internal, regional and national strategies whilst delivering our wider Council Plan and aligning with our Proud transformation. The Proud promise is to improve outcomes and customer experience, improve employee satisfaction and engagement, and improve service efficiency and performance. The promises are aligned with our vision for inequalities to be reduced, and that we create an environment that provides opportunities for all individuals and communities to fulfil their potential.

The Council Plan is the golden thread which runs through everything we do. Our corporate values highlight how the Council works with local communities and influences choice and behaviours through Professionalism, Leadership, Accountability, Transparency and Ethical working (PLATE).

The Council's values and behaviours are central to everything the Council delivers through a culture of continuous improvement. The Council Plan sets out our five EPICC priorities - Economic Growth (E), People (P), Internal Focus (I), Children (Ch) and Communities (Co) which continue to be our focus and are underpinned by resident focused outcomes. We strive to increase performance, efficiency and champion the design of services to meet the needs of our communities. The Council is committed to creating an environment that provides opportunities for all residents and communities to fulfil their potential and deliver resilient communities.

Walsall Council has formulated a Digital Strategy which will help the borough to achieve its digital ambitions. The Digital Strategy will drive change across five themes:

1. Digital Skills
2. Digital Inclusion
3. Digital Infrastructure
4. Digital Business Development
5. Digital Region

These themes boost our digital culture by removing barriers for access, cultivate blended social learning, reach a balance between digital pathways and operational capacity, and create a strong, secure and flexible technical foundation to support 24/7 digital processes.

Due to the ever-changing nature of technology and the environment in which we live, this strategy will provide a blueprint for delivery over the next three years. A three-year plan allows enough time to expedite our current initiatives and work towards creating an increasingly resilient and digitally capable conurbation. Through co-design, collaboration, and facilitation Walsall Council can act as a vehicle for positive digital change across the borough.



## 1. Digital Skills

There is a clear trend that an increasing number of job roles require a digital element and therefore through strong Digital Leadership, Walsall Council will empower its staff with these skills to meet the needs of the borough.

We want to retain and attract a diverse, flexible and digitally capable workforce within Walsall. We will cultivate blended social learning to improve collaboration, shared learning and maximise both organisational and leadership capability. This includes understanding our internal workforce characteristics and emphasising the value of human skills, experience and technology to reach a balance between digital pathways and operational capacity. The Council will also continue to lead on our Endless Possibilities programme, using the Apprenticeship Levy and the Enterprise Act to upskill employees through digital pathways and deliver on the workforce needs of their respective service areas. We will continue to work closely with neighbouring councils and the West Midlands Combined Authority to share best practice and intelligence.

No resident should be left behind, and although Walsall Council aims to help the most excluded groups (including, but not limited to, homeless people, people with disabilities and people with mental health problems), we also acknowledge that some groups will need additional support on their digital journey. The resources freed up by technical developments such as process digitisation and automation can be used as a digital support workforce to assist those who can't join the wider digital journey.

Beyond consideration of internal resources, Walsall Council will play a strategic role in looking at the skills needed across the wider workforce in the borough. As we embrace this fourth industrial revolution<sup>3</sup>, new and dynamic roles will emerge whilst existing roles will be transformed, meaning our residents will need digital skills to match. 92% of businesses already state that having digital skills is a key attribute that employees need<sup>4</sup>, and so Walsall Council intends to digitally upskill the residents of Walsall to become upwardly mobile and have the best chance at gaining employment.

<sup>3</sup> West Midlands Digital Roadmap 2021

<sup>4</sup> Worldskills UK, 2021

## 2. Digital Inclusion

Digital Inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access to and use of Information and Communication Technologies (ICT)<sup>5</sup>. This includes 5 elements:

- Affordable, robust broadband internet service.
- Internet-enabled devices that meet the needs of the user.
- Access to digital literacy training.
- Quality technical support.
- Applications and online content designed to enable and encourage self-sufficiency, participation and collaboration.

These barriers prevent residents from fully participating in our community, as they become excluded from activities such as job hunting, working from home and accessing vital public services and support.

Digital Inclusion must evolve as technology advances, working to reduce and eliminate historical, institutional and structural barriers to access and use technology. But we'll need help to do this, and we want to promote 'Digital Kindness' as a way to promote mental health benefits<sup>6</sup> and bring together our network of volunteers and community associates to reduce isolation and create relationships that boost Digital Inclusion. This includes further engagement with digital communities via social media, which research<sup>7</sup> indicates will provide Walsall Council with an opportunity to act as a conduit by signposting residents to community and partnership offerings.

This will ensure that the residents of Walsall can access digital services in a safe and secure way, allowing them to make more informed lifestyle decisions. For example, it is estimated that 2.5 million people are behind on their broadband bills<sup>8</sup>, but that people who are digitally savvy pay around £228 per year on average less on utility bills<sup>9</sup>. Furthermore, Walsall Council can actively work with the WMCA to investigate the ethical off-loading of mobile data to those that need it and also explore opportunities for residents to leverage cheaper broadband tariffs, with an overarching aim to reduce the digital divide.



<sup>5</sup> Definitions - National Digital Inclusion Alliance

<sup>6</sup> <https://www.mentalhealth.org.uk/publications/doing-good-does-you-good/health-benefits-altruism>

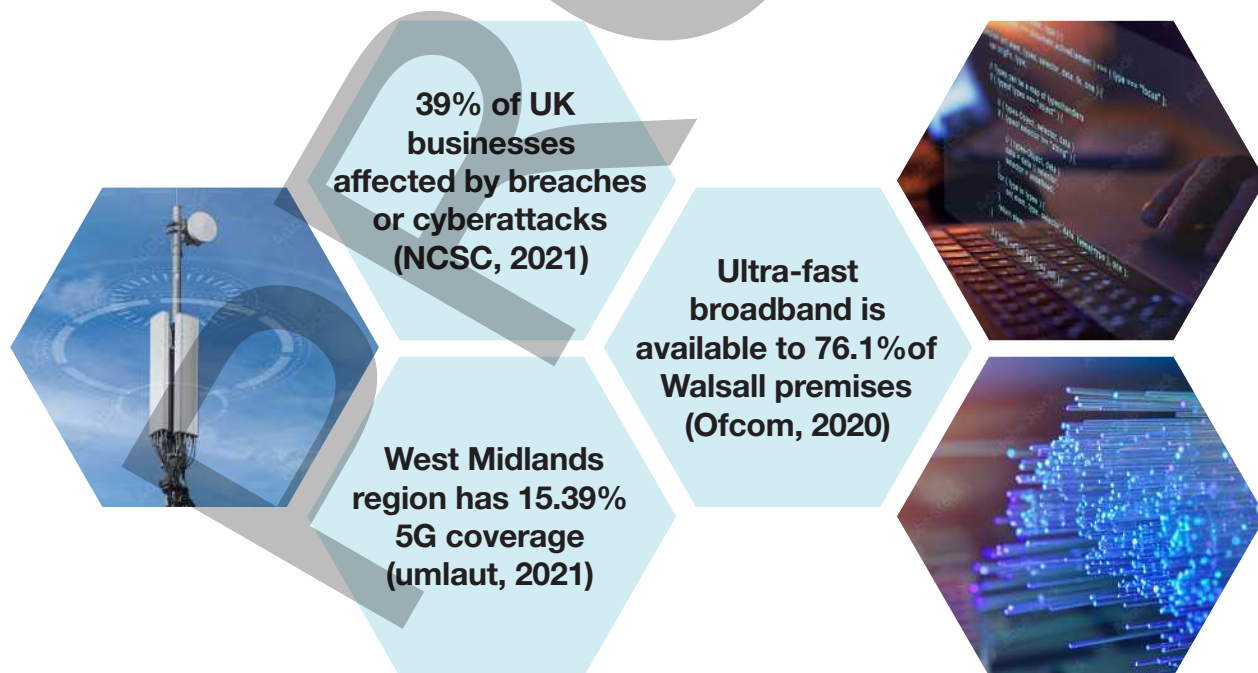
<sup>7</sup> <https://youngfoundation.org/wp-content/uploads/2012/10/Local-2.0-How-digital-technology-empowers-local-communities-May-2012.pdf>

### 3. Digital Infrastructure

Digital Infrastructure reflects the physical infrastructure that creates the digital world and enables access<sup>8</sup>. Greater internet speeds and higher levels of access allow more people to access our digital tools and services, whereas poor connectivity and infrastructure has an understandably detrimental effect on the borough's digital ambitions. Therefore, Digital Infrastructure is intrinsic to supporting our communities with their digital growth.

The borough demonstrates excellent 4G indoor and outdoor coverage of 99.57%<sup>9</sup>, but has room for improvement with the rollout of 5G, with limited suppliers providing patchy coverage across the borough. Likewise, broadband connectivity shows a need for development, as 22.5% of premises receive up to 300Mbit/s download speeds and ultra-fast broadband is available to only 76.1% of premises<sup>10</sup>. Walsall Council will undertake collaborative horizon scanning exercises with a view to harness infrastructure opportunities for the residents of Walsall. This includes collaborating with partners such as West Midlands 5G and the Department for Digital, Culture, Media & Sport (DCMS) to accelerate the rollout of 5G and full fibre broadband connectivity across the borough through schemes such as 5PRING and the Digital Connectivity Infrastructure Accelerator. The Council will also work in partnership with tech companies and innovation schemes to encourage pilot initiatives and provide practical solutions to the challenges that we currently face.

From an internal perspective, Walsall Council will supply robust and resilience technology strategies to meet the needs of its workforce and customers. This will initially be led by our existing Enabling Technology roadmap, with longer term development being mapped by our architectural function. We will create new reference architectures for business, data, applications and technology to drive efficiencies and influence innovative solution development that adheres to principles such as Digital by Design. The council is dedicated to providing best of breed cybersecurity initiatives to ensure that confidentiality, integrity and availability is at the focus of all our technological endeavours. To this end there has been an investment in a stronger cyber security function in the service as part of the service redesign.



<sup>8</sup>What is Local Digital Capital and why is it important? (techuk.org)

<sup>9</sup>Ofcom Connected Nations 2020 (Fixed local and unitary authority)

<sup>10</sup>Ofcom Connected Nations 2020 (Mobile local and unitary authority)

## 4. Digital Business Development

Micro to small businesses are considerably more likely to face digital exclusion. They tend to be less financially resilient than larger corporations and are less likely to have an eCommerce presence. We will work collaboratively with external partners such as WM5G to facilitate hubs for technology partners and neighbouring authorities to respond to the challenges presented by our local businesses. Local businesses are also customers of Walsall Council, and their access to council services will be slick and easy to navigate in line with improvements for residents.

Walsall has always had industry as part of its identity, with industrial origins being based in ironworks and the manufacturing of leather. The industrial landscape has changed significantly since the height of manufacturing, but Walsall is now in the process of adding to its identity. We plan to make a vibrant tech ecosystem, leveraging other themes within this strategy such as Digital Skills and Digital Infrastructure to support this ambition.

To ensure that Walsall remains attractive for investment it will work with partners to increase full fibre broadband and 5G connectivity across the borough. Walsall wants local businesses to have every advantage to be competitive and flourish.

By leveraging its ties to higher education and partner agencies, Walsall is committed to providing a local workforce who have the skillset to work across transitioning sectors. Walsall Council will look to attract funding streams such as the Town Deal Fund and Funding for Digital Skills Training to support the demand of a digitally literate workforce.



## 5. Digital Region

Walsall Council recognises that data is an asset at a local, regional and national level. By developing a mature Business Insights function, Walsall Council will unlock data at a local level through cultivating a holistic view of council data and focussing effort on priorities to achieve better outcomes for customers through intelligent, timely decision making and efficient service planning and delivery. The council will increase the quality of quantitative and qualitative data, affording the organisation a fuller, more complete picture of the environment in which it operates.

Walsall pledge to ethically share data with its partners cross the West Midlands region where appropriate, taking a pragmatic approach to 'bust barriers'. Walsall Council will explore simple, practical digital integrations with partner agencies and work to remove legacy silos. Furthermore, when we create strategic partnerships or look to procure new suppliers, we will assess Social Value factors to secure additional benefits and avoid any negative impacts for Walsall. We expect that suppliers can commit to improvements towards the economic, social and environmental wellbeing of people and communities through alignment with our digital themes.

It is noted that the Digital Infrastructure for the West Midlands region is ranked 2nd nationally, but the level of Digital Adoption does not match the infrastructure at its disposal<sup>11</sup>. Walsall Council will champion Digital Adoption across the borough, whilst improving its position within the Digital Region by fostering excellent working relationships with the West Midlands Combined Authority, neighbouring authorities and companies such as West Midlands 5G. As a borough we are keen to become more involved in Smart City initiatives and are already engaging on initiatives such as Road Condition Monitoring and an Advanced Electric Vehicle Technology Centre. We will explore Assistive Technology capabilities, participating in proof of concepts and priming ourselves if they develop into real-life workable solutions .



<sup>11</sup> <https://www.techuk.org/shaping-policy/nations-and-regions/local-digital-capital-index.html>  
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# Digital Outcomes

Theme	Outcome	Activities	Link to Council Priorities (EPICC)	Primary Lever
Digital Skills	Up-skilling of workforce to meet the needs of our citizens.	Cultivate blended social learning to improve collaboration and shared learning.	E	Workforce Strategy
		Maximise both organisational and leadership capability.	I, P	Workforce Strategy
	Create an efficient hybrid model combining technology and people.	Uplift employees to apply creativity, interpersonal skills, judgment, intuition, and problem solving in conjunction with technology.	I, P	Customer Experience Strategy
		Use the perspective of our enthusiastic and experienced workforce to influence upskilling of communities.	I, P, Co	Customer Experience Strategy
Digital Inclusion	Address digital poverty and provide access to basic services.	Develop community resources to give people access to new and emerging digital technology through the provision of computers, free WiFi and other technologies.	E, P, I, Ch, Co	Resilient Communities
		Facilitate the development of a Digital Citizen who can leverage technology in a safe and secure way.	P, Ch, Co	Proud (Resilient Communities)
	Develop Walsall's social network to encourage Digital Kindness	Leverage community associates and a network of volunteers to assist those excluded by traditional digital avenues.	P, Co	Resilient Communities
		Improve the confidence and capability of our digital citizens, working with partners to develop digital skills.	P, Co	Communications Strategy

<b>Digital Infrastructure</b>	Increase Walsall Council's technical capability.	Develop a strong, secure but flexible foundation that can support new and/or enhanced technical initiatives.	E, P, I, Ch, Co	Enabling Technology
		Design solutions which exploit technology and data to reduce waste, and challenge where existing manual workarounds can be digitised.	I, P	Enabling Technology
	Improve connectivity.	Support the rollout of telecommunications equipment to improve 5G coverage.	E, P, I	West Midland Digital Roadmap
		Achieve maximum coverage for residents and businesses to leverage full fibre opportunity zone (FFOZ).	E, P, I	West Midland Digital Roadmap
<b>Digital Business Development</b>	Deliver a digital boost to local businesses.	Launch local innovation hubs to tackle urgent problems/ challenges.	E, I, Co	Resilient Communities
		Use digital to accelerate local growth opportunities; including assisting businesses, creating/ safeguarding jobs and invest in the borough.	E, P, I	Regeneration and Investment
	Leverage commercial data and telemetry.	Understand current market activity to fulfil an enabling role and align backend processes.	E, I, Co	Income Generation
		Improve corporate asset utilisation beyond 60%.	E, I	Income Generation
<b>Digital Region</b>	Work closely with other public and private sector partners across the region.	Work together to strengthen local digital capital, embracing new technology and making our services more effective and efficient.	E	West Midland Digital Roadmap
		Emphasize social value during procurement pieces, promoting community benefits from commercial contracts/ partnerships.	E, P, Ch, Co	Social Value Policy
	Effective, easy, and appropriate data sharing.	Increase usage of BI tools to monitor, design, deliver and transform our services.	E, P, I, Ch, Co	The Hub
		Facilitate the sharing of data where appropriate, at both an organisational and cross agency level, removing barriers and identifying key trends.	E, P, I, Ch, Co	The Hub

## Related Strategies

The Digital Strategy aims to supplement and support our Proud journey, the Council Plan and wider strategies from within Walsall Council and beyond. It will have a particularly close relationship to the following:

### West Midlands Digital Roadmap 2021 – 2026

The West Midlands Digital Roadmap sets out a regional vision for increased digital connectivity, promoted as the golden thread that links numerous industries including construction, transport, healthcare and public services. This roadmap sets out 5 missions to ensure that all of our citizens are equipped to play a full part in, and benefit from this transformation. It emphasises a strong, collaborative effort across the region so that the West Midlands can lead the way in the “fourth industrial revolution”.

### Customer Experience Strategy 2021 – 2026

The Customer Experience Strategy 2021 – 2026 highlights how Walsall Council is committed to providing services which are easy to use, simple and effective. It aims to provide tailored support where needed and how we may need to provide services in a different way, depending on the needs and preferences of our customers. It supports residents to become more self-sufficient by allowing them to access services via new 24/7 digital self-serve pathways, whilst also recognising the need to support our most vulnerable residents, through a trusted network of community and voluntary sector partners.

### Workforce Strategy 2022 – 2025

The Workforce Strategy 2022 – 2025 outlines our PLATE values as a set of core behavioural and managerial behaviours which define ‘how’ we are expected to approach our work and sits alongside ‘what’ we do, as outlined in each of our job descriptions. It is fed by the Operational Development strategy to outline the shared values of what we believe in, and how we apply this to corporate strategy, structure and systems; as well attracting/retaining high quality staff and maintain productive cultures.



# Approach

## During the next 12 months we will be:

- Ensuring that our key policies and strategies are integrated with our digital ambition and principles. The use of digital must be designed with the customer at the heart and is not an end in itself.
- Developing the digital skills and confidence of our workforce so they are equipped to apply technology productively and proactively to find better ways of delivering public services. We need to continue to develop specialist skills and capabilities through insight and business intelligence to enable us to achieve our ambitions. This also includes skills of influencing and working collaboratively with partners to achieve outcomes through different means.
- Influencing the development of digital skills and solutions within our communities through partners (including voluntary organisations), schools, colleges and universities, so they are engaged, not excluded from the revolution.
- Engaging with residents digitally so that we reinvigorate democracy across communities.
- Changing the way we design, procure and build digital systems so that the customer journey is at the heart of how new systems operate and work whilst promoting cyber security, protecting privacy and data, delivering robust information, investing in delivering digital resilience so that our online services can be trusted to be safe and reliable.
- Aligning our digital services with industry and sector standards, policies and procedures. Suppliers will be challenged to offer functionality rich digital systems with a focus on the customer experience, data quality, integration and adaptability.
- Improving efficiency and accessibility to Council services for disabled and vulnerable groups by harnessing advances in technology including improved accessibility, translation services, customer focussed system design, video conferencing, etc.
- Empowering citizens by increasing resilience within communities by making more people aware of resources within their community. Developing their own solutions by pooling existing community resources and matching volunteers to areas of need.
- Collaborating across our partners, including the voluntary sector to create new, innovative and efficient methods of service delivery.

## Within 3 years we will aspire to:

- See a clear shift in the way our customers engage with the Council. As the uptake and usage of digital services increase, customers will expect a seamless multi-channel experience, mirroring their experiences across wider sectors.
- Be advanced in our digital solutions - the way we store, manage and analyse data, will enable the Council to be clearer about which services are required, when these should be delivered and who they should be delivered to.

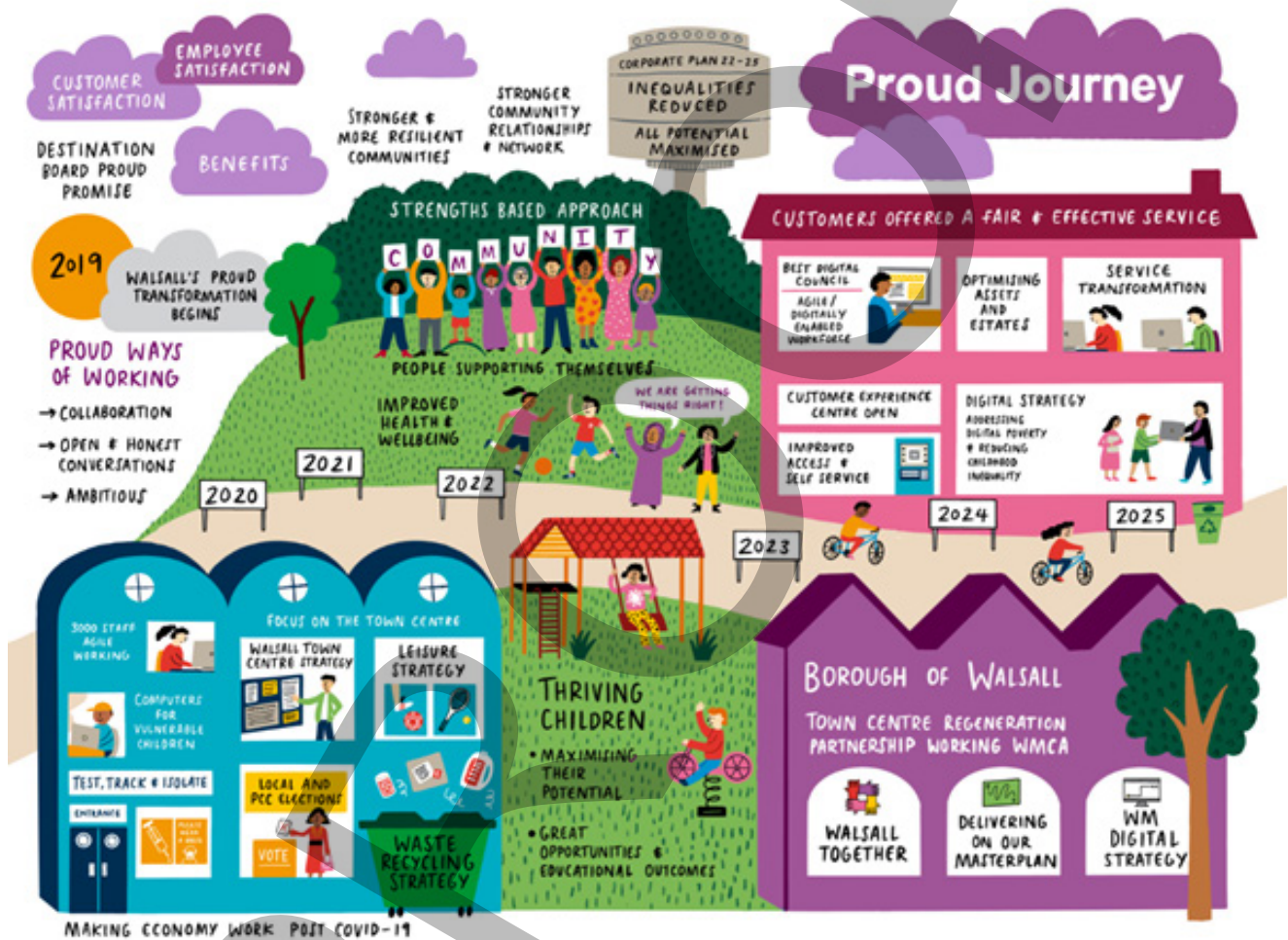
## Working with suppliers and partners we aspire to:

- Enabling all customers and businesses to have access to high quality internet access and be more confident in realising its potential.
- Enabling customers to have access to equipment and support to access digital services in a wider range of public and non-public buildings.
- Having high coverage of full-fibre broadband connectivity and 5G capability across the borough.

## How will we measure success?

Delivery of our Digital Strategy fits within our Proud Journey and our vision will have been realised when it is evident that economic growth and improving the wellbeing of Walsall residents has been achieved and we can demonstrate that we have improved:

- Outcomes and customer experience.
- Employee satisfaction and engagement.
- Service efficiency & performance.



PROOF

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[walsall.gov.uk](http://walsall.gov.uk)  
 [facebook.com/OurWalsall](https://facebook.com/OurWalsall)  
 [twitter.com/WalsallCouncil](https://twitter.com/WalsallCouncil)

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

<b>Proposal name</b>	<b>Digital Strategy 2022-2025</b>		
<b>Directorate</b>	Transformation and Digital		
<b>Service</b>	ICT		
<b>Responsible Officer</b>	Carol Williams		
<b>Proposal planning start</b>	July 2021	<b>Proposal start date (due or actual date)</b>	August 2021

<b>1</b>	<b>What is the purpose of the proposal?</b>	<b>Yes / No</b>	<b>New / revision</b>
	Show which category the proposal is and whether it is new or a revision.		
	Policy		
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?		
	If yes, is it contracted or commissioned?		
	Other - give details –  To support the creation and implementation of The Digital Strategy 2022-2025	Yes	
<b>2</b>	<b>What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?</b>		
	<p>The aim of the Digital Strategy is to set the vision of how we will empower the Borough of Walsall to maximise its digital potential over the next 3 years. The strategy will provide a blueprint on how this can be achieved by splitting Digital into 5 key themes:</p> <ul style="list-style-type: none"> <li>• Error! Reference source not found.</li> <li>• Error! Reference source not found.</li> <li>• Error! Reference source not found.</li> <li>• Error! Reference source not found.</li> <li>• Error! Reference source not found.</li> </ul> <p>The overarching aim of this strategy is to boost social and economic benefits through the facilitation of digital enablement across the borough and wider West Midlands region. Walsall will become a vehicle for positive change by further leveraging its Digital capabilities.</p>		



	This strategy will influence and be influenced by other strategies that are being developed across the council. The outcomes of the Council Plan, helping residents and communities to fulfil their potential and to be resilient is embodied throughout the Digital Strategy		
<b>3</b>	<b>Who is the proposal likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>
	<b>All</b>	<b>Y</b>	External Customers: Residents, Community Groups, Business, Partner Agencies.
	<b>Specific group/s</b>	<b>Y</b>	
	<b>Council employees</b>	<b>Y</b>	
	<b>Other (identify)</b>		Internal: council employees
<b>4</b>	<b>Please provide service data relating to this proposal on your customer's protected characteristics.</b>		
	<b><u>External Customers</u></b>  <p>ICT does not hold data regarding the population of Walsall however this can be found within the latest published 2011 Census – an extract of which is below:</p> <p><b>Population and gender:</b> The local area has 269,323 inhabitants, of which 51% are female and 49% are male.</p> <p><b>Age:</b> The age profile for the local area is 20% aged 0-15 years old; 62% aged 16-64 years old, and 17% aged 65 or over. Within the local population aged 16-64, the largest age group are 16–24-year-olds at 11.7%, followed by 40–44-year-olds at 7.24%, and 45–49-year-olds at 7.09%.</p> <p><b>Ethnicity:</b> The majority (77%) of the local population have declared White British, with 23% declaring minority ethnic (ME).</p> <p><b>Religion:</b> The majority of the local population (59%) have declared as Christian, followed by 20% with no religion and 8% Muslim. Six per cent of the local population did not declare their religion.</p> <p><b>Health:</b> 10% of the local population have declared long-term health problems, which are defined by the ONS as health problems, which limit day-to-day activity a lot.</p> <p>A more recent Office for National Statistics survey (ONS) conducted mid-2018 reports that:</p> <p>Walsall has an overall estimated population of 283,400. It is predicted to increase by 5.9% over 10 years, from 274,200 in 2014 to 290,200 in 2024. Like many areas, the predicted growth of Walsall's older population (&gt; 65) is higher than this at 12.4%. There has already been an 8.8% increase in births in Walsall between 2004 and 2014, and the number of Walsall of reception pupils in Walsall schools has increased 11.34% between 2012 and 2017.</p> <p>Therefore, planning to meet the needs of a growing number of a younger population as well as a growing number of older people is incorporated within our key strategic priorities, while recognizing that the proportion of residents likely to</p>		

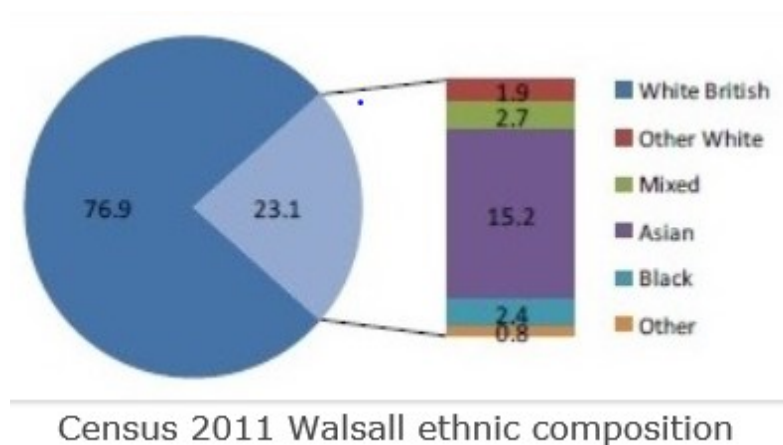
be economically active is projected to fall.

Walsall is a culturally diverse town where people of Indian, Pakistani, and Bangladeshi background form the largest minority ethnic groups. The number of non-UK born residents in Walsall increased by 3.7% (or 9,900 people) between the 2001 and 2011 censuses (see figure 2) and Walsall now has a small Eastern European population who make up about 1% of the area residents (2,700 people in total).

In terms of children and young people aged 0-17, the proportion of pupils from minority ethnic groups has increased to 37.4% of all pupils living in the area from 36.7% in 2016 and 24% Primary pupils have English as an additional language. (School Census, January 2017). As of 31st March 2017, there are eight Unaccompanied Asylum-Seeking Children for whom we are Corporate Parents, which is lower than other West Midlands authorities.

Minority ethnic groups are highly concentrated in certain parts of the borough. Access and the appropriate provision of services depend upon a well-informed understanding of the specific needs of these different communities.

Figure 2:



All protected characteristics will be taken into consideration when introducing new software and/or applications however there are some protected characteristics that should be given a stronger focus:

**Age** - Walsall has an above average number of both children and older people

**Disability** – Whilst there is no data available it should be a given that people with disabilities are able to access council services.

Whilst not a protected characteristic it should be noted that more than 8% of Walsall's population do not consider English to be their first language.

**Housing:** The Walsall Private Sector Stock Condition Survey 2019 has shown there has been a significant increase in the size of the private rented sector since Census 2011 from 11.7% to 16%, and subsequent decrease in owner occupation from 63% to 59%, and social housing has remained at around 25%.

**Labour Supply: ONS Data**

Approx. 75% of population in work (national 78%)

- 41,900 Inactive (20% of those are long term sick)
- 14% in professional occupation – 23% nationally
- 12% in caring/leisure industries (9% nationally)
- The average salary is ranging between £31.1k in Walsall and £39.4k in Birmingham. The UK average salary was £38.6k in 2020.

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

As part of this proposal, we have access to generic customer data collected as part of the Customary Experience Strategy.

Bloor (1978) stipulated a key factor when addressing research as to ensure transparency wherever possible and where there would be minimal challenge. The primary data collection was based on an interpretivist research methodology unlike positivist methods which focus on hypothesis building in comparison to more testing hypothesis. The Customer Experience Strategy will be delivered and investigated through a philosophy adopted on the fundamentals of Exploratory Research.

Sandhursen (2000) states the difference between conclusive and exploratory research as conclusive research providing a set solution whereas exploratory research has the flexibility to propose a series of responses. A mixed approach of both qualitative and quantitative analysis and data collection was utilised.

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

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

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

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

1. The results of the Public Survey
2. Results of the Focus Groups
3. Results of the Young Persons Survey Booster sample
4. Results of the Accessible Survey and Telephone Feedback
5. Results of the member survey
6. Results of the Staff Survey

## Consultation Activity

<p>1. Public Survey</p> <p><b>Type of engagement / consultation</b></p>	<p>Online Surveys with booster samples with those in Walsall South, and Hard-copy options for more isolated groups such as rough sleepers and new migrants.</p>	<p><b>Date</b></p>	<p>April 2021</p>
<p><b>Who attended / participated?</b></p>	<p>Members of the public key organisations (third sector), statutory services and housing providers, businesses, and small proportion of staff. A return of 451 entries.</p>		
<p><b>Protected characteristics of participants</b></p>	<p>Age  33 (7%) 16-24  76 (17%) 25-34  98 (22%) 35-44  104 (23%) 45-54  69 (15%) 55-64  43 (10%) 65-74  11 (2%) 75+  13 (3%) Prefer not to say</p> <p><b>Gender</b>  199 (45%) Male  215 (48%) Female  30 (7%) Prefer not to say</p> <p><b>Gender identity the same as the gender you were assigned at birth?</b>  383 (88%) Yes  25 (6%) No  29 (7%) Prefer not to say</p> <p><b>Physical or mental health conditions or illnesses lasting or expected to last 12 months or more?</b>  120 (27%) Yes  287 (64%) No  44 (10%) Prefer not to say</p> <p><b>condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities?</b>  28 (23%) Yes, a lot  54 (45%) Yes, a little  22 (18%) Not at all  16 (13%) Prefer not to say</p> <p><b>sexual orientation?</b>  16 (4%) Bi-sexual  14 (3%) Gay man  12 (3%) Gay woman / lesbian  336 (75%) Heterosexual / straight  13 (3%) Don't know  6 (1%) Other, please state below  49 (11%) Prefer not to say  11 (100%)</p> <p><b>Ethnic group?</b>  251 (56%) White  30 (7%) Mixed / multiple ethnic groups  76 (17%) Asian or Asian British  28 (6%) Black / African / Caribbean / Black British  14 (3%) Other ethnic group  52 (12%) Prefer not to say</p> <p><b>Subgroups:</b>  224 (92%) Welsh / English / Scottish / Northern Irish / British  11 (5%) Irish</p>		

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

<b>Type of engagement / consultation</b>	2. Results of the Focus Groups	<b>Date</b>	January 2021 to April 2021
<b>Who attended / participated?</b>	Key stakeholders, third sector, housing providers and community association		
<b>Protected characteristics of participants</b>	A cross section of organisations were contacted and given access to the sessions.		
<b>Feedback</b> The outputs of the focus groups showed a general support for the council's formulation of a customer experience strategy. Key areas of discussion included feedback on services internally not delivering a joined-up approach, a lack of consistency at times and a need for services in the community for some more isolated groups. It was also stated that devices and the subsequent need for an internet connection were deemed quite expensive. Services and locations that provide internet access were stated not to be always accessible. The quality of the council's web provision (website) was discussed, with the consensus saying it could be improved.			

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Type of engagement / consultation	3. Results of the Young Persons Survey Booster sample	Date	January 2021
Who attended / participated?	Teams style survey which was conducted over the phone with a sample of 20 young people who are current service users of the Whg young person's temporary accommodation.		
Protected characteristics of participants	Gender (11 Male, 4 Female 2 not stated) Age – 16–25-Year-olds Indian, Asian British, Sudanese and White British.		
<b>Feedback</b> - A sample of young people showed young people were unsure over what a page document may achieve for a customer experience strategy but wanted support, meaningful contact and wanted someone to help them when needed. Young people also showed a preference to support via digital channels. It was also noted that planning for future services to consider the demographics of the borough, with the younger people suggesting technologies such as Apps to access services.			

<b>Type of engagement / consultation</b>	Results of the Accessible Survey and Telephone Feedback	<b>Date</b>	January 2021 to April 2021
<b>Who attended / participated?</b>	Results from the telephone survey and feedback from the easy read survey		
<b>Protected characteristics of participants</b>	All participants had a disability including, learning disabilities, visual impairments, and physical disabilities.		
<b>Feedback</b> – Different communications for different groups of people. Would like to use online if user friendly towards all protected characteristics. There was discussion at the LD/Autism group about the role of advocacy and the way existing networks could be used instead of necessarily having a civic centre-based service. It was stated that the council should look at more consistent and accessible messages across its services. Carers stated that they more readily use technology if they could track progress and see the outcomes, which they currently do not get from email channels.			

Type of engagement / consultation	Member Survey	Date	July 2021
Who attended / participated?	SNAP Survey link sent to all members – 36 responses		
Protected characteristics of participants	<p>To what age group do you belong? Select one only.</p> <p>16-24 (9)</p> <p>25-34 (8)</p> <p>35-44 (8)</p> <p>45-54 (5)</p> <p>55-64 (4)</p> <p>75+ (1)</p> <p>Prefer not to say (1)</p> <p>65-74 (-)</p> <p>What is your sex? Select one only.</p> <p>Male (18)</p> <p>Female (16)</p> <p>Prefer not to say (2)</p> <p>44%</p> <p>Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? Select one only. (Do you have any physical or mental health conditions)</p> <p>No (21)</p> <p>Yes (11)</p> <p>Prefer not to say (4)</p> <p>Does your condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities? Select one only. (Does your condition or illness / do any of your condition...)</p> <p>Prefer not to say (4)</p> <p>Yes, a lot (3)</p> <p>Yes, a little (3)</p> <p>Not at all (1)</p> <p>What is your ethnic group? Choose one option that best describes your ethnic group or background. (Ethnic background)</p> <p>White (18)</p> <p>Asian or Asian British (7)</p> <p>Mixed / multiple ethnic groups (6)</p> <p>Black / African / Caribbean / Black British (2)</p> <p>Prefer not to say (2)</p> <p>Other ethnic group (1)</p>		
<b>Feedback</b> – All members supported the need for a joined-up council response to service users and wanted staff to be able to offer resilient services that met the diverse populations needs. There was support for a coordinated approach/offering for digital services across the borough.			

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<b>Type of engagement / consultation</b>	Staff Survey	<b>Date</b>	July 2021
<b>Who attended / participated?</b>	SNAP Survey for all staff to respond (73 responses)		
<b>Protected characteristics of participants</b>	<p>To what age group do you belong? Select one only.</p> <p>45-54 (33)</p> <p>55-64 (20)</p> <p>35-44 (14)</p> <p>25-34 (5)</p> <p>Prefer not to say (1)</p> <p>16-24 (-)</p> <p>65-74 (-)</p> <p>75+ (-)</p> <p>What is your sex?</p> <p>Female (52)</p> <p>Male (18)</p> <p>Prefer not to say (3)</p> <p>Is the gender you identify with the same as your sex registered at birth? Select one only.</p> <p>Yes (72)</p> <p>No (-)</p> <p>Which of the following best describes your sexual orientation? Select one only.</p> <p>Straight or heterosexual (63)</p> <p>Prefer not to say (9)</p> <p>Bisexual (1)</p> <p>Gay or lesbian (-)</p> <p>Other sexual orientation (-)</p> <p>Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? Select one only. (Do you have any physical or mental health conditions or...)</p> <p>No (49)</p> <p>Yes (15)</p> <p>Prefer not to say (9)</p> <p>Does your condition or illness / do any of your conditions or illnesses reduce your ability to carry out day-to-day activities? Select one only. (Does your condition or illness / do any of your condition...)</p> <p>Yes, a little (8)</p> <p>Not at all (5)</p> <p>Yes, a lot (1)</p> <p>Prefer not to say (1)</p> <p>What is your ethnic group? Choose one option that best describes your ethnic group or background. (Ethnic background)</p> <p>White (51)</p> <p>Prefer not to say (7)</p> <p>Asian or Asian British (6)</p> <p>Mixed / multiple ethnic groups (4)</p>		

	Black / African / Caribbean / Black British (4) Other ethnic group (1)		
<b>Feedback</b> – Feedback from the staff survey suggested a support for a customer experience strategy which would address key areas such as the phone contact, the need to work closer with other services and staff seeking			
<b>Consultation Activity</b> Complete a copy of this table for each consultation activity you have undertaken.			
<b>Type of engagement/consultation</b>	121 interviews	<b>Date</b>	Aug 21 – Nov 21
<b>Who attended/participated?</b>	Directors, Heads of Service, Key Stakeholders, Key Partner Agencies		
<b>Protected characteristics of participants</b>	This information was not recorded as part of the 121 interviews.  <u>List of Interviewees</u>  Isabel Vanderheeren – Transformation lead (CS) Zoey West – External Programme Manager Elise Hopkins – Director customer Engagement Michele Leith – Director of HR Keith Beech – Director of Communications Phillipa Venables – Director of Regeneration and Economy Laureen Donnan – Policy, Strategy and Business Insights Advisor Frank Botfield & Michelle McManus– Walsall Together Jonathon Coyle - Interim Commercial Implementation Lead		
<b>Feedback</b> The general feedback received was positive in nature, service areas were keen to see the development of a strategy which proposes a coordinated strategic approach for digital across the borough. There was particular interest from departments such as Regeneration, Customer Experience and HR, due to the potential overlap with their current or proposed strategies.			

6

Concise overview of all evidence, engagement, and consultation

	<p>There is currently no evidence to state what impact this strategy will have on people with protected characteristics. The ethos of the digital strategy is inclusivity, but it is acknowledged that there are barriers when it come to the potential uptake of digital consumption and interaction.</p> <p>If any new technology is deployed internally under the guise of the digital strategy, its associated project will conduct a sperate EqIA and will endeavour to tailor to the needs of the individuals where possible and appropriate.</p> <p>It is acknowledged that unforeseen circumstances may arise which may not have been accounted for in terms of impact on people with protected characteristics.</p> <p>The strategy will be over a three-year period, monitoring impact and updating the EqIA will be continuous.</p>																					
<b>7</b>	<p><b>How may the proposal affect each protected characteristic or group?</b>  <b>The effect may be positive, negative, neutral, or not known. Give reasons and if action is needed.</b></p> <table border="1"> <thead> <tr> <th>Characteristic</th><th>Affect</th><th>Reason</th><th>Action needed Yes / No</th></tr> </thead> <tbody> <tr> <td>Age</td><td rowspan="11"> <p>The effect of the digital strategy on groups with protected characteristics is currently not known. It would be an assumption to say that any group would be positively, negatively, or not affected through the implementation of the strategy.</p> </td><td rowspan="11"></td><td rowspan="11"></td></tr> <tr><td>Disability</td></tr> <tr><td>Gender reassignment</td></tr> <tr><td>Marriage and civil partnership</td></tr> <tr><td>Pregnancy and maternity</td></tr> <tr><td>Race</td></tr> <tr><td>Religion or belief</td></tr> <tr><td>Sex</td></tr> <tr><td>Sexual orientation</td></tr> <tr><td>Other (give detail)</td></tr> <tr><td>Further information</td></tr> </tbody> </table>				Characteristic	Affect	Reason	Action needed Yes / No	Age	<p>The effect of the digital strategy on groups with protected characteristics is currently not known. It would be an assumption to say that any group would be positively, negatively, or not affected through the implementation of the strategy.</p>			Disability	Gender reassignment	Marriage and civil partnership	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Other (give detail)	Further information
Characteristic	Affect	Reason	Action needed Yes / No																			
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Sex																						
Sexual orientation																						
Other (give detail)																						
Further information																						
<b>8</b>	<p><b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.</b></p>			<p>(Delete one) <b>Yes</b></p>																		
	<p>This EqIA inter-links with other EqIAs such as the Customer Experience Strategy, which also aims to support the below ambitions</p> <ul style="list-style-type: none"> <li>• Improve outcomes and customer experience</li> <li>• Improve employee satisfaction and engagement</li> </ul>																					

	<ul style="list-style-type: none"> <li>Improve service efficiency and performance</li> </ul>
<b>9</b>	<b>Which justifiable action does the evidence, engagement and consultation feedback suggest you take?</b>
A	<b>No major change required</b> When no potential for discrimination or adverse impact is identified and all opportunities to promote equality have been taken.
B	<b>Adjustments needed to remove barriers or to better promote equality</b> Are you satisfied that the proposed adjustments will remove the barriers identified?
C	<b>Continue despite possible adverse impact</b> For important relevant proposals, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact. Consultation may suggest a change of action, but some actions will be required regardless of consultation e.g., budget savings. Mitigating actions may be required to minimise impact identified through consultation.
D	<b>Stop and rethink your proposal</b> Actual or potential unlawful discrimination is identified; the proposal will need reviewing immediately. You may need to consult with appropriate officers including your executive director, finance or Equality, Safety and Wellbeing.

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
April 2022	Monitor and evaluate the strategy's impact as it develops and is implemented	Strategy Lead	March 2025	A developed action plan which shows the touchpoints/temperature checks have taken place, monitoring impact on staff, residents, the community, and business. Assess and address and impact on those with protected characteristics (specifically age, disability, sex, and race)
Dec 2021	Continue to work closely with Community, Equality and Cohesion Unit	Strategy Lead	On-going	

Where the assessment indicates a potential negative impact (B, C or D in question 7), identify how you will reduce or mitigate this impact. The full impact of a proposal will only be known once it is introduced, so always set out arrangements for reviewing the actual impact of the proposals e.g., 6 month or 12 months after implementation.

Identify who the monitoring will be reported to and what it is part of e.g., service monitoring or project monitoring. Then ensure the outcome of each action is added, this is just as important as identifying the potential impact.

### Update to EqIA

Date	Detail
17.01.22	Appendix incorporated into document (Section 5) and Action & Monitoring plan updated.
26.01.22	Section 5, further defined the type of data which was accessed as part of the EQIA (Customer Strategy Data)
03.02.22	Section 4 – Added data regarding Housing and Labour Supply in the borough Section 5 – Specific digital feedback added from consultation exercises.

Use this section for updates following the commencement of your proposal.

### Contact us

Community, Equality and Cohesion  
Resources and Transformation

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Email [equality@walsall.gov.uk](mailto:equality@walsall.gov.uk)

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

## Cabinet – 16 March 2022

### Update to Walsall Council Housing Allocation Scheme

**Portfolio:** Councillor Andrew – Deputy Leader, Regeneration

**Related portfolios:** Councillor Craddock – Health and wellbeing  
Councillor Pedley – Adult Social Care  
Councillor Perry – Deputy Leader, Resilient Communities  
Councillor Wilson – Children's

**Service:** Customer Engagement

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### 1. Aim

To ensure the Council has an up to date Housing Allocation Scheme, as required by the Housing Act 1996.

#### 2. Summary

- 2.1 All local authorities, regardless of whether they own housing stock, are required to have a housing allocation scheme. This cabinet approved the Walsall Council Housing Allocation Scheme ("the Scheme") in 2010. The Scheme explains which household groups are given 'reasonable preference', and how applicants are prioritised for housing within Gold (highest priority), Silver and Bronze bands.
- 2.2 This report seeks approval to make a number of minor amendments to our Scheme. The three proposed changes relating to Gold banding in the Scheme are:
- **Armed Forces** – **expand** the scope of households already covered in Gold band in line with statutory guidance
  - **Foster carers and those approved by the Council to adopt** – **add** into Gold band to help the council meet housing need for those wishing to help children through fostering and adoption, who will need a suitable property to do so
  - **Homelessness Relief duty** – **clarify** that households owed a Relief duty under the Homelessness Prevention Act 2017 are placed in Gold band
- 2.3 The proposed additions are the minimum required to ensure that the Scheme is up to date and meets current housing need. A full review and rewrite of the Scheme, including significant public consultation, will be carried out in 2023, and reported back to this cabinet for approval.

### 3. Recommendations

- 3.1 That Cabinet approves that the Walsall Council Housing Allocation Scheme is updated to award Gold Band priority for the additional household categories in parts 4.3 to 4.5 of this report
- 3.2 That Cabinet delegates authority to make any future amendments to the Walsall Council Housing Allocation Scheme to the Executive Director of Children's and Customer Services, in consultation with the Portfolio Holder for Regeneration.

### 4. Report detail - know

#### **Context**

- 4.1 Walsall Council is required to have a housing allocation scheme, in accordance with Part VI Housing Act 1996. The Scheme was approved by this Cabinet in 2010, and explains the rules that guide how housing association social and affordable rented housing is allocated in Walsall. Housing associations must have regard to the Scheme when letting homes, but must also let homes in accordance with their own respective allocations policies. The Scheme must adhere to a legal framework, an element of which mandates that certain groups of applicants must be given 'reasonable preference' in determining who is allocated properties.
- 4.2 The Scheme prioritises applicants for housing in three bandings – Gold, Silver and Bronze – with Gold being the highest priority. This report is proposing that three additions/amendments are made to the Scheme, all to be within Gold band, to ensure the Scheme meets up to date legislation, statutory guidance, and housing need. The three proposed changes affect Armed Forces households, foster and adoptive parents, and households owed a homeless duty. They are currently included in the Scheme as below:
- Armed Forces - The Scheme currently awards Gold band priority to any applicant who needs to move to suitable adapted accommodation because of a serious injury, medical condition or disability which he or she, or a member of their household, has sustained as a result of service in the Armed Forces. This also applies to all those in the Armed Forces with a local connection 6 months prior to discharge and 6 months post discharge. However, this is not up to date with statutory guidance.
  - Foster and adoptive parents – not currently included in the Scheme, other than potential discretionary Gold banding for foster parents only
  - Homelessness Relief – Homeless households owed a full housing duty under s193 or 195 of the Housing Act 1996 are currently placed in Gold band. In addition, Homeless Prevention households are placed in Gold band for 8 weeks, after which they are moved to Silver band. Homelessness Prevention and Relief duties were introduced in the Homelessness Prevention Act 2017, however Relief households are not explicitly mentioned in the Scheme.

The proposed amendments to the Scheme are as detailed below in 4.3 to 4.5 of this report.

- 4.3 **Armed Forces** – In line with statutory guidance published 27 June 2020 ('Improving access to social housing for members of the Armed Forces') the

following categories of persons will be exempt from our local connection criteria and will be eligible for Gold band.

- a. Those who are currently serving in the Regular Armed Forces or who were serving in the Regular Forces at any time in the 5 years preceding their application for an allocation of social housing.
- b. Serving members of the Regular Armed Forces who are suffering from a serious injury, illness (including a mental ill health condition), or disability which is wholly or partly attributable to their service.
- c. Serving or former members of the Reserve Armed Forces who are suffering from a serious injury, illness (including a mental ill health condition) or disability which is wholly or partly attributable to their service.
- d. Bereaved spouses or civil partners of those serving in the Regular Forces where (i) the bereaved spouse or civil partner has recently ceased, or will cease, to be entitled to reside in Ministry of Defence accommodation following the death of their Service spouse or civil partner, and (ii) the death was wholly or partly attributable to their service.

#### 4.4 **Foster carers and those approved by the Council to adopt**

The following households will be eligible for Gold banding:

- Families who are approved as foster or adoptive parents by Walsall Children's Services and need an extra bedroom to accommodate the child(ren) placed by the Council
- Households holding a Special Guardianship Order, Child Arrangement Order, or family and friend's carers who are not foster carers but who have taken on the care of a child because the parents are unable to provide care and who need an extra bedroom to accommodate the child(ren) placed by the Council

#### 4.5 **Homelessness Relief duty** – Households owed a homelessness Relief duty under the Homelessness Reduction Act 2017 will be eligible for Gold banding. The Relief duty applies when the local authority is satisfied that the applicant is homeless and eligible for assistance.

#### 4.6 A six week public consultation was carried out during December 2021 and January 2022, relating to the three proposed amendments. 50 respondents in total completed the short survey; the majority of respondents were in support of the proposed changes:

- 48/50 (96%) were in support of the proposed changes on how we treat Armed Forces Personnel.
- 46/50 (92%) were in support of the proposed changes, to Gold banding criteria for Foster Carers and those wishing to adopt
- 47/50 (94%) were in support of the proposed changes, for Homelessness Relief Duty being added to the Gold band category

#### 4.7 The Council commenced a full review of the Scheme in 2019, however this work was not concluded prior to resources being diverted to Covid-19 related workstreams in 2020/21. This report proposes minor amendments to the Scheme, in advance of a full review and rewrite of the Scheme to be carried out in 2023/24, and reported back to this cabinet for approval. This future review will:

- incorporate all up to date statutory housing allocations guidance and duties, which will include the new duty that comes into force mid 2022 through the Armed Forces

Bill 2021, which requires areas including housing to have due regard to the Armed Forces Covenant,

- consider the results of Walsall's five year Homelessness Review to be concluded by December 2022, and
- respond to the results of a comprehensive 12 week public consultation to be carried out in 2023

### ***Council Corporate Plan priorities***

4.8 The proposed amendments to the Scheme could contribute to the Council's priorities as follows:

- Economic growth for all people, communities and businesses – homelessness remains a key barrier to accessing employment, and so the clarity around priority for homeless households to access housing can help increase employment prospects.
- People have increased independence, improved health and can positively contribute to their communities – preventing and relieving homelessness can promote independence and/or improve mental and physical health and wellbeing.
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion – ensuring that a fair and proportionate approach to housing need can help engender mixed and sustainable communities.
- Children – addressing homelessness, and access to suitable fostering and adoption options, can help children prosper and have the opportunity to grow up in connected communities and feel safe in stable and supported environments.

### ***Risk management***

- 4.9 There is a risk of challenge to the Scheme if it is not following the most up to date legislation and statutory guidance, and this proposal mitigates the situation.
- 4.10 There is a risk that adding further categories of households into Gold Band, could increase the overall number of households in Gold Band, and consequently increase the time taken for 'existing' Gold Band customers to be housed. This will be monitored and will influence the structure of the new Scheme following review in 2023.

### ***Financial implications***

- 4.11 There are no financial implications for the Council.

### ***Legal implications***

- 4.12 Part VI of the Housing Act 1996 requires that each local authority must have a housing allocations scheme for determining priorities and procedures in allocating housing accommodation.

### ***Procurement Implications/Social Value***

- 4.13 There are no procurement implications for the Council.

***Property implications***

- 4.14 There are no property implications for the Council.

***Health and wellbeing implications***

- 4.15 The principles and actions contained within this report are in full accordance with the Marmot objectives. The prevention and relief of homelessness helps to ensure that individuals have the best environment to maximise their potential. The security of a roof over their head helps provide households with stability to engender a better environment for study, training or employment. Preventing and relieving homelessness contributes to the likelihood of a healthier environment for households to live in.

***Staffing implications***

- 4.16 There are no staffing implications for the Council.

***Reducing Inequalities***

- 4.17 The implications for reducing inequalities have been taken into account and assessed as set out in a detailed Equality Impact Assessment (EQIA) at Appendix A. The proposed changes to the Scheme could help reduce inequalities faced by homeless families who are likely to be in Homelessness Relief, and support young people and children needing fostering and adoption. The Scheme positively impacts former armed services personnel who are more likely to be single and may have support needs.

***Climate Change***

- 4.18 There are no specific climate change implications contained within this report.

***Consultation***

- 4.19 The survey research method was used for collecting data from the predefined group of respondents to gain information and insights into the key topics. The survey was sent out electronically (with the option for hardcopy where required), over a 6 week period between December 2021 and January 2022. The short questionnaire which was available on the council's website covered the proposed changes around how we treat Armed Forces Personnel, persons wishing to adopt or foster and those who qualify for 'Relief' under the homelessness legislation. Participants from housing associations, council's internal homelessness and housing advice team, internal children services and various armed forces charities were encouraged to complete the questionnaire. The link was also circulated to key partners, the disability forum and was available for members of the public to complete online. For those who did not wish to access the survey an email address was provided for generic feedback on the key areas. Just over half of the respondents were aged between 35 to 45, 44% were from a Black and minority ethnic (BAME) group and 24% stated they had physical or mental health condition or illnesses lasting or expected to last 12 months or more.

## **5. Decide**

- 5.1 A 'do nothing' option is not viable as the Council must comply with its statutory obligations.
- 5.2 The Council could make further amendments to the Scheme, in addition to those proposed in the report. However this is not recommended until the Homelessness Review 2022 and wider public consultation and review is concluded (as detailed in paragraph 4.7), which will provide some of the evidence base for further changes to the Scheme.

## **6. Respond**

If approved, the amended Scheme will be circulated to our housing association partners who help us house households in accordance with the Scheme. We will also ensure that armed forces charities, and children's services, are notified of the changes if agreed.

## **7. Review**

The outcomes of the services will be regularly monitored through Customer Engagement performance frameworks. This will contribute to the comprehensive review of the Scheme in 2023.

### **Background papers**

None

### **Author**

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Sally Rowe  
Executive Director Children's and Customer  
16 March 2022



Councillor Andrew  
Portfolio holder Regeneration  
16 March 2022

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

<b>Proposal name</b>	Amendments to Walsall Allocations Policy		
<b>Directorate</b>	Resources and Transformation		
<b>Service</b>	Money Home Job (MHJ)		
<b>Responsible Officer</b>	Neil Hollyhead		
<b>Proposal planning start</b>	01/01/2019	<b>Proposal start date (due or actual date)</b>	01/04/22 (based on review)

<b>1</b>	<b>What is the purpose of the proposal?</b>	<b>Yes / No</b>	<b>New / revision</b>
	Policy	Yes	Revision
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?		
	If yes, is it contracted or commissioned?		
	Other - give details		
<b>2</b>	<b>What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?</b>		
	<p>Walsall Council's Housing Allocation Policy explains the rules that determine how the Council will allocate housing owned and managed by Housing Associations in Walsall. The Council is required to ensure it has an up to date Housing Allocations Policy, as required by the Housing Act 1996.</p> <p>The Policy must adhere to a legal framework, an element of which mandates that certain groups of applicants must be given 'reasonable preference' in determining who is allocated properties. We are looking to make a number minor amendments to our policy.</p> <p>The three proposed changes relating to Gold banding in the Policy are:</p> <ul style="list-style-type: none"> <li>• <b>Armed Forces</b> – <b>expand</b> the scope of households already covered in gold band in line with statutory guidance</li> <li>• <b>Foster carers and those approved by the Council to adopt</b> – <b>add</b> into gold band to help the council meet housing need for those wishing to help children through fostering and adoption, who will need a suitable property to do so</li> <li>• <b>Homelessness Relief duty</b> – <b>clarify</b> that households owed a Relief duty under the Homelessness Prevention Act 2017 are placed in gold band</li> </ul>		
<b>3</b>	<b>Who is the proposal likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>

	All	Yes	Homelessness can affect anyone, because of fire, flood or natural disaster, job loss or financial difficulties or relationship breakdowns. The proposal will also affect those people who experience homelessness and those accessing social housing in Walsall.
	Specific group/s		
	Council employees		
	Other (identify)		
4	Please provide service data relating to this proposal on your customer's protected characteristics.		

## **A Review of Homelessness in Walsall**

The number of households registered for social housing in Walsall with whg the largest provider of social housing is currently running at just over 14000 households.

Typical actions taken to relieve homelessness are to obtain social or private rented housing, nationally these outcomes account for more than half of all cases where homelessness is relieved. For example, an allocation of social rented housing to a housing register applicant that was homeless, counts as homelessness being relieved (provided casework activity accomplished this outcome).

Walsall Housing register is administered by whg and has been since the 2003 Stock Transfer. The register has three categories, gold, silver and bronze priority bandings with gold being the top band. Gold and silver bands are for those who would typically be classed as 'with housing need' to known as being under 'Reasonable Preference' (1996 Housing Act). The most recently reported figure as at 1<sup>st</sup> April 2021 is 1593 for Walsall, these include those awarded a higher preference by Walsall Council as well as those awarded a reasonable preference by the housing provider as they are already in social housing, but not adequate to their needs.

The total demand (Gold, Silver and Bronze) on the housing register as at April 1<sup>st</sup> 2021 is as follows;

1 Bed – 6793  
2 Bed – 4780  
3 Bed – 2156  
Those requiring more than 3 bedrooms – 568

In 2020/21, Walsall council nominated (for gold banding) 388 households of which requiring the following;

1 Bed – 113  
2 Bed – 162  
3 Bed – 104 (15 of which were entitled to a 3 or a 4 bed property)  
4 Bed - 9

Total Lettings by housing associations for 2020/21 was 1521 with 355 council nominations being rehoused and a further 335 rehoused that are in a 'reasonable preference' category awarded by the housing association.

In 2020/21 the 1 and 2 bed demand was met, however the availability of 3 and 4 bed properties did not meet the demand, with only 84 three bed properties given to us as a nomination and only 4 four bed properties.

The demand for 2021/22 is also following a similar pattern, in the first 3 quarters of 2021/22, there were 362 households nominated by Walsall Council, with demand for 3 beds already hitting 100 (16 of which are eligible for a 3/4 bed) and 4 bed demand so far for 2021/22 is 10.

## Walsall Borough

Walsall has an **estimated population of 286,700** (ONS 2020 Mid-Year Estimates), comprised of approximately 21.7% children 0-15 (62,300), 60.8% working-aged 16-64 (174,300), and 17.5% 65 years & over (50,100), giving a dependency ratio of 0.64 dependents to every 1 working age adult. The Walsall Private Sector Stock Condition Survey 2019 has shown there has been a significant increase in the size of the private rented sector since Census 2011 from 11.7% to 16%, and subsequent decrease in owner occupation from 63% to 59%, and social housing has remained at around 25%.

- Approx. 75% of population in work (national 78%)
- 41,900 Inactive (20% of those are long term sick)
- 14% in professional occupation – 23% nationally
- 12% in caring/leisure industries (9% nationally)
- The average salary is ranging between £31.1k in Walsall and £39.4k in Birmingham. The UK average salary was £38.6k in 2020.
- **523 Sales April to November 2021**
- **Mainly semi-detached**
- WS1, WS9, WS3
- Average 232k
- House Price to income ratio of 7
- Trend is (increasing prices) Feb 2021 Average 172k

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

The survey research method was used for collecting data from the predefined group of respondents to gain information and insights into the key topics. The survey was sent out electronically (with the option for hardcopy where required), over a 6 week period between December 2021 and January 2022. The short questionnaire which was available on the councils website covered the proposed changes around how we treat Armed Forces Personnel, persons wishing to adopt or foster and those who qualify for 'Relief' under the homelessness legislation. Participants from housing associations, council's internal homelessness and housing advice team, internal children services and various armed forces charities were encouraged to complete the questionnaire. The link was also circulated to key partners, the disability forum and was available for members of the public to complete online. For those who did not wish to access the survey an email address was provided for generic feedback on the key areas.

Consultation Activity			
Type of engagement/consultation	Survey	Date	20/12/21 – 28/01/22
Who attended/participated?	Staff working in Homelessness, Other professionals that deal with the homeless team, members of the public.		
Protected characteristics of participants	A cross section of staff including those from different ethnic, age, gender, disability related groups.		
<b>Feedback</b> <ul style="list-style-type: none"><li>• 48/50 (96%) were in support of the proposed changes on how we treat Armed Forces Personnel</li><li>• 46/50 (92%) were in support of the proposed changes, to gold banding criteria for Foster Carers and those wishing to adopt</li><li>• 47/50 (94%) were in support of the proposed changes, for Homelessness Relief Duty being added to the gold band category</li></ul> <p>Just over half of the respondents were aged between 35-45, 44% were from a Black and minority ethnic (BAME) group and 24% stated they had physical or mental health condition or illnesses lasting or expected to last 12 months or more</p>			

6

Concise overview of all evidence, engagement and consultation

The Allocations Policy is being amended in response to changes in guidance and legislation and a commitment from the councils adopted Homelessness Strategy 2018-2022. The Policy will help shape the way social housing is allocated in Walsall. A statutory review of homelessness in Walsall conducted in 2017 found that the Council's Housing Allocation Policy has not been amended or updated to take account of changes to law and statutory guidance since 2010.

Public consultation was conducted over a 6 week period (Appendix A) to give all residents, key agencies, voluntary sector and stakeholders an opportunity to have their say on the proposed amendments. The consultation gave people an opportunity to feedback and engage on the proposed social housing offer through an online survey, a hard copy where requested or via email or contacting us.

46% of those taking part were White British and the remaining 44% were from Black and Minority Ethnic Groups (BAME).

**Question 1 – Proposed Changes to how we treat Armed Forces Personnel (The full question can be viewed in Appendix 1)**

Respondents were asked to comment with feedback if they did not agree with the proposed changes. There were 19 comments; however 17 of the comments were in support of the proposed changes. Only 2 (4%) of the 50 respondents did not agree with the proposed changes.

- 1 stated 'No' but did not comment further
- 1 stated the following; There is already a housing crisis in Walsall. Local Connection should stay in place. This can be reviewed on a case-by-case basis if necessary.

**Question 2 – Proposed changes to gold banding criteria for Foster Carers and those wishing to adopt (The full question can be viewed in Appendix 1)**

- 46 out of 50 respondents agreed with the proposal.
- 3 disagreed
- 1 was left blank

2 out of the 3 respondents that disagreed made comments;

- Comment 1 - Consideration needs to be made once the family stop fostering
- Comment 2 – Should not be treated above

**Question 3 – Proposed changes to Relief Duty being added to the gold band category. (The full question can be viewed in Appendix 1)**

- 47 of the 50 respondents agreed
- 2 disagreed, with 1 stating that more options are needed.
- 1 person disagreed with the wording of the question stating that if you are under relief you are already homeless.

	There was no pattern emerging between characteristics of those taking part and the answer reflected. For those that disagreed, these were by a range of who completed the form by status, age, gender, sexual orientation and nationality.			
7	<b>How may the proposal affect each protected characteristic or group?</b> <b>The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.</b>			
	<b>Characteristic</b>	<b>Affect</b>	<b>Reason</b>	<b>Action needed Yes / No</b>
	Age	positive	The under 35's are a group which are affected by a number of welfare reforms and receive reduced levels of benefit. They are therefore more likely to be affected by homelessness. The Homeless Reduction Act (2017) is set to improve outcomes for young single people.	N
	Disability	negative	28% of all customers in poverty have a disability (report commissioned JR Foundation 2016) <a href="https://www.disabilityrightsuk.org/news/2016/august/half-people-poverty-are-">https://www.disabilityrightsuk.org/news/2016/august/half-people-poverty-are-</a>	Y

			<a href="#">disabled-or-live-disabled-person</a>  Disabled people are therefore more likely to become homeless than non-disabled people. Further data can be collected on need where a customer has a disability work is done to ensure their needs and aspirations are met.	
	Gender reassignment	neutral	No information is available and so the impact is not currently known.	Y
	Marriage and civil partnership	neutral	No information specific data is available and so the impact is not currently known – The cohort of people from previous years have not been in a marriage or civil partnership and tend to be single.	Y
	Pregnancy and maternity	neutral	No information specific data is available and so the impact is not currently known. Where a service user is pregnant consideration is given to the household.	Y
	Race	Positive	31% of children from Asian and Black backgrounds live in low income households compared to 11% of white households. Black ethnic groups make up 7% of the homeless but are only 2.4% of the resident population.	Y

	Religion or belief	neutral	No information specific data is available and so the impact is not currently known	Y
	Sex	Positive	Women are more likely to experience homelessness than men. Armed forces personnel are more likely to be male.	Y
	Sexual orientation	Positive	Young people who are lesbian, gay, bisexual and transgender comprise up to 24 per cent of the youth homeless population, Last year the <a href="#">Albert Kennedy Trust</a> , an organisation that supports young LGBT people, or those living in hostile environments, estimated that 150,000 were homeless or at risk of homelessness as a result of intolerance.	Y
	<p>This Policy has been formulated having had regard to the law and regulatory requirements, including:</p> <ol style="list-style-type: none"> <li>1. Housing Act 1996, Part 6</li> <li>2. Homelessness Act 2002</li> <li>3. Housing and Regeneration Act 2008</li> <li>4. Localism Act 2011</li> <li>5. Armed Forces Act 2006</li> <li>6. Asylum and Immigration Act 1996</li> <li>7. Immigration and Asylum Act 1999</li> <li>8. Children Act 2004</li> </ol>			

	<p>9. Equality Act 2010 10. Data Protection Act 2018 11. The regulatory framework for Private Registered Providers of social housing in England published by the Homes and Communities Agency, in particular the Tenancy Standard, published April 2012.</p> <p>This Policy has been formulated having had regard to case law judgments made in the English and Welsh Courts. This Policy is also specific only to the allocation of social rented housing in the local authority area of Walsall Metropolitan Borough Council, this extends to:</p> <ol style="list-style-type: none"> <li>1. Affordable rent social housing</li> <li>2. General needs social housing</li> </ol> <p>This policy aligns with Walsall Metropolitan Borough Council's Strategic Equalities Plan. To ensure compliance with public sector equality duties, the following arrangements will be considered for each individual applicant and property:</p> <ol style="list-style-type: none"> <li>1. Informing an applicant of a property's accessible features</li> <li>2. A mechanism to identify the requirements of disabled applicants</li> <li>3. A mechanism to allow extra time for disabled applicants if they need it to accept an offer</li> <li>4. A mechanism for providing support in making applications.</li> </ol> <p>An equality duty is imposed on Walsall Metropolitan Borough Council by the Equality Act 2010, section 149. Regard has been made to this public-sector equality duty when formulating this Policy, furthermore it will inform decision-making on in individual cases. Allocations of social rented housing will be monitored to determine whether equal opportunities obligations are being met.</p>								
<b>9</b>	<p><b>Which justifiable action does the evidence, engagement and consultation feedback suggest you take?</b></p> <table border="1"> <tr> <td data-bbox="276 1234 376 1357"><b>A</b></td><td data-bbox="376 1234 1557 1357"><b>No major change required</b></td></tr> <tr> <td data-bbox="276 1357 376 1469"><b>B</b></td><td data-bbox="376 1357 1557 1469"><b>Adjustments needed to remove barriers or to better promote equality</b> Are you satisfied that the proposed adjustments will remove the barriers identified?</td></tr> <tr> <td data-bbox="276 1469 376 1749"><b>C</b></td><td data-bbox="376 1469 1557 1749"><b>Continue despite possible adverse impact</b> For important relevant proposals, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact. Consultation may suggest a change of action, but some actions will be required regardless of consultation e.g. budget savings. Mitigating actions may be required to minimise impact identified through consultation.</td></tr> <tr> <td data-bbox="276 1749 376 1895"><b>D</b></td><td data-bbox="376 1749 1557 1895"><b>Stop and rethink your proposal</b> Actual or potential unlawful discrimination is identified; the proposal will need reviewing immediately. You may need to consult with appropriate officers including your executive director, finance or Equality, Safety and Wellbeing.</td></tr> </table>	<b>A</b>	<b>No major change required</b>	<b>B</b>	<b>Adjustments needed to remove barriers or to better promote equality</b> Are you satisfied that the proposed adjustments will remove the barriers identified?	<b>C</b>	<b>Continue despite possible adverse impact</b> For important relevant proposals, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact. Consultation may suggest a change of action, but some actions will be required regardless of consultation e.g. budget savings. Mitigating actions may be required to minimise impact identified through consultation.	<b>D</b>	<b>Stop and rethink your proposal</b> Actual or potential unlawful discrimination is identified; the proposal will need reviewing immediately. You may need to consult with appropriate officers including your executive director, finance or Equality, Safety and Wellbeing.
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Action and monitoring plan	Action and monitoring plan	Action and monitoring plan	Action and monitoring plan	Action and monitoring plan
TBC	Collect equality data on social housing lettings	Neil Hollyhead	TBC	Review equality data collated annually as part of homelessness strategy data suite

Update to EqIA	
Date	Detail
	Original signed 2019
	Update to original February in light of proposed updates 2022
	Review due 2022/23

### Contact us

Community, Equality and Cohesion  
Resources and Transformation

Telephone 01922 655797

Textphone 01922 654000

Email [equality@walsall.gov.uk](mailto:equality@walsall.gov.uk)

Inside Walsall: [http://int.walsall.gov.uk/Service\\_information/Equality\\_and\\_diversity](http://int.walsall.gov.uk/Service_information/Equality_and_diversity)

## **Appendix A: Allocations Policy Consultation Key Statistics 2020/2021 Consultation**

### **Section 1**

#### **Methodology**

The survey research method was used for collecting data from the predefined group of respondents to gain information and insights into the key topics. The survey was sent out electronically (with the option for hardcopy where required), over a 6 week period between December 2021 and January 2022. The short questionnaire which was available on the councils website covered the proposed changes around how we treat Armed Forces Personnel, persons wishing to adopt or foster and those who qualify for 'Relief' under the homelessness legislation. Participants from housing associations, council's internal homelessness and housing advice team, internal children services and various armed forces charities were encouraged to complete the questionnaire. The link was also circulated to key partners, the disability forum and was available for members of the public to complete online. For those who did not wish to access the survey an email address was provided for generic feedback on the key areas.

### **Section 2**

#### **The Key surveys results and feedback included:**

50 respondents in total completed the short survey; the majority of respondents were in support of the proposed changes.

- 48/50 (96%) were in support of the proposed changes on how we treat Armed Forces Personnel
- 46/50 (92%) were in support of the proposed changes, to gold banding criteria for Foster Carers and those wishing to adopt
- 47/50 (94%) were in support of the proposed changes, for Homelessness Relief Duty being added to the gold band category

Just over half of the respondents were aged between 35-45, 44% were from a Black and minority ethnic (BAME) group and 24% stated they had physical or mental health condition or illnesses lasting or expected to last 12 months or more.

#### **Question 1 – Proposed Changes to how we treat Armed Forces Personnel (The full question can be viewed in Appendix 1)**

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- 1 person disagreed with the wording of the question stating that if you are under relief you are already homeless.

There was no pattern emerging between characteristics of those taking part and the answer reflected. For those that disagreed, these were by a range of who completed the form by status, age, gender, sexual orientation and nationality.

## **Section 3**

### **The Characteristics of the respondents were;**

#### **The form was completed by;**

Walsall Council Employee – 21  
Housing Professional in the Walsall Area – 12  
Other professional in the Walsall Area – 4  
A member of the Public - 10  
Other Category – 3

#### **Age group;**

16-24 – 1  
25-34 – 8  
35-44 – 15  
45-45 – 14  
55-64 – 11  
65+ - 1

**Gender**

Male – 18

Female 32

**Respondents with a physical or mental health condition or illnesses lasting or expected to last 12 months or more?**

Yes -12

No – 35

Prefer not to say –

**Sexual Orientation**

Bisexual – 6

Gay Male – 2

Gay Female – 2

Heterosexual / Straight – 33

Prefer not to say - 7

**Nationality**

White British – 23

Mixed/Multiple Ethnic group – 5

Black/African/Caribbean/Black British – 8

Asian/Asian British – 7

Gypsy/Irish Traveller – 2

Other - 5

**Question 1 - Armed Forces** - The Housing Allocations Policy currently awards gold band priority to any applicant who needs to move to suitable adapted accommodation because of a serious injury, medical condition or disability which he or she, or a member of their household, has sustained as a result of service in the Armed Forces. This also applies to all those in the Forces with a local connection 6 months prior to discharge and 6 months post discharge.

In line with statutory guidance published 27 June 2020 (<https://www.gov.uk/government/publications/improving-access-to-social-housing-for-members-of-the-armed-forces/improving-access-to-social-housing-for-members-of-the-armed-forces>) we will add the following to the Policy:

The following categories will be exempt from local connection, and will be eligible for gold band:

- a. Those who are currently serving in the Regular Armed Forces or who were serving in the Regular Forces at any time in the 5 years preceding their application for an allocation of social housing.
- b. Serving members of the Regular Armed Forces who are suffering from a serious injury, illness (including a mental ill health condition), or disability which is wholly or partly attributable to their service.
- c. Serving or former members of the Reserve Armed Forces who are suffering from a serious injury, illness (including a mental ill health condition) or disability which is wholly or partly attributable to their service.
- d. Bereaved spouses or civil partners of those serving in the Regular Forces where (i) the bereaved spouse or civil partner has recently ceased, or will cease, to be entitled to reside in Ministry of Defence accommodation following the death of their Service spouse or civil partner, and (ii) the death was wholly or partly attributable to their service.

Please contact us if you have any comments regarding this or comment below.

**Question 2 - Foster carers and those approved by the Council to adopt**

It is proposed that the following households are eligible for gold banding:

- Families who are approved as foster or adoptive parents by Walsall Children's Services and need an extra bedroom to accommodate the child(ren) placed by the Council
- Households holding a Special Guardianship Order, Child Arrangement Order, or family and friend's carers who are not foster carers but who have taken on the care of a child because the parents are unable to provide care and who need an extra bedroom to accommodate the child(ren) placed by the Council

Agree/Disagree

**Question 3 - Homelessness - Relief duty** -The Homelessness Reduction Act 2017 introduced Prevention and Relief duties. Certain Prevention households are already eligible for gold banding. It is proposed that households classed as 'under relief' will be added to the gold band category, these are households that are currently homeless or are likely to become homeless within the next 56 days.

Agree/Disagree



## **Cabinet – 16 March 2022**

### **West Midlands Local Transport Plan Settlement and Transport Capital Programme 2022/23**

**Portfolio:** Councillor Adrian Andrew, Deputy Leader and Regeneration

**Related portfolios:** None

**Service:** Place & Environment (Highways & Transport)

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Aim**

- 1.1. The delivery of a programme of transport capital projects in 2022/23 that supports the implementation of the West Midlands Local Transport Plan (LTP) objectives in various locations across Walsall Borough.

#### **2. Summary**

- 2.1. The West Midlands LTP – known as ‘Movement for Growth’ – sets out the transport strategy for the metropolitan area, together with an implementation plan. It was approved by the West Midlands Integrated Transport Authority (ITA) in December 2015 and was subsequently adopted by the West Midlands Combined Authority (WMCA) in 2016. The LTP is currently being refreshed by Transport for West Midlands (TfWM) and a new plan is expected to be approved at WMCA Board in summer 2022.
- 2.2. The Black Country Local Enterprise Partnership (BCLEP) set out its transport priorities in a Strategic Economic Plan (SEP). The transport capital programme is consistent with the SEP and includes ongoing support for the M6 Junction 10 major scheme and development of A41/A4038 corridor improvement proposals.
- 2.3. The Department for Transport (DfT) awards transport capital grant funding to the WMCA to help deliver against the LTP objectives. The WMCA then distributes this grant funding to the component metropolitan districts to be used to implement the LTP in their area. From April 2022 this will be part of a new City Region Sustainable Transport Settlement (CRSTS). A CRSTS bid was approved by the WMCA Board on 14 January 2022 and acceptance of the final grant funding determination from the DfT will be presented to WMCA Board on 18 March 2022.

- 2.4. The Council utilises the grant funding it receives to deliver the highways maintenance programme and the integrated transport capital programme (the latter – now known as Local Network Improvement Plan (LNIP) programme – comprising three main sub-programmes: major scheme development; strategic transportation; and road safety and active travel). The WMCA and BCLEP hold the Council to account for how this funding is utilised.
- 2.5. This report sets out the proposed LNIP capital programme for 2022/23 based on the output of a Cabinet-approved (12 December 2012) prioritisation process.
- 2.6. The highway maintenance programme is determined on an annual basis using a Cabinet-approved (18 March 2015) scheme prioritisation matrix. In accordance with the Council's approach to highway asset management framework, the programme aims to use a combination of preventative maintenance and structural repairs to maximise the lifespan of the highway network. The 2022/23 structural highway maintenance programme will be agreed with the Portfolio Holder for Regeneration in March 2022, based on advice from the Head of Highways & Transport.
- 2.7. In light of the recommendations below, Cabinet is asked to note the West Midlands 2022/23 capital grant allocations for highways maintenance and LNIP programmes as set out at Table 1 in Section 4 of this report.
- 2.8. As the LNIP capital programme for 2022/23 will have a significant impact on two or more wards within the borough, the recommendations below constitute a key decision.

### **3. Recommendations**

- 3.1. That Cabinet approves the Walsall Council Transport Capital Programme 2022/23 funding of £5.16m as set out at Table 2 in Section 4 of this report.
- 3.2. That Cabinet approves the utilisation of the Local Network Improvement Plan element of the grant funding for 2022/23 (£1.56m) as described in paragraphs 4.36 to 4.38 of this report and **Appendices A to G**, including the allocation of any carry forward from 2021/22 to the 2022/23 programme.
- 3.3. That Cabinet delegate authority to the Executive Director for Economy, Environment & Communities, in consultation with the Cabinet Member for Regeneration, to manage any required changes to the 2022/23 Local Network Improvement Plan capital programme, including amending individual scheme budgets (within the overall programme budget); adding new projects (to replace or part-replace other projects that can no longer be delivered); and managing carry forward, to maximise the use of the grant.
- 3.4. That Cabinet delegate authority to the Executive Director for Economy, Environment & Communities, in consultation with the Cabinet Member for Regeneration, to negotiate on its behalf with the Black Country Local Enterprise Partnership, West Midlands Combined Authority and government departments to maximise the values of future financial resources allocated to the Council in pursuit of its transport priorities, including signing relevant agreements and contracts for

schemes which are approved within the Walsall Transport Capital Programme 2022/23.

#### **4. Report detail – know**

##### **Context**

- 4.1. The West Midlands Local Transport Plan (LTP) – known as ‘Movement for Growth’ – sets out the transport strategy for the metropolitan area, together with an implementation plan, and was approved by the West Midlands Integrated Transport Authority (ITA) in December 2015 and was subsequently adopted by the West Midlands Combined Authority (WMCA) in 2016.
- 4.2. The Walsall Transport Strategy ‘*Transport in Walsall*’ was approved by Cabinet in September 2017, and will help to deliver the LTP by focusing public and private funding towards areas/schemes which require it most.
- 4.3. Combined Authorities are designated as the ‘accountable bodies’ for local transport plans and the government funding allocated to deliver them.
- 4.4. For several years the DfT has awarded Integrated Transport Block (ITB) and Highways Capital Maintenance Block (HMB) grant funding to the WMCA to help deliver against the LTP objectives. The WMCA then distributed this grant funding to the component metropolitan districts to be used to implement the LTP in their area. From 2015 an element of ITB was top-sliced nationally and pooled in the Local Growth Fund. In the Black Country, this pooled funding is administered by the BCLEP.
- 4.5. Further, in 2016 it was agreed at the WMCA Board that a 15% ‘ring fence’ of the ITB funding would establish development funding for local authorities to take forward key named schemes. Since that time this development funding has been allocated to support the delivery of major schemes in Walsall such as the M6 Junction 10 highway improvements scheme.
- 4.6. This process of allocating transport capital grant funding has changed with the introduction of CRSTS funding from April 2022. CRSTS is a five-year capital settlement to March 2027 aimed at supporting the region in delivering a sustainable transport investment programme. The fund is overseen by DfT and provides an opportunity to plan transport investment over a longer time horizon than has previously been possible.
- 4.7. The headline allocation awarded to WMCA in autumn 2021 was £1.050bn, resulting in £788m new money to the region. DfT subsequently issued further guidance and advised that the allocation was ‘indicative’; to be confirmed as part of the review and acceptance of a final programme level business case.
- 4.8. DfT have stated that CRSTS will be the only significant source of capital transport funding for the region until March 2027. Each named scheme that is brought forward through the CRSTS programme must demonstrate as appropriate: -
  - Alignment with the Local Transport Plan and national CRSTS funding objectives

- Direct benefits to cycling and active travel (including consideration of Local Transport Note 1/20)
  - Direct benefit to public transport and in particular bus travel
  - Support measures for behaviour change, road safety and network resilience
- 4.9. The CRSTS fund will be operated through and be fully compliant with the WMCA Single Assurance Framework (SAF). However, WMCA have confirmed that the replacement funding for HMB and ITB will be subject to a simplified en bloc approval process, which the WMCA will process through the system at the earliest opportunity following confirmation of the CRSTS grant by government.
- Highways Maintenance Block – £120.4m funding component of CRSTS, which will be delivered through the local highway authorities (LHAs). Each LHA will lead on any procurement in line with public sector procurement guidelines. An annual monitoring report will be required (as per DfT guidance) from each LHA setting out how the funding has been spent and how the condition of the network has improved. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. An annual allocation will be confirmed by the WMCA Board in-line with the overall five-year programme allocation.
  - Local Network Improvement Plan – the replacement funding for ITB. A light-touch approach is proposed to reflect the typically low complexity/low risk projects and often reactive nature of the works undertaken under this funding. A single WMCA SAF application will be processed by TfWM for the full £107.5m 5-year allocation, allowing it to be released in annual grants to each constituent LHA. A signed declaration will be required by each local authority Section 151 Officer with a simple funding agreement setting out delivery reporting requirements. This will include basic quarterly financial returns and a short annual monitoring report against a standardised format. This will set out what has been delivered, supported by a small number of case studies showing how delivery aligns to Local Transport Plan and CRSTS funding objectives, as well as proposed delivery for the next period. These will be compiled to form a regional view as part of the overall CRSTS monitoring and reporting. An annual allocation will be confirmed by the WMCA Board in-line with the overall five year programme allocation.
- 4.10. The financial and WMCA SAF processes for the LNIP and highway maintenance funding cannot be progressed until DfT confirms the CRSTS funding and any specific funding conditions, and funding cannot be released until the funding is received by the WMCA. However, LHAs should proceed to plan their own activity and budgets on the basis of the above and the full programme business case appended to this report.
- 4.11. The WMCA and the BCLEP monitors each District's transport capital programme to ensure that they are using funds to deliver the aims and objectives of the West Midlands LTP and the Black Country Growth Deal, and that funding is used in line with government grant conditions. In response to this, the Council has prioritised its proposed 2022/23 ITB programme against LTP objectives in line with its adopted appraisal and prioritisation process.

- 4.12. In addition to Department for Transport funding, the council directly fund a further £2.8m of council capital in highway maintenance. Investment is prioritised in accordance with the council's highway asset management framework, which is reviewed on an annual basis and due to be refresh in 2022/23. Further ad hoc highways and transport investment is secured through the following mechanisms:
- Section 278 agreements, which allow third parties to fund works to the existing public highway, usually as part of a new development.
  - Section 38 agreements, which have been used more recently to secure funding from developers to complete outstanding highway works on unfinished developments.
  - Section 106 agreements, which can be used to secure developer contributions to improve highways and transport infrastructure.
  - One off bids for grant funding such as the £3.2m secured from the DfT Challenge Fund in 2020/21.
- 4.13. Although rare, the council also considers offers from third parties to fund or jointly fund highway improvements. These are assessed on case-by-case basis to ensure that there is no adverse impact on the road network and that the council is not impacted financially or otherwise, such as costly maintenance liabilities.
- 4.14. Key achievements delivered through the current year's (2021/22) ITB and HMB capital programme, include: -
- Ongoing delivery of a congestion-busting scheme at M6 Junction 10, including the construction of new bridges and retaining walls.
  - Further progress relating to the re-opening of the Walsall to Wolverhampton rail line, which includes two new stations at Darlaston (James Bridge) and Willenhall.
  - Continued engagement with the West Midlands Rail Executive relating to the re-opening of the Walsall – Aldridge rail line, including an assessment of the rolling stock implications of this proposal.
  - Walsall's Highways Maintenance Block allocation, together with the DfT Incentive Fund, has been used to deliver 3,000m<sup>2</sup> of footway improvements and reconstruct 65,000m<sup>2</sup> of carriageway including sections of Great Bridge Road and the junction of Sutton Road and Longwood Lane.
  - Council capital budgets have been used to deliver 6,000m<sup>2</sup> micro-surfacing on footways and 78,000m<sup>2</sup> of preventative maintenance on carriageways including works on A454 Mellish Road and A4124 Lichfield Road.

#### ***Delivering a 2022/23 Local Network Improvement Plan Programme***

- 4.15. Table 1 in Section 4 of the report sets out the budget allocations for transport capital funding available to the West Midlands Metropolitan Districts and Transport for West Midlands (TfWM) in 2022/23.

- 4.16. Table 2 in Section 4 of the report sets out the budget allocations for transport capital funding available to the Council in 2022/23.
- 4.17. The proposed split of funding as per Table 3 in Section 4 of the report will allow the Council to support the development of future major scheme business cases to give the Council the best opportunity to attract implementation resources; and allow the Council to continue to deliver a robust road safety and sustainable travel programme that addresses local transport needs and concerns.
- 4.18. The Strategic Transportation Team utilise their proportion of LNIP transport capital funding to develop and deliver 'major' and 'strategic'<sup>1</sup> schemes which meet the aims and objectives of the LTP and bring benefit to the Walsall transportation system.
- 4.19. Determining which strategic schemes are selected for development and delivery in Walsall is based on the output of a spreadsheet-based tool which scores potential schemes against the LTP aims and objectives, therefore making the selection non-subjective. This method of prioritisation was approved at Cabinet in December 2012.
- 4.20. **Appendix A** sets out the proposed LNIP transport capital programme for 2022/23, together with any confirmed complementary transport capital funding. **Appendix B** sets out the appraisal results for the major and strategic schemes proposed for inclusion in this programme.
- 4.21. The Road Safety and Sustainable Travel Team use an agreed appraisal methodology to rank and determine which schemes are delivered from their allocation of the ITB. This methodology relies upon the use of collision data records provided by West Midlands Police. This is supplemented with a range of additional locally-determined data (e.g. road speeds) providing the Council with a strong basis to rationalise their decision-making and provide confidence to the WMCA, BCLEP and DfT that the capital funding resources are being used appropriately.
- 4.22. Funding for Local Safety Schemes and Sustainable Travel Schemes will be awarded on a priority basis as set out in **Appendices C to G**. It will not be possible to fund all of the schemes detailed during 2022/23. Schemes have been prioritised and the identified reserve schemes will be considered for any resource which becomes available during the year.

### ***Essential Specialist Services***

- 4.23. As part of the development of major transport schemes, it has been identified that essential specialist services such as structural engineering, land acquisition, environmental impact assessment or traffic modelling services may be required, where there is no current availability in-house or via existing shared services with other local authorities.

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<sup>1</sup> 'Major schemes' have traditionally been defined as those schemes over £5m in value (although post-2015 this threshold was removed). In this context, 'strategic schemes' are significant schemes, but below the £5m threshold e.g. large junction improvement schemes.

- 4.24. At times it may be necessary to utilise appropriate authorised frameworks in line with the Council's Contract Rules. It is proposed that use of these framework contracts is an efficient way of procuring the necessary specialist support services to help the delivery of future major transport schemes.

### ***Council Corporate Plan priorities***

- 4.25. Transport capital grant (LNIP) funding is allocated to the Council to deliver the West Midlands LTP, which supports the Council's vision that '*Inequalities are reduced and all potential is maximised*' as set out in the Corporate Plan 2021-22. Further, it underpins delivery against the Council's priorities, including: -
- Economic growth for all people, communities and businesses;
  - People have increased independence, improved health, and can positively contribute to their communities;
  - Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.
- 4.26. Improving the safety of the transport network and the security of people using the network are important considerations in the development and delivery of transport schemes and the overall composition of the capital programme. To date the Council has performed well, when compared to others nationally, in reducing the numbers and severity of accidents on the Borough's roads.
- 4.27. Environmental and safety factors are considered in the development and delivery of transport schemes. Care will be taken in the detailed design of schemes to minimise direct impacts on the local environment; where appropriate schemes will be subject to an Environmental Impact Assessment. The West Midlands LTP has been subject to a Strategic Environmental Assessment.
- 4.28. As future schemes are progressed, the Council will be identifying good practice for adapting to, and mitigating the effects of, climate change and promoting environmental and economic sustainability.

### ***Risk management***

- 4.29. The principal risk to Council is that if the LNIP transport capital grant funding allocated from WMCA is not spent or committed within the financial year there is a risk that any under spend may be 'clawed back' or future year allocations reduced. Utilising the Cabinet-approved prioritisation process allows better management of the programme and provides accountability at a regional level for those schemes selected for development and delivery.
- 4.30. Since April 2015 approximately half of the national ITB allocation has been pooled in the Local Growth Fund by the government to enable Local Enterprise Partnerships to deliver their Strategic Economic Plans. The Black Country Growth Deal announced in July 2014 includes an allocation to implement its transport projects and programme priorities. This means that the residual transport capital grant funding has been reduced by approximately 50%.

- 4.31. Paragraph 4.41 sets out the risk on staffing if grant is significantly reduced or removed in future years.
- 4.32. A further risk is that of the continued failure to increase revenue funding to support the maintenance and operating costs of capital investment. This has been a concern raised by the DfT in previous years and has not been addressed due to the severe financial pressures on Council revenue budgets. It is possible that DfT may reduce future capital settlements if it cannot be demonstrated that the Council has appropriate procedures and resources for future maintenance of transport assets.
- 4.33. There is a risk that if any spend on the projects within the proposed Walsall Transport Capital Programme 2022/23 become abortive and do not meet the criteria for capitalising spend, then that element of cost may have to be repaid to the programme by the Council from revenue funding, for which there is no existing budget. This is a risk associated with all multi-year capital funding programmes, but without taking such a risk there would be no ability to develop the necessary programme of transport projects. This risk is mitigated by the fact all schemes in the plan are aligned to the LTP and have been assessed as having a remote risk of becoming abortive, although Cabinet should note that this risk cannot be removed completely.
- 4.34. The change in the way funding has been allocated by government, WMCA and the BCLEP since April 2015 impacts on the Council's ability to deliver the priorities set by Cabinet. The Council risks losing-out on resource allocations if it is not successful in lobbying and negotiating a favourable position. Officers of the Council will seek to secure the position of our agreed transport priorities within both the government's and the BCLEP's programmes, together with the appropriate funding.

#### ***Financial implications***

- 4.35. It is expected that the LNIP transport capital grant funding and highways maintenance grant funding is received in advance from WMCA i.e. first annual payment to be made in April 2022. This is a capital grant and all spend incurred must meet the eligibility criteria for capital accounting.
- 4.36. The capital grant funding settlement is indicative, pending final determination letters from the DfT and WMCA Board acceptance and approval. This is shown in Table 1.

**Table 1 – West Midlands Transport and Highways Maintenance Allocations 2021/22 and 2022/23**

<b>Block</b>	<b>Budget Allocation 2021/22 (£000s)</b>	<b>Budget Allocation 2022/23 (£000s)</b>
Integrated Transport Block	17,755	n/a
Local Network Improvement Plan Transport Capital Grant		21,500
Highways Maintenance Block (Needs Element)	9,043	n/a
Highways Maintenance Block (Incentive Element*)	2,261	n/a
Pothole Action Fund	9,043	n/a
Challenge Fund	0	n/a
Highways Maintenance Capital Grant	n/a	24,080

\*The Department for Transport introduced an incentive element from 2016/17 where local authorities must demonstrate sound efficiencies and asset management practices to release these funds.

NB. All maintenance allocations exclude Birmingham City Council as provision is made through a separate PFI arrangement; WMCA does not have a maintenance allocation as it does not directly maintain any public highway.

- 4.37. Further to this, the WMCA confirmed the allocation per metropolitan district after 'top-slicing' for West Midlands joint initiatives. The Council's 2022/23 transport capital programme is set out at Table 2.

**Table 2 – Walsall Transport Capital Programme 2021/22 and 2022/23**

<b>Project/Programme</b>	<b>Carry Forward 2020-21 (£000s)</b>	<b>Budget Allocation 2021/22 (£000s)</b>	<b>Total Budget 2021/22 (£000s)</b>	<b>Spend to Date 2021/22 (£000s)</b>	<b>Forecast Carry Forward* (£000s)</b>	<b>Budget Allocation 2022/23 (£000s)</b>
Integrated Transport Block	1,201	1,292	2,493	606	896	n/a
Local Network Improvement Plan Transport Capital Grant	n/a	n/a	n/a	n/a	n/a	1,563
Highways Maintenance Block (Needs Element)	0	1,453	1,453	958	0	n/a
Highways Maintenance Block (Incentive Element)	0	200	200	91	0	n/a
Pothole Action Fund	0	1,340	1,340	934	0	n/a
Highways Maintenance Capital Grant	n/a	n/a	n/a	n/a	n/a	3,569
<b>Total</b>	<b>1,201</b>	<b>4,285</b>	<b>5,486</b>	<b>2,589</b>	<b>896</b>	<b>5,132</b>

\*Final carry forward will not be confirmed until early in the 2022/23 financial year. Carry forward was required from 2020/21 to support the ongoing delivery and management of risks for multi-year, multi-funded schemes (e.g. M6 J10 contingency allocation and NPIF programme). Carry forward from 2021/22 is required to both support the ongoing delivery and management of risks for multi-year,

multi-funded schemes (e.g. M6 J10 contingency allocation) and to allow projects delayed because of COVID-19 restrictions and resourcing to be successfully completed.

### ***Allocation of Transport Capital Grant Funding***

- 4.38. Walsall's transport capital grant funding is split between three headline programmes: -
- Major Scheme Development and Delivery Programme (managed by Strategic Transport Team, Highways & Transport)
  - Strategic Transportation Programme (managed by Strategic Transport Team, Highways & Transport)
  - Road Safety and Sustainable Travel Programme (managed by Traffic Safety & Operations Team, Highways & Transport)
- 4.39. Some 15% of LNIP transport capital funding is allocated as development funding to take forward key named schemes. This development funding will be allocated across the major scheme programme to enable schemes to be developed and business cases finalised.

**Table 3 – Current and Proposed Capital Allocations by Programme (excluding carry forward)**

	<b>2021/22</b> (£000s)	<b>2022/23</b> (£000s)
Major Scheme Development & Delivery Programme	206	235
Strategic Transportation Programme	525	528
Road Safety & Sustainable Travel Programme	560	800
<b>Total</b>	<b>1,291</b>	<b>1,563</b>

- 4.40. **Appendix A** sets out the proposed overall LNIP transport capital programme for 2022/23, together with any confirmed complementary transport capital funding. **Appendix B** sets out the appraisal results for the major and strategic schemes proposed for inclusion in this programme. **Appendices C to G** provide detail of how the component local safety schemes and sustainable travel schemes have been appraised and prioritised for development and delivery within this programme.

### ***Black Country Growth Deal Transport Programme***

- 4.41. Since April 2015, government funding for major transport schemes; a proportion of transport capital funding has been pooled in the Local Growth Fund, which is controlled by the BCLEP.
- 4.42. Within the Black Country, the Local Growth Fund includes an allocation of £37.79m (over a 5-year period) towards the £78.0m cost of scheme implementation at M6 J10, which is currently being delivered and due to complete in summer 2022.
- 4.43. Whilst it is anticipated that LNIP transport capital funding resources and additional Local Growth Fund resources will be available to develop and implement capital transport schemes in Walsall in 2022/23 and beyond, there is always a small risk that these resources will not be available e.g. should a government emergency budget rescind these commitments. This would impact on staff in the Strategic

Transportation Team; Road Safety Team; and Major Projects & Minor Improvements (all Economy & Environment Directorate), some of whose activities in developing and implementing projects is legitimately capitalised through Engineer Assistants' Time (EAT). If sufficient grant funding was not made available to the Council by the DfT and the BCLEP, relevant Council services would need to be reorganised with the risk that a small number of redundancies may ultimately be necessary. This would require the Council to consider how it would deliver its statutory duties in the absence of this funding.

- 4.44. If government and/or WMCA increases or reduces future LNIP transport capital funding allocations for the Council, the allocation of resources to programmes and projects will be reviewed accordingly. Financing major scheme implementation costs in line with agreed funding profiles will have priority.

#### ***Legal implications***

- 4.45. There are no direct legal implications as a result of this report.
- 4.46. The Council has various options by which to procure services, including calling off civil engineering frameworks, using the highways maintenance term contract or a Council-run procurement exercise to engage contractors to carry out work required in the implementation of the capital programme. All works will be evidenced by a written contract in a form approved by the Director of Governance or by a call-off from a suitable framework and shall be made and executed in accordance with the Council's Contract Rules. This may require the Council to engage external legal support. Should any legal implications arise during any procurement process, they will be considered and reported to the Transport Capital Programme Delivery Board and managed in accordance with the agreed delegations to officers.
- 4.47. In its role as Highway Authority, the Council has a statutory duty to identify and implement measures to address congestion and road safety concerns on the local highway network and to maintain the network in a reasonably safe condition. LTP funding is used in part to address these obligations.
- 4.48. Where any specific project requires the acquisition of land (by agreement or compulsorily) the Council's Legal Services Team will work with Highways & Transport officers and there may be a need to engage external legal support if compulsory acquisition of land is necessary.

#### ***Procurement implications/social value***

- 4.49. Any contractual arrangements must be procured in compliance with the Public Contracts Regulations 2015 (if applicable) and the Council's Contract Rules. The Council's Procurement and Legal Services Teams will work with Highways & Transport officers to ensure that mini-tenders and call-offs from any frameworks are conducted in compliant ways and that all contracts for schemes procured under this capital programme will be validly entered into before any services are provided to the Council.

### ***Property implications***

- 4.50. All projects contained within the programme will either be delivered on land and assets already owned and managed by the Council, or on land acquired (by agreement or compulsorily) for the purpose of project delivery. Where necessary, agreements will be in place for the use or enhancement of third party land.
- 4.51. Each project will assess the implications on land and assets and a view will be taken by either the Highways Authority or the asset management function of the Council as to how any proposed enhancements or scheme designs impact on the Council's land portfolio, and how any impacts can be mitigated or managed.

### ***Health and wellbeing implications***

- 4.52. The Transport Capital Programme 2022/23 has been tested against the 'Marmot Objectives'. These are:-
- Giving every child the best start in life – *the programme includes measures to support travel to school by sustainable modes, which is part of a rolling programme across the Borough;*
  - Enabling all children, young people and adults to maximize their capabilities and have control over their lives – *measures to promote sustainable modes help promote healthy and independent travel choices;*
  - Creating fair employment and good work for all – *improved transport networks help people access employment and training opportunities;*
  - Ensuring a healthy standard of living for all – *access to paid employment is facilitated by improved transport networks;*
  - Creating and developing sustainable places and communities – *the programme includes active travel, public transport and road safety measures, which all support sustainable places and communities;*
  - Strengthening the role and impact of ill-health prevention – *healthy travel choices, such as walking or cycling, can help prevent ill health.*
- 4.53. The programme aims to make sustainable travel – cycling, walking and public transport – available to all residents and stakeholders, and ultimately seeks to align with the Health and Wellbeing Plan and objectives, and the aspirations of the Town Centre Master Plan.

### ***Staffing implications***

- 4.54. There are no intended implications on staffing by prioritising projects in the manner described in this report. However, it should be noted that LNIP transport capital funding helps support existing posts in Highways & Transport service because work programmes are managed by the Strategic Transportation Team and Traffic Safety & Operations Team. A significant proportion of legitimate scheme development (e.g. design and business case work) and supervision costs (i.e. managing contractors delivering improvements on behalf of the Council) are also incurred by transport planners and engineers via a timesheet management system.

- 4.55. As set out in paragraphs 4.41, if future grant funding is significantly reduced or removed altogether, it will be necessary to undertake a review of the service. This could result in a small number of staff that currently deliver statutory duties being placed 'at risk' of redundancy. Delivery of statutory duties by the Council are prescribed by legislation and must be delivered irrespective of any budgetary constraints.

### ***Reducing Inequalities***

- 4.56. As part of the delivery of the West Midlands LTP consideration has been given to ensuring that the needs of all sections of the community are considered in transport projects. Further, the West Midlands LTP was subject to an Equalities Impact Assessment, which informed the final published document.
- 4.57. The transport capital programme will assist in improving facilities for all modes of transport; plans will focus on improving access to key services and facilities such as education, job opportunities and health care facilities.

### ***Consultation***

- 4.58. The West Midlands LTP has been the subject of wide consultation with partners and stakeholders. Major public consultation was undertaken in summer 2015 on the strategies themselves, while partners and stakeholders are consulted with respect to individual transport projects.
- 4.59. The West Midlands authorities have been commended for the comprehensive nature of involvement in developing previous LTP strategies and when consulting on transport schemes.
- 4.60. Local consultation always takes place as part of individual scheme development.

### ***Climate Change***

- 4.61. Tackling and responding to climate change are at the heart of the West Midlands Local Transport Plan, with the recent LTP Green Paper setting out five 'Motives for Change' for transport:-
- **Sustaining economic success:** Support the building of an inclusive and green West Midlands economy, through better use of existing infrastructure, land, technology and sustainable transport options.
  - **Tackling the climate emergency:** Changes to where people travel to / from, reducing the frequency of travel and changing the vehicles we use to travel.
  - **Creating a fairer society:** How land is used, the availability and affordability of transport and the experience and usability of transport.
  - **Supporting local places and communities:** Re-imagining local neighbourhoods, reducing dominance of transport and providing quick and easy access to key local services.
  - **Becoming more active:** Enable safe, convenient and accessible walking and cycling opportunities and increase active travel for journeys.

- 4.62. Efforts to reduce carbon dioxide emissions include encouraging the uptake of ultra-low emission vehicles through the provision of charging infrastructure (chargepoints and transit stations) and promoting sustainable transport modes (walking, cycling and public transport) with appropriate infrastructure, services and promotional activity.
- 4.63. The City Region Sustainable Transport Settlement from the DfT further incentivises local authorities to actively promote sustainable modes by only funding capital schemes that can demonstrate that they are placing the needs of pedestrians, cyclists and bus users ahead of other road users. Guidance to local authorities published in July 2021 highlights the importance of carbon reduction, the need to develop schemes in accord with Local Transport Note 1/20 - Cycle Infrastructure Design, and the importance of helping deliver against the objectives set out in the National Bus Strategy.

## **5. Decide**

- 5.1. The options for the make-up of the LNIP transport capital programme have been considered as part of the assessment of potential projects / programmes as set out in paragraphs 4.15 to 4.20 above. The output of the appraisal of the various project ideas and suggestions is reported in **Appendices B to G**. The projects that are selected are those that have the best alignment with the LTP objectives; are supported locally; are affordable (or have the potential to lever-in other implementation funding, such as government grants); and are deliverable.
- 5.2. The appraisal processes utilised in the development of the programme ensure that it is compiled objectively and maximises the impact of limited transport capital funding by seeking to attract implementation funding from various other sources.
- 5.3. The proposed programme has been consulted upon amongst Council officers who are responsible for various technical disciplines, and has been developed in conjunction with the Regeneration Portfolio Holder.

## **6. Respond**

- 6.1. The delivery of the agreed programme will be taken forward by project and programme managers within the Council's Highways & Transport service in the Economy & Environment Directorate.
- 6.2. The LNIP transport capital programme is a rolling programme of activity that supports the delivery of the West Midlands LTP within the Borough of Walsall, and many projects and programmes operate across several financial years and have multiple funding arrangements. Some key projects span different local authority boundaries e.g. corridor-based programmes, and are delivered in partnership with relevant stakeholders e.g. Transport for West Midlands, Network Rail, West Midlands Rail Executive, Highways England, Canal & River Trust, West Midlands Trains, bus operating companies, Black Country Local Enterprise Partnership, and neighbouring local authorities.
- 6.3. Officers of the Council attend various regional meetings and technical groups to ensure that projects are delivered in a coherent and consistent manner across the West Midlands Metropolitan Area.

## **7. Review**

- 7.1. The LNIP transport capital programme is monitored by a group of Council officers that meet at least every two months to review progress and consider any recommendations to be put forward to the Transport Capital Delivery Board, which is made up of senior officers and the Portfolio Holder for Regeneration.
- 7.2. The Transport Capital Delivery Board meets at least every two months (aligned to the officer meetings) and considers performance against intended progress at regular intervals throughout the financial year. The Board can make decisions about remedial action; budget virements; and project full or partial completion.
- 7.3. The effectiveness of projects and programmes is monitored on an ongoing basis and is reflected in key data e.g. traffic counts; public transport patronage figures; air quality monitoring. The Council's monitoring activity is also supported by regional monitoring and reporting undertaken by the WMCA and BCLEP.

## **Appendices**

- Appendix A – Walsall Council Local Network Improvement Plan Transport Capital Programme 2022/23
- Appendix B – Strategic Scheme Appraisal Results 2022/23
- Appendix C – Local Safety Scheme Ranking 2022/23
- Appendix D – 20mph Zones & Scheme Monitoring 2022/23
- Appendix E – Promotion of Community Health and Safety 2022/23
- Appendix F – Safer Routes to School Scheme Ranking 2022/23
- Appendix G – Measures to Encourage Walking 2022/23

## **Background papers**

West Midlands Local Transport Plan 'Movement for Growth' 2015  
Walsall Transport Strategy 'Transport in Walsall' 2017  
City Region Sustainable Transport Settlement Submission, West Midlands Combined Authority Board report, 14 January 2022

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## Signatures

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Simon Neilson  
Executive Director

7 March 2022

A stylized, handwritten signature in blue ink, featuring a series of overlapping loops and a long horizontal stroke.

Councillor Adrian Andrew  
Portfolio holder – Regeneration

7 March 2022

Walsall Council Local Network Improvement Plan (LNIP) Transport Capital Programme 2022/23

Baseline: DRAFT for Cabinet Approval 16/03/22

Scheme	Project Manager	Carry Forward (2021/22 to 2022/23)	Budget Allocation 2022/23	Total Budget	Actual Spend to Date	Qlikview Commitments	Non Qlikview Commitments	Spend to Date + Commitments	Budget Remaining	Forecast Spend (Projected Spend Red/Actual Black) (Cumulative £k)				Assessed Risk on Projected Spend			Overall Scheme Delivery RAG Rating
										Jun-22 Q1	Sep-22 Q2	Dec-22 Q3	Mar-23 Q4	Low (£k)	Medium (£k)	High (£k)	
Major Scheme Development & Delivery Programme																	
Significant Projects																	
M6 Junction 10 - Scheme Delivery	Dan Johnson	TBC	£ -	£ -	£ -	£ -	£ -	£ -	£ -								
M6 Junction 10 - Post-Opening Monitoring & Evaluation	Dan Johnson	£ -	£ 34,500.00	£ 34,500.00	£ -	£ -	£ -	£ -	£ 34,500.00								
DSDA Access Project - Post-Opening Monitoring & Evaluation	Matt Crowton	£ -	£ 20,000.00	£ 20,000.00	£ -	£ -	£ -	£ -	£ 20,000.00								
A41 / A4038 Walk, Cycle & Bus Corridor	Eleanor Cooper	£ -	£ 85,000.00	£ 85,000.00	£ -	£ -	£ -	£ -	£ 85,000.00								
Future Major Scheme Development Programme	Dan Johnson	£ -	£ 95,000.00	£ 95,000.00	£ -	£ -	£ -	£ -	£ 95,000.00								
TOTAL		£ -	£ 234,500.00	£ 234,500.00	£ -	£ -	£ -	£ -	£ 234,500.00								
Strategic Transportation Programme																	
Public Transport Programme																	
Darlaston Rail Station - Walk, Cycle & Bus Access	Matt Crowton	£ -	£ 50,000.00	£ 50,000.00	£ -	£ -	£ -	£ -	£ 50,000.00								
Willenhall Rail Station - Walk, Cycle & Bus Access	Matt Crowton	£ -	£ 50,000.00	£ 50,000.00	£ -	£ -	£ -	£ -	£ 50,000.00								
Walsall Town Centre Interchange - Walk, Cycle & Bus Access	Matt Crowton	£ -	£ 5,000.00	£ 5,000.00	£ -	£ -	£ -	£ -	£ 5,000.00								
Sub-Total		£ -	£ 105,000.00	£ 105,000.00	£ -	£ -	£ -	£ -	£ 105,000.00								
Improvement Scheme Programme																	
Sustainable Transport Package - Walsall Towns Fund	Eleanor Cooper	£ -	£ 10,000.00	£ 10,000.00	£ -	£ -	£ -	£ -	£ 10,000.00								
A454 Walk, Cycle & Bus Corridor	Nichola Byrne	£ -	£ 50,000.00	£ 50,000.00	£ -	£ -	£ -	£ -	£ 50,000.00								
Black Country Walk & Cycle Programme	Eleanor Cooper	£ -	£ 49,000.00	£ 49,000.00	£ -	£ -	£ -	£ -	£ 49,000.00								
National Cycle Network Route 5 - P Barriers	Eleanor Cooper	£ -	£ 19,500.00	£ 19,500.00	£ -	£ -	£ -	£ -	£ 19,500.00								
A461 Walk, Cycle & Bus Corridor	Donna Cattell	£ -	£ 50,000.00	£ 50,000.00	£ -	£ -	£ -	£ -	£ 50,000.00								
Commonwealth Way / A34 Cycle Route - Quick Wins	Eleanor Cooper	£ -	£ 30,000.00	£ 30,000.00	£ -	£ -	£ -	£ -	£ 30,000.00								
Electric Vehicle Charging Infrastructure Programme	Dan Johnson	£ -	£ 50,000.00	£ 50,000.00	£ -	£ -	£ -	£ -	£ 50,000.00								
Public Rights of Way Programme	Kevin Gannon	£ -	£ 65,000.00	£ 65,000.00	£ -		£ -	£ -	£ 65,000.00								
Sub-Total		£ -	£ 323,500.00	£ 323,500.00	£ -	£ -	£ -	£ -	£ 323,500.00								
Highway Efficiency Programme																	
Highway Efficiency Measures Programme	Paul Leighton	£ -	£ 65,000.00	£ 65,000.00	£ -	£ -	£ -	£ -	£ 65,000.00								
Sutton Rd/Longwood Lane Junction - Detailed Design	Donna Cattell	£ -	£ 35,000.00	£ 35,000.00	£ -	£ -	£ -	£ -	£ 35,000.00								
Sub-Total		£ -	£ 100,000.00	£ 100,000.00	£ -	£ -	£ -	£ -	£ 100,000.00								
TOTAL		£ -	£ 528,500.00	£ 528,500.00	£ -	£ -	£ -	£ -	£ 528,500.00								
Road Safety & Active Travel Programme																	
Local Safety Programme																	
Local Safety Scheme: Wednesbury Rd (A4148 Bescot Rd to Bridgeman St) (deferred from 2021/22)	Alana Barlow	TBC	£ -	£ -	£ -	£ -	£ -	£ -	£ -								
Local Safety Scheme: Lucknow Road	Alana Barlow	£ -	£ 78,540.00	£ 78,540.00	£ -	£ -	£ -	£ -	£ 78,540.00								
Local Safety Scheme: Broadway West & Broadway Route treatment	Alana Barlow	£ -	£ 184,500.00	£ 184,500.00	£ -	£ -	£ -	£ -	£ 184,500.00								
Local Safety Scheme: Bescot Crescent	Alana Barlow	£ -	£ 76,560.00	£ 76,560.00	£ -	£ -	£ -	£ -	£ 76,560.00								
Local Safety Scheme: Wolverhampton Street, Darlaston (Linked to 20mph Zone: Darlaston)	Alana Barlow	£ -	£ 47,000.00	£ 47,000.00	£ -	£ -	£ -	£ -	£ 47,000.00								
Local Safety Scheme: Ingram Road, Walker Road - Blakenall Heath (Linked to 20mph Zone: Blakenhall/ Goscote)	Alana Barlow	£ -	£ 59,100.00	£ 59,100.00	£ -	£ -	£ -	£ -	£ 59,100.00								
Safer Routes to School: Croft Academy	Alana Barlow	£ -	£ 16,800.00	£ 16,800.00	£ -	£ -	£ -	£ -	£ 16,800.00								
Safer Routes to School: The Streetly Academy	Alana Barlow	£ -	£ 15,000.00	£ 15,000.00	£ -	£ -	£ -	£ -	£ 15,000.00								
Safer Routes to School: Support for A*Stars	Alana Barlow	£ -	£ 27,500.00	£ 27,500.00	£ -	£ -	£ -	£ -	£ 27,500.00								
Promotion of Community Health & Safety: 20mph Signed only scheme - Blakenhall/Goscote	Alana Barlow	£ -	£ 30,000.00	£ 30,000.00	£ -	£ -	£ -	£ -	£ 30,000.00								
Promotion of Community Health & Safety: 20mph Signed only scheme - Darlaston	Alana Barlow	£ -	£ 20,000.00	£ 20,000.00	£ -	£ -	£ -	£ -	£ 20,000.00								
Promotion of Community Health & Safety: Safety Related Requests	Alana Barlow	£ -	£ 10,000.00	£ 10,000.00	£ -	£ -	£ -	£ -	£ 10,000.00								
Promotion of Community Health & Safety: Network Performance Management	Alana Barlow	£ -	£ 115,000.00	£ 115,000.00	£ -	£ -	£ -	£ -	£ 115,000.00								
Sub-Total		£ -	£ 680,000.00	£ 680,000.00	£ -	£ -	£ -	£ -	£ 680,000.00								
Active Travel Programme																	
Measures to Encourage Walking: Upgrade of pedestrian crossing routes	Alana Barlow	£ -	£ 100,000.00	£ 100,000.00	£ -	£ -	£ -	£ -	£ 100,000.00								
Measures to Encourage Walking: Upgrade of Zebra Crossings	Alana Barlow	£ -	£ 20,000.00	£ 20,000.00	£ -	£ -	£ -	£ -	£ 20,000.00								
Sub-Total		£ -	£ 120,000.00	£ 120,000.00	£ -	£ -	£ -	£ -	£ 120,000.00								
TOTAL		£ -	£ 800,000.00	£ 800,000.00	£ -	£ -	£ -	£ -	£ 800,000.00								
GRAND TOTAL		£ -	£ 1,563,000.00	£ 1,563,000.00	£ -	£ -	£ -	£ -	£ 1,563,000.00	-	-	-	-	1,563	-	-	

Project Name	Project Overview	Overall Cost	Score	Score as %	Included	Comments
Darlaston Rail Station - Walk, Cycle & Bus Access	Development of highways package around rail station	£ 50,000.00	39	81%	Yes	
Willenhall Rail Station - Walk, Cycle & Bus Access	Development of highways package around rail station	£ 50,000.00	39	81%	Yes	
Walsall Town Centre Interchange - Walk, Cycle & Bus Access	Development of public transport interchanges	£ 5,000.00	38	79%	Yes	
Sustainable Transport Package - Walsall Towns Fund	Development of measures to promote active travel	£ 10,000.00	37	77%	Yes	
A454 Walk, Cycle & Bus Corridor	Multi-modal corridor improvements development	£ 50,000.00	37	77%	Yes	
Black Country Walk & Cycle Programme	Development of measures to promote active travel	£ 49,000.00	37	77%	Yes	
National Cycle Network Route 5 - P Barriers	Delivery of measures to promote active travel	£ 19,500.00	36	75%	Yes	
A461 Walk, Cycle & Bus Corridor	Multi-modal corridor improvements development	£ 50,000.00	36	75%	Yes	
Commonwealth Way / A34 Cycle Route - Quick Wins	Development and delivery of measures to promote active travel	£ 30,000.00	34	71%	Yes	
Electric Vehicle Charging Infrastructure Programme	Delivery of infrastructure to promote electric vehicle usage	£ 50,000.00	33	69%	Yes	
Public Rights of Way Programme	Improvements to public rights of way	£ 65,000.00	33	69%	Yes	
Highway Efficiency Measures Programme	Rolling programme of TRO and UTC improvements	£ 65,000.00	29	60%	Yes	
Sutton Rd/Longwood Lane Junction - Detailed Design	Development of highway improvements	£ 35,000.00	26	54%	Yes	
Commonwealth Way / A34 Cycle Route (Deliver Works)	Delivery of cycle route improvements	£ 1,058,682.00	34	71%	No	Cost exceeds total budget
Aldridge Station - Highway Improvements (Deliver Works)	Delivery of highway improvements	£ 700,000.00	33	69%	No	Cost exceeds total budget
Eastern Opportunity Area 2: Lindon Road (Deliver works)	Delivery of highway improvements	£ 150,000.00	26	54%	No	Not affordable
Sutton Rd/Longwood Lane Junction (Deliver Works)	Delivery of highway improvements	£ 610,000.00	26	54%	No	Cost exceeds total budget
Southern Opportunity Area: A4031 Gateway (Design & Deliver Works)	Development and delivery of highway improvements	£ 450,000.00	21	44%	No	Not affordable
<b>Total Cost of Proposals</b>		<b>£3,497,182.00</b>				
2022/23 Budget		£ 528,635.00				
<b>Balance (Unfunded)</b>		<b>-£2,968,547.00</b>				

Local Safety Schemes Programme

Refer to RS12a - Procedure for assessing Local Safety Schemes and Walsall Road Safety Strategy

APPENDIX C

Schemes highlighted for delivery as part of LSS programme or Other works											
Reserve schemes											
Future schemes											
Rank	Route	Section	Overall Score	Star Rating	Total cost of prevention	Key Issues	Scheme description	Scheme cost	FYRR (Calculated 40% reduction)	Comments	Status
1	Lucknow Road	Spring Lane to Canal Bridge	72.16	2 Star	£811,320	Excessive speed Medium collision rates, High KSI rate, High vulnerable road user rates for All Casualties and Car Passengers 20-24, Medium vulnerable road user rates for P2W, All cyclists, child KSI, child casualties, pedestrians, pedestrians 5-19 and Drivers 20-29.	Introduction of speed cushions or priority build outs to improve pedestrian crossing points - install VASS  RS Education campaign targeting VRUs	£78,540	135%		Approve
2	A4148 Broadway west	Whole	70.82	2 Star	£1,419,810	Medium collision rates, High KSI rate, High All casualty rate, Medium vulnerable road user rates for child casualties, pedestrians, and pedestrians 5-19.  RTC's at the following junctions: Bescot Cresc	Introduce Watchman, introduction traffic islands/ pedestrian refuges  RS Education campaign targeting children  Consideration of Average Speed Enforcement	£93,500	210%	Linked scheme with Broadway to be funded as part of 2022/23 LSS Programme Bescot Crescent junction redesigned as part of NPfF 2 - Mar 2020  Future implementation of ASE to be considered as part of Black Country ASE Board - funding tbc	Approve  Submit to BCASE Board
3	Bescot Crescent	Broadway West to Brockhurst Cresc	69.00	2 Star	£1,014,150	Medium collision rates, High KSI rate, High All Casualty rate, Medium vulnerable road user rates for P2W's, cyclists, children, and pedestrians	Refresh roadmarkings and signs, upgrade VASS, raised table crossing point, priority build outs  RS Education campaign targeting VRUs	£76,560	180%		Approve
4	Wolverhampton Street, Darlaston	A4038 Pinfold Street to Borough Boundary	69.00	2 Star	£912,735	High Collision Rate, High KSI, High vulnerable road user rates for All Casualties, All Car Passengers 15-24; Medium vulnerable road user rates for P2W's, children, All Pedestrians and Pedestrians 5-19	Speed gateway jct Hall St and Pinfold St Ext, speed cushions throughout, review on street parking,  RS Education campaign targeting VRUs, Grace Academy	£47,000	259%	Linked to 20mph Zone: Heathfield	Approve
5	Ingram Road, Walker Road - Blakenall Heath	Field Road to Harden Road	66.00	2 Star	£1,521,225	High Collision Rate, High KSI, High vulnerable road user rates for All Casualties,	Review roadmarkings and signs, consider VASS, kerb realignment at Valley Rd, priority build outs/ speed cushions	£59,100	338%	Linked to 20mph Zone: Blakenhall/ Goscote	Approve
6	A4148 Littleton Street (Various)	Lichfield St to Pleck Road	64.93	2 Star	£3,650,940	High vulnerable road user rates for P2W's, cyclists, pedestrians, child pedestrians, Drivers 20-29 and Passengers 15-24;  RTC's at the following junctions: Pleck Rd, Birchills St, Green La, Hatherton St and The Arboretum.	Introduce pedestrian countdown timers; junction improvements; yellow boxes; increase capacity at Hatherton St jct;	£237,000	205%	NPfF2 route improvements planned 2019/20	Completed Apr 20
8	Valley Road, Blakenall Heath	Whole	63.56	2 Star	£608,490	High Collision Rate, High KSI, High vulnerable road user rates for All Casualties, All Car Passengers 15-24; Medium vulnerable road user rates for P2W's	Review roadmarkings and signs, consider VASS, kerb realignment at Valley Rd, priority build outs/ speed cushions  RS Education campaign targeting VRUs	£83,400	101%	Linked to 20mph Zone: Blakenhall/ Goscote	Reserve
9	B4154 Norton Road(2)	Canal Bridge to Vicarage Road	57.81	3 Star	£1,419,810	Medium collision rates, High KSI rate, Medium vulnerable road user rates for P2W's, Cyclists, Child casualties, pedestrians and Drivers 20-29;  RTC's at the following junctions:Vicarage Rd, High St	Review signal operation at Vicarage Rd jct, Upgrade extg pedestrian refuge near Station St to controlled crossing, review highway layout near Station St, improve road markings and road signs	£103,500	184%	Linked to Yorks Bridge improvements;	Reserve
10	A4148 Pleck Road	A4038 to A454	56.40	3 Star	£2,332,545	High collision rates, High KSI rate, High vulnerable road user rates for P2W's, children, pedestrians and Drivers 20-29.  Excessive speed and anti-social behaviour	2no. VASS, pedestrian refuges, buildouts, new roadmarking layout; Guide markings through Moat Rd/Pleck Rd junction with HFS on approach. Improved warning and directional signs. Review of operation jct with St Johns Rd  Targeted education campaign	£201,650	154%	Treated as part of LSS programme 2018/19 & WMCA Congestion Management and Road Safety fund; Implemented October 2019	Completed Oct 2019
11	A34 Green Lane - Somerfield Rd - High St	Whole	55.77	3 Star	£4,462,260	Medium collision rates, High vulnerable road user rates for All cyclists, child casualties, pedestrians, child pedestrians 5-19, and car passengers 15-24; Medium rates for Drivers 20-29;  RTC's at the following junctions:Stephenson Ave, Leamore Lane, High St	Undertake Route Study to identify improvements	£5,000	11899%	None	Reserve
12	A4148 Broadway north	Whole	55.52	3 Star	£2,028,300	Medium collision rates, High KSI rate, High vulnerable road user rates for P2W's, children, pedestrians, young pedestrians Drivers 20-29, and Passengers 15-24;  Excessive speed and anti-social behaviour	ASE	£47,481	570%	Average Speed Enforcement complete Spring 2020	Completed Apr 2020
13	A4038 - Moxley Rd	Moxley junction to A462 Darlaston Rd	53.91	3 Star	£608,490	High collision rates, High KSI rate, High vulnerable road user rates for P2W's, cyclists, children, pedestrians, young pedestrians and Drivers 20-29.  RTC's at Wolverhampton St and Dangerfield La jcts; single vehicle collisions;	Improve signing, lining, HFS, introduce traffic roundabout at Dangerfield Road and Wolverhampton Street and VASS on Pinfold St, improve pedestrian facilities, improve signing and lining  Targeted education campaign	£144,200	56%	Budget £69,355 slipped from 2018/19 LSS Programme, additional budget required to support wider scheme Linked to Iron Park development	Completed 2021/22
14	B4210 Bloxwich Road / High Street	Day Street to A34	53.07	3 Star	£1,419,810	High collision rates, High KSI rate, High vulnerable road user rates - all groups;  Section Hall St to Day Street, Proffitt St, Forest La, Beeches Rd, Leamore La/Harden Rd, High St	Improved pedestrian facilities and junction improvement near Forest La, build outs, improved lining signing, junction improvement/Proffitt Street/ Hospital Street & section Hall St to Day St, Refuge, VASS, HFS, roadmarkings, buildouts, kerbing, Review signals at Harden Rd ban outbound right turn to Harden Rd; 20mph speed limit on High St (Link to A34 High St)	£589,517	32%	Review maintenance programme to link in with resurfacing programme  Consider as phased implementation	Future programme
15	A4148 Bescot Road / Wallows Lane	Whole	52.95	3 Star	£1,115,565	High collision rates, High KSI rate, High vulnerable road user rates for P2W's, children, pedestrians, young pedestrians, and Drivers 20-29;  RTC's at Dickenson Ave & Bescot Rd Rdbt;	Warning VAS on each approach to roundabout; upgrade chevron signs; build-out kerb line on Wallows Lane approach; Review signal operation at Dickenson Ave jct;  Targeted education campaign	£70,785	210%	Traffic Signal junction at Dickenson upgraded as part of NPfF2 2016  Scheme programmed 2019/20 LTP minor works; slipped to 2020/21	Completed 2020/21
16	B4484 - Various (Fibbersley)	Moat Street to Borough Boundary	52.08	3 Star	£405,660	Programme to be developed	Scheme details to be confirmed				Future programme
17	Bridgeman Street, Caldmore	A4148 Pleck Road to Wednesbury Road	51.00	3 Star	£709,905	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
18	Walstead Road including Delves Green Road junction	Brockhurst Cresc to A34	50.70	3 Star	£912,735	High collision rates, High KSI rate, Medium vulnerable road user rates for child KSI & casualties, pedestrians, and Drivers 20-29.  RTC's at the following junctions: West Brom Rd and frontage of Joseph Leckie	Introduction of pedestrian islands at junction and upgrade signalling extg: Install new zebra crossing outside Joseph Leckie, review signing, and road marking	£116,000	105%	Scheme cost excludes costs to introduce a new Zebra crossing as S106 funding available to installed near Pattison St; Linked to future development of WATMOS site	Future programme
19	B4154 Barr Common Road	Whole	50.43	3 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
20	A454 Wolverhampton Road	M6 J10 to 100m west Pleck Road	49.92	3 Star	£1,622,640	High collision rates, High KSI rate, High vulnerable road user rates - cyclists, child casualties, Pedestrians, Pedestians 5-19, and Drivers 20-29;  RTC's at the following junctions: Tempus Dr, Lane Ave, Alumwell Rd and Raleigh St;	Review pedestrian movements and guardrail provision at Lane Ave & Alumwell Rd, Upgrade pedestrian crossing at Raleigh Street, Signing and lining	£148,720	145%	Linked to Major Scheme development for M6 Jct 10 & Blox La/Tempus Dr; Crossing at Raleigh Street to be upgraded through NPfF2 (Feb 2020)	Completed 2020/21
21	A462 - Darlaston Rd	Walsall Rd to Borough Boundary	49.80	3 Star	£608,490	Programme to be developed	Scheme details to be confirmed				Future programme
22	A4124 - Lichfield Road / Near Academy	Bloxwich	48.01	3 Star	£1,419,810	Programme to be developed	Scheme details to be confirmed				Future programme
23	B4154 Beacon Road(2)	Old Hall Lane to Queslett Road	46.74	3 Star	£608,490	Programme to be developed	Scheme details to be confirmed				Future programme
24	A462 - Midland Rd	Bilston Lane to The Green	46.61	3 Star	£405,660	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
25	B4154 Bostly Lane	A454 Walsall Road to Barr Common Road	46.00	3 Star	£202,830	High KSI rate, High vulnerable road user rates for Drivers 20-29.  RTC's at the following junctions: Barr Common Rd;	Centre hatching, 2 x watchman, improve road markings and signs	£89,100	30%	None	Future programme
26	A4041 Queslett Road	Whole - Walsall side only	45.96	3 Star	£1,115,565	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
27	A4031 West Bromwich Road	Broadway to Borough Boundary	45.50	3 Star	£912,735	Programme to be developed	Scheme details to be confirmed				Future programme
28	B4210 Broad Lane	Whole	45.06	3 Star	£608,490	High collision rates, High KSI rate, High vulnerable road user rates for children casualties, child pedestrians 5-19, and Drivers 20-29;  RTC's at the following junctions:Baytree Rd	Introduce centre hatch, improve road signs, VASS, pedestrian refuge	£53,460	152%	None	Future programme
29	A4124 - Lichfield Road / Sneyd Lane	Borough Boundary to A34 High Street	45.04	3 Star	£1,521,225	High collision rate, High KSI rate, High vulnerable road user rates for P2W, Child KSI, children casualties, child pedestrians 5-19, Drivers 20-29 and car passengers 15-24;  RTC's at the following junctions:The Gate Island, Sandringham Ave	Undertake Route Study to identify improvements	£5,000	4057%	None	Future programme
30	A4038 - Walsall Rd	Darlaston Road to B4200 Park Lane	44.33	3 Star	£1,115,565	High collision rates, High KSI rate, High vulnerable road user rates for P2W's, child casualties, pedestrians, pedestrians 5-19 and Drivers 20-29.  RTC's at the following junctions: Salisbury St, Old Park Rd, Darlaston Rd	Introduce ghost right turns with traffic islands at Salisbury & Old Park Rd; review signal timings, signing and road markings	£76,560	194%	None	Completed 2020/21
31	B4464 - Walsall Street / Walsall Road	Whole	44.00	3 Star	£1,926,885	High collision rates, High KSI rate, High vulnerable road user rates for all casualties and Passengers 15-24;  RTC's at the following junctions: Gypsy La, Bham St, Fletchers La and The Crescent	Upgrade zebra near St Giles, Upgrade zebra near Fisher Street, Junction improvement at Bham St, Junction improvement at Gypsy Lane, signing and lining, build outs, Review signals at The Crescent and usage of Walsall Rd near Guru Nanak	£98,670	260%	Linked to Major scheme for Sustainable Travel corridor linking Walsall to Wolverhampton	Future programme
32	B4152 Salters Road Northgate	Whole	43.52	3 Star	£1,521,225	Programme to be developed	Scheme details to be confirmed				Future programme
33	B4464 - Somerford PI / New Road	Whole	43.50	3 Star	£608,490	Programme to be developed	Scheme details to be confirmed				Future programme
34	B4155 Lichfield Road	High Street to Ogley Road	43.10	3 Star	£709,905	Programme to be developed	Scheme details to be confirmed				Future programme
35	A452 Chester Road High Street	Coppice Lane to A461 Lichfield Road	42.73	3 Star	£1,419,810	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
36	A454 Little Aston Road Section 1	Leighswood Road to Branton Hill	41.00	3 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
37	A4148 Broadway	Whole	40.79	3 Star	£811,320	Medium collision rates, High KSI rate, High vulnerable road user rates for P2W's, child KSI, child casualties, child pedestrians, Drivers 20-29 and Passengers 15-24;  RTC's at the following junctions: West Brom Rd	Linked to route improvements for Broadway west Narrowing approaches to Broadway/ West Bromwich Rd Junction, introduction traffic islands/ pedestrian refuges, upgrade watchman  Consideration of Average Speed Enforcement	£91,000	120%	Linked scheme with Broadway west to be funded as part of 2022/23 LSS Programme  Future implementation of ASE to be considered as part of Black Country ASE Board - funding tbc	Approve measures  Submit to BCASE Board
38	A462 - Sandbeds Rd / Clarkes Lane	Bentley Lane to B4464 Wolverhampton Road west	40.34	3 Star	£2,332,545	High collision rates, High KSI rate, High vulnerable road user rates for children casualties, child pedestrians 5-19, and Drivers 20-29;  RTC's at the following junctions:Stroud Ave	VASS near jct with Stroud Ave	£20,000	1555%	None	Future programme
39	A461 Lichfield Road Section 2	Daw End Lane to Chester Road / High Street	39.82	4 Star	£2,839,620	Programme to be developed	Scheme details to be confirmed				Future programme
40	A4038 - Darlaston Rd	Park Lane to Old Pleck Road	39.69	4 Star	£1,014,150	Medium collision rates, High KSI rate, High vulnerable road user rates - All P2W, child casualties, and Pedestrians 5-19;  RTC's at the following junctions: Old Heath Rd, east Cemetery Rd, Reservoir PI, Scarborough Rd and Wellington St	Centre hatching and pedestrian refuges, provide protected parking areas, junction treatment (build-outs), 2xVASS, review road marking and signage;  (New signal junction Reservoir PI, new arm at Cemetery Rd jct and new signal junction near The Globe Inn)	£75,900	178%	Linked to several developments:Railway station, Boxpool, St Francis group, Gas holder site, and Phoenix 10;	LSS delivered 2020/21 Development-led improvements ongoing
41	A34 Birmingham Road	Bell Road to Borough Boundary	39.43	4 Star	£101,415	High collision rates, High KSI rate, High vulnerable road user rates for Drivers 20-29.  Excessive speed and anti-social behaviour	ASE	£33,691	40%	Average Speed Enforcement complete Spring 2020	Completed Apr 2020

Rank	Route	Section	Overall Score	Star Rating	Total cost of prevention	Key Issues	Scheme description	Scheme cost	FYRR (Calculated 40% reduction)	Comments	Status
42	A4124 - Lichfield Road / Wolverhampton Road	Whole	39.42	4 Star	£912,735	Programme to be developed	Scheme details to be confirmed				Future programme
43	A34 Birmingham Road	A4148 Broadway to Bell Road	38.75	4 Star	£507,075	Medium collision rates, High KSI rate, High vulnerable road user rates for P2W's, children, pedestrians, young pedestrians Drivers 20-29, and Passengers 15-24;	ASE	£33,691	201%	Average Speed Enforcement complete Spring 2020	Completed Apr 2020
44	Noose Lane	A454 to Fibbersley	38.46	4 Star	£709,905	Programme to be developed	Scheme details to be confirmed				Future programme
45	B4151 Foley Road east	Whole	38.00	4 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
46	B4152 Brownhills Rd Lindon Road	Whole	37.19	4 Star	£507,075	Programme to be developed	Scheme details to be confirmed				Future programme
47	B4154 Daw End Lane	A461 Lichfield Rd to A454 Walsall Rd	36.48	4 Star	£507,075	Programme to be developed	Scheme details to be confirmed				Future programme
48	B4154 Longwood Road	Whole	36.39	4 Star	£507,075	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
49	B4464 - Wolverhampton Road west	Whole	35.94	4 Star	£1,014,150	Excessive speed High collision rates, High vulnerable road user rates for P2W, child casualties, and car passengers 15-24; RTC's at the following junctions:Churchill Rd, Warwick Ave, The Crescent	Major scheme development	£0	#DIV/0!	Linked to major sustainable transport corridor improvements CWC/Walsall	Other development
50	A462 - The Green	Midland Rd to Pinfold St	35.30	4 Star	£507,075	Programme to be developed	Scheme details to be confirmed				Future programme
51	B4484 Pinson Road / Field Street	Sommerford Place to Moat Street	35.00	4 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
52	B4138 - Thornhill Road	Whole	34.54	4 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
53	A5 Watling Street	Whole	34.53	4 Star	£1,115,565	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
54	B4484 - Rose Hill	Whole	33.43	4 Star	£405,660	High collision rates, High KSI rate, High vulnerable road user rates for cyclists and pedestrians; Longacre junction RTC cluster and junction with Walsall Road;	Remark carriageway, introduce mini island at Longacre, VASS, formalise on street parking, review kerbing and guardrail at Walsall Road junction	£80,800	67%	Linked to Willenhall Station proposal	Future programme
55	B4154 Pelsall Lane	Whole	33.00	4 Star	£405,660	Parking issues along route Programme to be developed	Scheme details to be confirmed				Future programme
56	A462 - Bilston Lane	Wolverhampton Rd West to Owen Rd	32.08	4 Star	£608,490	Programme to be developed	Scheme details to be confirmed				Future programme
57	A462 - Essington Road	Sneyd Lane to A4124 Lichfield Road	31.85	4 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
58	A454 Aldridge Road	Fernleigh Road to Longwood Lane	31.50	4 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
59	A41 High Street	Moxley junction to Borough Boundary	31.00	4 Star	£608,490	Excessive speed Programme to be developed	Scheme details to be confirmed				Future programme
60	B4590 Bilston Lane	The Keyway to Owen Road	31.00	4 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
61	A461 Lichfield Road Section 1	Broadway to Daw End Lane	30.41	4 Star	£1,521,225	Programme to be developed	Scheme details to be confirmed				Future programme
62	A454 Mellish Road	A461 Lichfield Road to Fernleigh Road	29.38	4 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
63	A4124 - Lichfield Road / Pelsall Road	B4154 Norton Road to Clayhanger Lane	29.00	4 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
64	B4154 Walsall Road	Whole	28.95	4 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
65	A452 Chester Road urban	50m north of Raglan Close to Borough Boundary	28.76	4 Star	£709,905	Programme to be developed	Scheme details to be confirmed				Future programme
66	B4151 Sutton Road	Daffodil Road to Skip Lane	28.75	4 Star	£405,660	Programme to be developed	Scheme details to be confirmed				Future programme
67	B4151 Sutton Road West	Broadway to Daffodil Road	28.30	4 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
68	A452 Chester Road north	A5 Watling Street to Coppice Lane	27.91	4 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
69	B4210 Sandbank & Elmore Green	Whole	27.09	4 Star	£405,660	High collision rate, High KSI rate, High vulnerable road user rates for P2W, child casualties, pedestrians, child pedestrians 5-19, Drivers 20-29 and car passengers 15-24; RTC's at the following junctions:Alfred St, Station St	Junction improvement at Station St, and Church Moat Way, route treatment measures incorporating centre hatch, traffic splitter islands	£45,210	120%	None	Future programme
70	A454 Little Aston Road Section 2	Branton Hill to A452	27.00	4 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
71	A4098 Great Bridge Road	Whole	25.00	4 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
72	A461 Lichfield Road Section 3	100m east Chester Road to boundary	25.00	4 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
73	B4155 Lichfield Road	Canal bridge to Boundary	25.00	4 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
74	B4151 Foley Road west	Whole	24.00	4 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
75	A454 Walsall Road / Aldridge By Pass	B4154 Bosty Lane to Leighswood Road	22.06	4 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
76	A34 Stafford Road	Whole	21.88	4 Star	£507,075	Programme to be developed	Scheme details to be confirmed				Future programme
77	A462 - Cannock - Straight Rd	A4124 Lichfield Road to Bentley Lane	21.87	4 Star	£405,660	Programme to be developed	Scheme details to be confirmed				Future programme
78	A4444 Black Country New Road	Borough Boundary - Moxley junction	20.00	4 Star	£0	Excessive speed and anti-social behaviour	ASE	£43,893	0%	Average Speed Enforcement complete Spring 2020	Completed Apr 2020
79	A41 Black Country New Road	Moxley junction to Borough Boundary	20.00	4 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
80	A463 Black Country Route - section 1	Borough Boundary - Midland Road	18.58	5 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
81	A4124 - Pelsall Road	B4154 Clayhanger Lane to A452 High Street	17.00	5 Star	£304,245	Programme to be developed	Scheme details to be confirmed				Future programme
82	B4151 Beacon Hill	Whole	17.00	5 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
83	A454 Black Country Route - section 2	Midland Road - M6 J10	16.65	5 Star	£709,905	Programme to be developed	Scheme details to be confirmed				Future programme
84	A452 Chester Road (2)	Castlehill - Back Lane	16.22	5 Star	£608,490	Programme to be developed	Scheme details to be confirmed				Future programme
85	A454 The Keyway	Portobello Island to BCR Island	15.67	5 Star	£507,075	Programme to be developed	Scheme details to be confirmed				Future programme
86	A454 Walsall Road	Longwood Lane to B4154 Bosty Lane	15.00	5 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
87	B4154 Beacon Road	Beacon Hill to Old Hall Lane	15.00	5 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
88	B5011 Ogley Road / Chase Road	Whole	12.00	5 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme
89	A452 Chester Road (1)	200m south east of A461 Lichfield Rd to Castlehill	10.00	5 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
90	A452 Chester Road (3)	Back Lane to 50m north of Raglan Close	10.00	5 Star	£202,830	Programme to be developed	Scheme details to be confirmed				Future programme
91	B4151 Sutton Road East	Skip Lane to Beacon Road	10.00	5 Star	£0	Programme to be developed	Scheme details to be confirmed				Future programme
92	B4154 Norton Road	Canal Bridge to Borough Boundary	10.00	5 Star	£101,415	Programme to be developed	Scheme details to be confirmed				Future programme

**Signed only 20mph Area wide speed limits**

## APPENDIX D

Scheme Location	Request - Route/see note1 /Cluster/Public	Monitoring Period Dec 18 - Dec 20				Scheme Description	Approximate Scheme Costs	FYRR	Current Rank	Previous Rank		Comments
		Fatal Collisions	Serious Collisions	Slight Collisions	Collision Total							
Blakenhall/Goscote	Zo	1	7	34	42	20mph signed only gateway style treatments Linked to LSS: Ingram Road, Walker Road - Blakenall Heath & LSS:	£ 30,000.00	1117	1	1		
Darlston (Heathfield - Dorsett - Wolverhampton St - Stafford Rd)	Zo	0	4	10	14	20mph signed only gateway style treatments Linked to LSS: Wolverhampton Street, Darlston	£ 20,000.00	947	2	3		

## Reserve schemes

Coalpool/ Ryecroft	Zo	0	1	21	22	20mph signed only gateway style treatments	£	51,480.00	722	3	4		
Beechdale	Zo	1	4	17	22	20mph signed only gateway style treatments; Speed cushions Cavendish Rd; includes Bloxwich Lane - table top crossings and junction treatment	£	84,480.00	440	4	6		
Park Hall	Zo	0	2	4	6	20mph signed only gateway style treatments	£	30,000.00	338	5	10		
Whetstone, Aldridge	Zo	1	0	3	4	20mph signed only gateway style treatments	£	51,480.00	131	6	8		
Moxley	Zo	0	0	1	1	20mph signed only gateway style treatments	£	15,700.00	108	7	5		
Streetley	Zo	0	1	2	3	20mph signed only gateway style treatments	£	59,685.00	85	8	9		
Chepstow Rd	Zo	0	0	0	0	20mph signed only gateway style treatments	£	9,000.00	0	9	7		
Total for remaining schemes							£	366,155.00					

## Local Safety Scheme Monitoring

Local Safety Scheme Monitoring											Increase No change Saving				Increase No change Saving				Increase No change Saving				Increase No change Saving													
Scheme Location	Request - Route*see note1 /Cluster/Public	Collisions at implementation				Scheme Description	Approximate Scheme Costs	FYRR	Rank	Previous Rank	Comments	Date Implemented	Last 3 years (2019 - 2021)				Previous 3 years (2018 - 2020)				Previous 3 years (2017 - 2019)				Previous 3 years (Dec 16 - Dec 18)				Collision prevention saving							
		Fatal Collisions	Serious Collisions	Slight Collisions	Collision Total								Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total	Trend	Collision prevention saving	Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total	Trend	Collision prevention saving	Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total		Trend	Collision prevention saving					
A4148 Pleck Road (Moat Road to Darlaston Road)	Ro*	1	3	16	20	2no. VASS, pedestrian refuges, buildouts, new roadmarking layout; Guide markings through Moat Rd/Pleck Rd junction with HFS on approach. Improved warning and directional signs. Review of operation jct with St Johns Rd	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2018/19 programme	Apr-19	0	1	8	9	-11	-£994,664	0	2	9	11	-9	-£813,816	0	2	12	14	-6	-£542,544	n/a	n/a	n/a	n/a	n/a	n/a
Walsall Road / Hall Lane / Vicarage Road	Cl	1	0	6	7	Review operation, intergreens, introduce HFS on all approaches, improve road marking and signing	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2018/19 programme	Sep-19	0	3	2	5	-2	-£180,848	0	3	3	6	-1	-£90,424	0	1	4	5	-2	-£180,848	n/a	n/a	n/a	n/a	n/a	n/a
A4124 Lichfield Rd (Field Road to Clockmill Rd)	Ro*	0	5	4	9	Route treatment with centre hatching, junction improvements at Stoney Lane, traffic refuge, lining and signing	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2018/19 programme	Sep-18	0	2	7	9	0	£0	0	2	3	5	-4	-£361,696	0	5	2	7	-2	-£180,848	n/a	n/a	n/a	n/a	n/a	n/a
Old Pleck Road / Darlaston Rd / Bescot Rd	Cl	0	1	4	5	Junction Improvement	n/a	n/a	n/a	n/a	Forms part of Darlaston SDA	n/a	0	0	10	10	5	£452,120	0	1	10	11	6	£542,544	0	1	7	8	3	£271,272	0	1	6	7	2	£180,848
The Green / Bentley Road South / Richards Street	Cl	0	0	2	2	Include as part of Darlaston SDA	n/a	n/a	n/a	n/a	Forms part of Darlaston SDA		0	0	0	0	-2	-£180,848	0	0	0	0	-2	-£180,848	0	0	1	1	-1	-£90,424	0	0	1	1	-1	-£90,424
A4148 Wallows Lane - Bescot Road - Dickinson	Ro*	0	3	15	18	Major scheme - junction improvements Bescot Rd/ Pleck Rd and introduction of roundabout with Wallows Lane	n/a	n/a	n/a	n/a	Forms part of Darlaston SDA	n/a	0	0	26	26	8	£723,392	0	1	24	25	7	£632,968	0	2	14	16	-2	-£180,848	0	3	24	27	9	£813,816
Broadway / Weston Street	Cl	0	1	2	3	UTC junction improvement planned	n/a	n/a	n/a	n/a	Forms part of UTC major scheme	n/a	0	3	7	10	7	£632,968	0	5	5	10	7	£632,968	0	4	5	9	6	£542,544	0	2	1	3	0	£0
Caldmore Rd (Caldmore Green to Bradford St)	Ro*	0	2	10	12	Caldmore Road one way outbound including traffic calming, improved parking areas, Signal equipment, Carriageway and Footway resurfacing.	n/a	n/a	n/a	n/a	Delivered as Caldmore Road Parking & Congestion Scheme		0	1	5	6	-6	-£542,544	0	0	5	5	-7	-£632,968	0	0	4	4	-8	-£723,392	0	2	7	9	-3	-£271,272
A462 The Green (Midland Rd - Pinfold Street)	Ro*	0	2	3	5	Crossing, roadmarkings, HFS	n/a	n/a	n/a	n/a	Crossing on St Lawrence Way near Bus Station planned as part of Regeneration scheme and Asda development		0	2	3	5	0	£0	0	3	5	8	3	£271,272	0	2	3	5	0	£0	0	1	4	5	0	£0
Primley Ave	Ro*	0	3	4	7	Table junction at Blay Ave, improved traffic calming, signing and lining, VASS	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme	2017/18	0	1	3	4	-3	-£271,272	0	1	2	3	-4	-£361,696	0	0	1	1	-6	-£542,544	0	0	3	3	-4	-£361,696
Heath Rd, Darlaston (Midland Road to Kendricks Road)	Ro*	0	1	8	9	Route treatment improved lining signing and VASS, junction treatment at Whitworth and bend treatment	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme	2017/18	0	0	0	0	-9	-£813,816	0	0	0	0	-9	-£813,816	0	0	2	2	-7	-£632,968	0	0	6	6	-3	-£271,272
West Bromwich Road (Greenside Way to Walstead Road)	Ro*	1	3	7	11	Narrow carriageway to single lane with centre hatching, traffic islands and build outs on extg central reservation Greenside Way and Junction treatment at Bell Lane. Install Watchman inbound	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme	2017/18	0	0	2	2	-9	-£813,816	0	1	6	7	-4	-£361,696	1	1	6	8	-3	-£271,272	1	2	8	11	0	£0
Pleck Road / Bridgeman Street	Cl	0	0	6	6	Fully signal right turn to Moat Rd, review signal operation and road space, introduce HFS	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme	2017/18	0	1	5	6	0	£0	0	0	5	5	-1	-£90,424	0	0	4	4	-2	-£180,848	0	0	6	6	0	£0
BCR/ Keyway Roundabout	Cl	0	0	9	9	Increase exit to Keyway to two lanes and create two lanes dedicated around the circulatory from BCR Eastbound offslip; Remark roadmarkings	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme	2017/18	0	0	3	3	-6	-£542,544	0	0	2	2	-7	-£632,968	0	0	6	6	-3	-£271,272	0	0	9	9	0	£0
A34 Birmingham Road (Skip Lane to Walstead Road and approaches)	Ro*	1	3	9	13	Reallocate road space to reduce outbound carriageway at junction with Walstead Road. Junction improvement at Charlemont	n/a	n/a	n/a	n/a	Implemented as part of LTP LSS 2017/18 programme; Consider speed enforcement system in partnership with Black Country Districts & WMP	2017/18	0	0	0	0	-13	-£1,175,512	0	0	1	1	-12	-£1,085,088	0	0	3	3	-10	-£904,240	0	1	8	9	-4	-£361,696
Wednesbury Road / Oxford Street	Cl	0	0	7	7	Narrow carriageway, improved road markings, new signs	n/a	n/a	n/a	n/a	Scheme delivered as part of LSS 2016/17	2016/17	0	0	2	2	-5	-£452,120	0	0	2	2	-5	-£452,120	0	0	3	3	-4	-£361,696	0	0	4	4	-3	-£271,272
Moxley Gyratory	Cl	1	0	4	5	Traffic Signals upgraded to LED, Polymer Backing Boards, increased intergreens -March 2016	n/a	n/a	n/a	n/a			0	0	3	3	-2	-£180,848	0	0	3	3	-2	-£180,848	0	0	3	3	-2	-£180,848	0	0	2	2	-3	-£271,272
Broadway North (Arboretum Road - Lincoln Road)	Ro*	0	0	9	9	Centre hatching with traffic islands; Review pedestrian crossing timings and equipment	n/a	n/a	n/a	n/a	Delivered as part of LSS 2016/17	2016/17	0	1	4	5	-4	-£361,696	0	1	9	10	1	£90,424	0	2	11	13	4	£361,696	0	1	8	9	0	£0
Walsall Road (Bills Street to Cobden Street)	Ro*	0	5	0	5	Introduction of improved pedestrian facilities	n/a	n/a	n/a	n/a	Scheme delivered as part of MEW 2016/17, Introduced new Zebra crossing January 2017	2016/17	0	0	2	2	-3	-£271,272	0	0	5	5	0	£0	0	0	4	4	-1	-£90,424	0	3	2	5	0	£0
Wednesbury Road (Hilary Street to Milton Street)	Ro*	0	4	22	26	Junction treatment at Milton Street, Bescot Rd, Hilary Street. Improved ped facilities, VASS, HFS, bend warning signs, build out inc extension to central reservation, offset centre on approach to Milton Street and lining	n/a	n/a	n/a	n/a	Delivered as part of LSS 2016/17	2016/17	0	0	4	4	-22	-£1,989,328	0	0	3	3	-23	-£2,079,752	0	1	5	6	-20	-£1,808,480	0	1	8	9	-17	-£1,537,208
Bloxwich Lane	Ro*	0	3	15	18	Centre hatching, improved lane markings, refuge, and traffic islands; Remove offside approach lane on Bloxwich Lane on approach to Roundabout with Reedswood Way	n/a	n/a	n/a	n/a	Delivered as part of LSS 2016/17	2016/17	0	2	4	6	-12	-£1,085,088	0	2	6	8	-10	-£904,240	0	3	9	12	-6	-£542,544	0	2	10	12	-6	-£542,544
A4124 Lichfield Road / A462 Essington Road	Cl	0	0	8	8	Scheme implemented 2016	n/a	n/a	n/a	n/a	Scheme delivered 2015/16. RTC's prior top scheme to be monitored	2015/16	0	0	2	2	-6	-£542,544	0	0	2	2	-6	-£542,544	0	0	4	4	-4	-£361,696	0	0	6	6	-2	-£180,848
A4124 (Sandringham Avenue to Bealeys Lane)	Ro*	0	5	23	28	Road markings, HFS at crossings, new crossing point near The Square, lane markings / lane sign, warning signs with markings and bus stop relocation	n/a	n/a	n/a	n/a	Delivered as part of LSS 2015/16	2015/16	0	2	15	17	-11	-£994,664	0	4	14	18	-10	-£904,240	0	6	18	24	-4	-£361,696	0	5	15	20	-8	-£723,392

Local Safety Scheme  
Monitoring

Increase	Increase	Increase	Increase
No change	No change	No change	No change
Saving	Saving	Saving	Saving

Scheme Location	Request - Route*see note1 /Cluster/Public	Collisions at implementation				Scheme Description	Approximate Scheme Costs	FYRR	Rank	Previous Rank		Comments	Date Implemented	Last 3 years (2019 - 2021)				Previous 3 years (2018 - 2020)					Previous 3 years (2017 - 2019)					Previous 3 years (Dec 16 - Dec 18)					Collision prevention saving								
		Fatal Collisions	Serious Collisions	Slight Collisions	Collision Total									Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total	Trend	Collision prevention saving	Fatal Collisions	Serious Collisions		Slight Collisions	Accident Total	Trend	Collision prevention saving		Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total			Trend	Collision prevention saving	Fatal Collisions	Serious Collisions	Slight Collisions	Accident Total	Trend	
Coalpool Lane / Goscote Lane	Ro*	0	2	11	13	Traffic islands with hatching and road marking improvements	n/a	n/a	n/a	n/a		Delivered as part of LSS 2015/16	2015/16	0	0	12	12	-1	£-90,424	0	0	9	9	-4	£-361,696	0	1	8	9	-4	£-361,696	0	2	7	9	-4	£-361,696				
Harden Road / Broadstone	Ro*	0	0	2	2	Junction improvements to Broadstone Ave	n/a	n/a	n/a	n/a		Treated under 2014/15 LSS Programme	2014/15	0	0	0	0	-2	£-180,848	0	0	0	0	-2	£-180,848	0	0	0	0	-2	£-180,848	0	0	1	1	-1	£-90,424				
Harden Road / Walker Road	Cl	0	0	3	3	Localised narrowing on both sides of junction.	n/a	n/a	n/a	n/a		Delivered as part of LSS 2014/15	2014/15	0	1	1	2	-1	£-90,424	0	1	1	2	-1	£-90,424	0	1	1	2	-1	£-90,424	0	0	2	2	-1	£-90,424				
Coalpool Lane/ Mill Lane	Cl	0	0	4	4	Traffic calming scheme implemented	n/a	n/a	n/a	n/a		Linked to Coalpool Lane traffic calming LSS 2014/15	2014/15	0	0	0	0	-4	£-361,696	0	0	0	0	-4	£-361,696	0	0	1	1	-3	£-271,272	0	0	3	3	-1	£-90,424				
Broadway west - Broadway (Bescot Cres to Weston St)	Ro*	0	1	4	5	HFS junction warning signs with red mat SLOWS ped refuge and lining	n/a	n/a	n/a	n/a		Delivered as part of LSS 2014/15	2014/15	0	1	9	10	5	£452,120	1	2	7	10	5	£452,120	1	2	2	5	0	£0	1	1	2	4	-1	£-90,424				
Harden Road (Harden Close to Coalpool Lane)	Ro*	0	0	2	2	Signing, lining, HFS, Interactive sign, build outs	n/a	n/a	n/a	n/a		Delivered as part of LSS 2014/15	2014/15	0	0	8	8	6	£542,544	0	0	6	6	4	£361,696	0	0	4	4	2	£180,848	0	0	2	2	0	£0				
Sutton Road / Beacon Road Junction	Cl	0	0	2	2	Guide markings through junction with HFS on approach. Improved warning and directional signs.	n/a	n/a	n/a	n/a		Delivered as part of LTP 2014/15	2014/15	0	0	2	2	0	£0	0	0	3	3	1	£90,424	0	0	1	1	-1	£-90,424	0	0	0	0	-2	£-180,848				
Broadway / Birmingham Road	Cl	0	1	14	15	Convert one island to gyratory plus associated markings and signs	n/a	n/a	n/a	n/a		Scheme implemented March 2014 as part of 13/14 LTP minor works programme	2013/14	0	0	3	3	-12	£-1,085,088	0	0	2	2	-13	£-1,175,512	0	0	5	5	-10	£-904,240	0	0	11	11	-4	£-361,696				
Birmingham Road inc Jct Broadway	Ro*	0	3	15	18	Narrow carriageway width and improve signage at Jct with Broadway	n/a	n/a	n/a	n/a		Junction improvements implemented March 2014	2013/14	0	0	6	6	-12	£-1,085,088	0	0	4	4	-14	£-1,265,936	0	2	6	8	-10	£-904,240	0	2	13	15	-3	£-271,272				
Walstead Road	Ro*	0	0	10	10	Table top at Delves Green with refurbished Zebra, centre hatching and pad traffic islands	n/a	n/a	n/a	n/a		Delivered as part of LSS 2012/13	2013/14	0	1	8	9	-1	£-90,424	0	0	7	7	-3	£-271,272	0	1	8	9	-1	£-90,424	0	1	5	6	-4	£-361,696				
Field Road, Bloxwich	Ro*	0	4	16	20	Speed cushions, raised table at Victoria Rd junction, mini-roundabout at Church St	n/a	n/a	n/a	n/a		Delivered as part of LSS 2019/20		0	2	5	7	-13	£-1,175,512	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
B4038 Walsall Road	Ro*	0	5	10	15	Pedestrian refuges and central hatching	n/a	n/a	n/a	n/a		Delivered as part of LSS 2020/21	2020/21	0	0	3	3	-12	£-1,085,088	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
B4038 Darlaston Road (including Bescot Rd Junction)	Ro*	0	6	13	19	Pedestrian refuges and central hatching	n/a	n/a	n/a	n/a		Delivered as part of LSS 2020/21	2020/21	0	3	17	20	1	£90,424	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
Cavendish Road and Beechdale estate	Ro*	1	3	8	12	Speed cushions on Cavendish Rd, and raised crossing point to Reedswood park. 20mph speed limit on estate	n/a	n/a	n/a	n/a		Delivered as part of LSS 2019/20	2020/21	1	4	16	21	9	£813,816	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
Cavendish Road	Ro*	1	2	2	5	Speed cushions on Cavendish Rd, and raised crossing point to Reedswood park. 20mph speed limit on estate							2020/21	1	1	3	5	0	£0	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
Corporation Street- West Bromwich Street - Weston Street	Ro*	1	3	21	25	Speed cushions and raised table at Caldmore Green junction	n/a	n/a	n/a	n/a		Delivered as part of PCHS funded programme 2019/20	2019/20	0	1	12	13	-12	£-1,085,088	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
Palfrey/Caldmore	Zo	2	5	48	55	20mph signed only gateway style treatments	n/a	n/a	n/a	n/a		Delivered as part of 2019/20 (March 20)	2019/20	0	4	25	29	-26	£-2,351,024	n/a	n/a	n/a	0			n/a	n/a	n/a	0			n/a	n/a	n/a	0						
														Total saving in terms of collision prevention				Total saving in terms of collision prevention				Total saving in terms of collision prevention				Total saving in terms of collision prevention				Total saving in terms of collision prevention				Total saving in terms of collision prevention							
																		-£10,398,760								-£9,856,216				-£9,042,400								-£5,787,136			

### Promotion of Community Health and Safety

Refer to RS19 - Procedure for assessing sites of Community Health & Safety

## APPENDIX E

Scheme Heading	Budget	Scheme Description	Comments	
Safety related requests	£10,000.00	To address minor road safety concerns within the Borough		
Speed Management	£50,000.00	Review of 20mph speed limit areas; areas listed as part of LSS programme		
Network Performance	£115,000.00	Implementation of route management systems	Links to delivery of Congestion Management Plan & Network Management Plan	
<b>Total budget to complete schemes</b>	<b>£175,000.00</b>			

[illegible]

## Reserve schemes

	2	Somerfield Road		Blowich	740	11.8	136	0	0	71	Clr Jones	Nov-15	5	0	1	1	1	0		£261,960	0.5	8	8.52	2	33		Strict traffic calming measures			32%
	3	Pooles Lane		Willenhall	605	7.3	110	0	0		Clr Shires	Feb-10	4	0	0	1	1	1		£132,495	0.8	7	7.83	3	17		Speeding vehicles and HGVs ignoring 7.5t limit			51%
	4	Hollyhedge La - Birchills St		Birchills	300	7.3	50	100	0		n/a	Feb-19	2	0	1	1	1	1		£65,700	1.5	6	7.52	4	32					51%
	5	Blakenhall Lane/ Chantry Ave		Blakenhall Heath	100	9.0	40	50	0		n/a		2	0	2	1	0	0		£27,000	2.4	5	7.41	5	36					125%
	6	Coppice Farm Way		Willenhall	1390	8.0	1121	0	0		Clr Shires	Dec-10	3	0	0	0	0	1		£333,600	3.4	4	7.36	6	20		Traffic calming			15%
	7	Edrington Road		Aldridge	2485	7.2	140	80	0		Mrs Cartwright	Apr-15	4	0	1	1	1	0		£536,760	0.3	7	7.34	7	14		Traffic Calming to reduce perceived speeding			13%
	8	Wimperis Way / Bonnington Way / Romney Way		Pheasey	1280	6.5	202	10	170		Mr Sadler, Councillors: Andrew, Bailey,	Nov-02	3	0	1	1	0	1		£249,600	0.8	6	6.83	8	41		Traffic calming to slow motorists avoid Collingwood Road	Needs to be considered with Tyndale Crescent as an affected parallel route		20%
	9	Barns Lane & Westgate		Rushall	3020	6.0	270	115	0		Clr Worral	Aug-12	5	0	0	0	1	0		£543,600	0.6	6	6.60	9	24		Request for speed reducing measures and night time HGV ban			16%
	10	Bewley Road, (Calstock Rd / Binbrook Rd / Darvel Rd)		Bentley	197	6.0	70	92	0		Clr Baker	Aug-17	1	0	1	0	0	1		£35,460	3.3	3	6.27	10	53		Traffic Calming - Local Safety Scheme			48%
	11	Coronation Road		Pelsall	650	6.9	139	22	0		Ms C Brennan	Jun-14	2	0	1	1	1	0		£134,550	1.1	5	6.11	11	72		Speeding vehicles, parking, volume of traffic			25%
	12	Walsall Wood Road		Aldridge	1985	7.5	406	65	0		Miss Louise Connor	Mar-15	3	0	0	0	1	1		£446,625	1.0	5	5.98	12	12		Traffic calming / safety camera request	Miss Louise Connor		11%
	13	Leamore Lane/ Fryer Rd		Leamore	300	9.3	50	60	0		n/a	Feb-19	1	0	1	1	1	1		£83,700	1.0	5	5.96	13	7					20%
	14	Providence Lane		Leamore	270	7.6	114	0	44		Mr D. Coley, Councillors:- Oliver and Barton	Dec-02	3	0	0	0	1	0		£61,560	1.9	4	5.85	14	30		Closure to prevent rat running			82%
	15	Old Park Road		Kingshill	396	7.3	68	180	0		Mohammad Penger	Aug-13	2	0	0	1	0	1		£86,724	1.8	4	5.82	15	42		Traffic calming to reduce speeds / improve safety for elderly			39%
	16	Mill Road, Pelsall		Pelsall	627	6.0	200	0	0		n/a	Jul-13	2	0	0	1	1	0		£112,860	1.8	4	5.77	16	3		Traffic calming			30%
	17	Park Hall Road		Paddock	1581	6.4	123	135	0		Mr Harris	Nov-08	3	0	1	1	0	0		£903,552	0.6	5	5.63	17	91		Speeding vehicles			17%
	18	Northgate, Mini Rbt, Aldridge upto and including Walton Rd		Aldridge	366	7.0	29	20	0		Clr Wilson		5	0	0	0	0	0		£76,860	0.5	5	5.51	18	11		Concern regarding mini-roundabout	Clr Wilson		110%
	19	A4124 Lichfield Road, New Invention		Willenhall	670	6.0	50	0	0		MP Eddie Hughes	Jan-18	3	0	0	1	1	0		£120,600	0.4	5	5.41	19	13		Speed Camera or traffic calming			42%
	20	Four Crosses Road		Sheffield	221	6.2	17	0	0		Miss J O'Brien	May-14	2	0	1	1	0	1		£41,406	0.4	5	5.41	20	98		Request for traffic calming			82%
	21	Turnberry Road,		Blowich	1137	7.3	17	1144	0		Jayne Price	Oct-13	2	0	0	0	1	0		£249,960	2.4	3	5.36	21	50		Modification of traffic calming			14%
	22	The Crescent, Willenhall		Willenhall	500	9.0	30	20	0		Eddie Hughes MP	Jun-18	3	0	1	0	0	1		£135,000	0.3	5	5.30	22	105		Central hatching, slow markings.			38%
	23	Old Town Lane		Pelsall	477	6.5	70	100	0		Clr Lee	10/06/2021	1	0	1	1	0	1		£93,015	1.3	4	5.29	23	n/a		Traffic Calming, concerns regarding vehicle speed			18%
	24	Walsall Road, Aldridge		Aldridge	1285	6.7	232	62	0		Mr Robert Jones	Dec-08	3	0	0	1	0	0		£259,056	1.0	4	5.02	24	22		Speeding traffic			20%
	25	Parker Street inc Sandhill Street		Blowich	500	7.4	108	0	0		Nicola Denny 01922 710937	Apr-10	1	0	1	1	1	0		£111,000	1.0	4	4.97	25	27		Parking restrictions / junction imps / traffic calming			15%
	26	Highfield Road		Pelsall	360	6.0	26	61	0		M Page	Mar-11	1	0	1	1	0	1		£64,800	0.9	4	4.87	26	29		Traffic claiming to reduce vehicle speeds			26%
	27	Bentley Road North		Bentley	494	7.0	36	306	0		Mr Martin	Jul-17	2	0	0	0	1	0		£103,740	1.8	3	4.82	27	23		Traffic Calming to include warning signs ped. Vass Bend warning.			33%
	28	Stephenson Avenue, Beechdale		Beechdale	500	7.5	60	50	0		Mr Williams	Jun-18	4	0	0	0	0	0		£112,500	0.8	4	4.76	28	119		On-street parking bays, off-set centre line, central refuges.			60%
	29	Tasker St nr Wednesbury Rd		Palfrey	200	7.5	20	25	0		n/a		2	0	0	1	1	0		£45,000	0.7	4	4.72	29	9					75%
	30	Hall Lane, Mouse Hill		Pelsall	500	6.0	50	0	0		Wendy Morton MP	Apr-18	1	0	0	1	1	1		£90,000	0.6	4	4.56	30	25		Bolt down speed cushions or priority give ways			19%
	31	Hayley Street		Willenhall	240	6.0	60	100	0		Mr Springthorpe	04/08/2021	1	0	0	0	0	1		£43,200	2.5	2	4.55	31	n/a		Traffic Calming, concerns regarding vehicle speed			39%
	32	Fleming Road		Walsall	340	5.1	63	24	47		Mr & Mrs Round, Councillors:- Joan Barton	Oct-04	1	0	0	1	0	1		£52,020	1.4	3	4.44	32	48		Closure to stop rat rumnign following collisions involving a child			32%
	33	Slaney Road		Pieck	270	5.8	66	0	0		Mr A. Jenkins	May-14	2	0	0	0	0	1		£46,980	1.4	3	4.40	33	100		Monitor road with a view of reducing the speed limit			72%
	34	Heathfield Lane West		Darlaston	321	6.1	80	0	0		Clr Bott	Jan-07	2	0	1	0	0	0		£58,743	1.4	3	4.36	34	101		Request for traffic calming			58%
	35	Tyndale Crescent		Pheasey	886	6.4	231	0	179		Peter Bonham, Councillors:- Martin Hamner, Rose Bailey,	Aug-02	2	0	0	0	1	0		£170,112	1.4	3	4.36	35	64		Request for traffic calming			20%
	36	Well Lane/ Shakespeare Cresc		Leamore	100	6.5	50	30	0				1	0	0	0	0	0		£19,500	3.3	1	4.33	36	65					87%
	37	St Annes Road		Willenhall	531.5	7.0	106	80	0		Mr Garbutt	Dec-15	2	0	0	0	1	0		£111,619	1.3	3	4.31	37	52		Road widening for visibility and safety.			30%
	38	Delves Rd / Highgate Rd / Sandwell St		Palfrey	75	9.0	25	0	0		Clr Coughlan	Nov-17	1	0	0	1	1	0		£20,250	1.2	3	4.23	38	68		Mini roundabout at give-way junction	Request maintenance to add give way triangles to junction		83%
	39	Catshill Road / Fullelove Road		Brownhills	1280	5.1	231	16	132		J. Lees, Councillors :- Alan Paul, Dave Turner & J. Bird	Dec-02	1	0	0	1	0	1		£195,840	1.2	3	4.22	39	69		Traffic calming			9%
	40	Brookland Road		Aldridge	521	5.8	86	35	0		Mrs Donna Parkes	Feb-10	2	0	0	0	0	1		£90,654	1.1	3	4.14	40	39		Traffic calming to prevent rat running			37%
	41	Gretton Crescent		Aldridge	300	5.5	50	0	0		Zoe Dodd	Mar-18	1	0	1	0	0	1		£49,500	1.0	3	4.01	41	111		Speed cushions and signing			34%
	42	Broadmeadow		Aldridge	534	6.5	55	96	0		Mr Berry	Jan-13	1	0	0	1	0	1		£104,130	1.0	3	3.99	42	57		Parking bay sign-down speed cushions and zomph speed limit. VASS signs at Aldridge Road			16%
	43	Hundred Acre Road		Streety	1000	6.2	160	0	0		Wendy Morton MP	Mar-18	2	0	0	1	0	0		£186,000	0.9	3	3.86	43	115		Speeding motorists past Knights Hill and collisions			18%
	44	Barr Common Road		Aldridge	430	6.0	54	24	0		Mr Shipley	Jul-09	2	0	1	0	0	0		£77,400	0.9	3	3.85	44	40		Traffic calming for Coppice Road due to speeding vehicles			21%
	45	Coppice Road		Walsall Wood	900	6.0	143	264	142		Mrs Hughes	Sep-05	2	0	0	0	0	0		£162,000	1.7	2	3.70	45	18		Modify existing traffic calming to enforce 20mph speed limit			0%
	46	Revenscroft Road		Willenhall	371	5.0	117	66	0		MH Reeves	Apr-10	0	0	0	0	0	1		£55,650	2.7	1	3.70	46	44		Traffic calming measures			14%
	47	Chantry Ave		Blakenall	830	5.0	185	17	unknown		Clr Young, Petition	Apr-14	1	0	1	0	0	0		£124,500	1.6	2	3.55	47	31		Road safety concerns relating to Sea Cadets building			17%
	48	Station Road Aldridge		Aldridge	505	6.5	133	33	0		n/a	May-14	1	0	0	1	0	0		£98,475	1.5	2	3.52	48	61		Traffic calming request			28%
	49	Edinburgh Avenue		Bentley	600	6.6	114	132	n/a		Mr G Taylor	Sep-14	2	0	0	0	0	0		£118,800	1.5	2	3.52	49	93		Proposed scheme abandoned due to lack of resident's support	Proposed scheme abandoned due to lack of resident's support		25%
	50	Springvale Avenue/Barry Road		Walsall	430	5.3	34	0	34		Mr Baker, Councillors:- Ali, Martin and Sanders	Oct-03	1	0	0	1	0	1		£68,370	0.5	3	3.50	50	46					87%
	51	Dumblederry Lane/ Station Rd		Aldridge	100	6.5	30	35	0		n/a		1	0	0	0	0	0		£19,500	2.4	1	3.44	51	63					26%
	52	Dumblederry Lane		Aldridge	727	6.0	38	15	0		Mrs Attridge	Nov-15	2	0	0	0	1	0		£130,860	0.3	3	3.35	52	102		Request for measure to prevent traffic bypassing The Fingerpost			30%
	53	Abbey Drive / Charles Crescent		Pelsall	675	5.6	120	48	15		Clr G Perry	Nov-06	2	0	0	0	0	0		£113,400	1.3	2	3.27	53	106		Priority build-outs, give way			0%
	54	Millfield Avenue		Pelsall	200	7.3	30	50	0		Mr Cartwright	Aug-18	0	0	0	1	0	1		£43,800	1.3	2	3.26	54	67		Change to existing traffic calming			0%
	55	Dovedale Avenue		Short Heath	450	5.2	101	104	0		Mr Adrian Anderson	Apr-10	0	0	0	0	0	1		£70,200	2.2	1	3.18	55	70		Installation of bollard			31%
	56	Mount St/White Street		Caldmore	336.5	5.4	62	0	0		n/a	Nov-13	1	0	0	0	1	0		£54,015	1.1	2	3.15	56	71		Speeding traffic along Whetstone Lane, inconsiderate parents	New request 2017/18		0%
	57	Whetstone Lane		Aldridge	980	6.3	151	116	0		Mr Martin	Mar-17	0	0	0	1	1	0		£185,220	1.1	2	3.13	57	55		Request for platform junction			31%
	58	Hardy Road		Walsall	305	6.0	60	0	57		W. Williams, Councillors:- Robertson	Apr-05	1	0	0	0	0	1		£54,900	1.1	2	3.09	58	107		Request for traffic calming			12%
	59	Greaves Avenue		Park Hall	690	6.9	69	172	0																					

					AREA						REQUEST			ACCIDENTS (Jan 19 - Dec 21)			AMENITIES			COST		ASSESSMENT																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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Safer Routes Scheme Ranking 2022/23

APPENDIX F

School	Requested by school	No of accidents within 500m radius (2019-2021)	child accidents within 500m radius (2019-21)	Description	A*STARS school*	Completed previous year A*STARS Action Plan	Link to existing cycle network	Cycle storage at school	Pedestrian training 21/22	Bikeability training 21/22	Assessment					SCORE	Comments	RANKING
											estimated cost of scheme (£)	No of pupils on roll	No of pupils that walk / scooter	No of pupils that cycle	No of pupils / £1000			
The Streetly Academy	1	6	3	School zone signs could be more prominent	5	1	0	0	0	0	16,800	1390	737	111	50.5	41.2		
Croft Academy	1	40	13	Review school zone (Keep Clear) and cycle parking	5	1	1	1	1	1	15,000	240	0	0	0.0	34.0		
Support for Astars* (minor works)	n/a	n/a	n/a	Minor schemes to support encouragement of sustainable travel	n/a	n/a	n/a	n/a	n/a	n/a	27,500	n/a	n/a	n/a	n/a		Programme detailed below	
Total budget to complete identified schemes											£59,300							

\* Support for Astars (minor works)

St James Primary School	1	14	3	School Keep Clear markings and signs	5	1	0	1	0	0	500	196	134	9	286.0	161.0		
St John's CE Primary	1	11	0	Parking by playground gate, need lines painted to stop this	5	1	0	0	0	0	2,000	380	193	14	103.8	64.9		
Barcroft	1	15	2	Cycle Shelter Improvements	5	1	1	1	1	0	5,000	472	222	16	47.6	44.8		
St Giles	1	32	6	Cycle Parking	5	0	0	0	0	0	5,000	377	162	7	33.8	33.9		
County Bridge	1	20	4	Scooter Storage	5	1	0	1	1	1	5,000	251	78	0	15.6	30.8		
St Peter's RC Primary	1	16	5	Cycle/Scooter storage	5	1	0	1	1	1	5,000	234	47	1	9.6	28.8		
Castlefort JMI School	1	3	0	cyle / scooter storage	5	1	0	1	1	1	5,000	263	85	6	18.2	28.1		
Total budget to complete identified schemes											£27,500							

Safer Routes Schemes - Reserve List

County Bridge	1	20	4	School zone on Anson Rd	5	1	1	1	1	1	10,000	251	78	0	7.8	28.9		
The Streetly Academy	1	6	3	Part time 20mph School Zone on Queslett Rd	5	n/a	0	1	0	1	20,000	1241	417	17	21.7	28.9		
West Walsall E-Act Academy & Alumwell Schools	0	46	4	Printley Avenue - Shared-use footway / cycleway	5	0	1	1	1	0	50,000	1502	868	15	17.7	28.8		
St Giles	1	32	6	School Zone on Walsall Rd	5	0	0	0	1	1	12,000	377	162	7	14.1	28.0		
The Bentley Federation ( Bentley West)	1	11	4	BW one way system across Cripps Road	5	1	0	0	0	0	15,000	490	306	15	21.4	27.7		
Salisbury	1	9	1	Cycle Storage	5	0	0	0	0	0	5,000	257	155	1	31.2	27.6		
Christchurch	1	26	6	Harden Road entrance Improvements	5	0	0	1	1	0	10,000	296	108	6	11.4	26.7		
Fullbrook Nursery	1	24	9	flashing school sign	5	1	1	0	0	n/a	10,000	152	45	0	4.5	26.3		
Blue Coat CoE Academy	1	30	5	Birmingham Street - Improvements to zebra crossing between split school sites	5	1	0	1	0	1	60,000	779	339	6	5.8	24.9	552 students surveyed	
Leamore Lane / Reedswood	0	21	2	Pedestrian improvements along corridor	0	1	1	1	0	0	50,000	2106	1508	130	32.8	24.4	Ped collisions highlighted	
Shire Oak Academy	1	5	2	Part time 20mph speed limit on A452	5	0	0	1	n/a	1	20,000	1426	279	16	14.8	24.4		
Queen Marys Grammer - Boys	1	16	1	Island outside of school and bus stop to be investigated	5	1	0	0	0	0	10,000	1278	192	13	20.4	24.2		
Watling Street	1	2	0	The Parade - no passing places; congestion from parking on the parade	5	1	0	1	1	1	15,000	236	108	12	8.0	23.0	232 children surveyed	
St Josephs Catholic School	1	13	2	Cycle storage	5	0	0	0	0	0	5,000	237	85	11	19.2	22.6		
Little Bloxwich Primary	1	10	2	Grenfell Road - additional traffic calming	5	0	1	1	0	0	8,000	209	87	1	11.0	22.5		
Rivers Academy	0	12	1	zebra upgrade / school zone / traffic restrictions & calming	5	0	0	1	1	1	15,000	310	137	21	10.5	22.3	Requested by resident - possible school improvement in future (pre-app)	
Castlefort JMI	1	3	0	Cycle Storage	5	0	0	0	1	0	5,000	263	85	5	18.0	22.0		
St Thomas of Canterbury	1	10	2	20mph additional measures / school zone	5	0	0	1	0	0	10,000	238	113	18	13.1	21.6		
St Francis Catholic Primary	1	4	1	Four Crosses Staggered jcn improvements	5	0	0	1	1	1	10,000	209	69	1	7.0	21.5		
Shire Oak Academy	1	5	2	Zebra crossing north of Friezeland Lane	5	0	0	1	n/a	1	40,000	1426	279	16	7.4	20.7	Petition following fatality	
Salisbury	1	9	1	School Zone (Salisbury St/ Station Rd)	5	0	1	0	0	0	12,000	257	155	1	13.0	20.5		
Lindens Primary	1	4	3	Cycle Storage	0	0	0	0	0	0	5,000	469	156	6	32.4	20.2		
Leamore	1	21	2	Cycle Storage	0	0	1	0	0	0	5,000	244	148	1	29.8	19.9	Scheme slipped from 2018/19	
Woodlands Academy	1	4	0	One way on Hunts Lane	5	1	0	0	0	0	20,000	463	242	0	12.1	19.1		
Mirus Academy (now Bloxwich Academy)	0	9	3	Willenhall Lane / Leamore Lane - School safety zone & pedestrian improvements	0	0	1	1	0	0	25,000	678	557	45	24.1	19.0	Potential link to closure of level crossing at Willenhall Lane / Reeves Street	
Shire Oak Academy	1	5	2	Chester Road - Toucan crossing & segregated footway / cycleway	5	0	0	1	n/a	1	90,000	1426	279	16	3.3	18.6		
St Francis of Assissi	1	4	1	School Zone on Erdington Rd	5	0	0	1	n/a	0	15,000	1076	136	2	9.2	18.6		
Whitehall Infants	1	4	0	Parking on zig zags	5	1	0	0	1	0	20,000	268	130	1	6.6	18.3	260 children surveyed	
Sheffield Ormiston Academy	0	2	1	Footway along Slacky Lane	5	0	1	1	n/a	0	100,000	1307	601	13	6.1	18.1		
St Francis of Assissi	1	4	1	Erdington Road - school zone / relocate zebra or bus stops	5	0	0	1	n/a	0	30,000	1076	101	2	3.4	15.7		
Aldridge Academy	0	8	1	Tynings Lane (possible one-way system)	0	0	1	1	n/a	0	15,000	1504	295	20	21.0	15.5		
Abu Bakr Girls School	1	20	3	Congestion on Scarborough Rd	5	0	0	0	n/a	0	10,000	180	13	0	1.3	14.7		
Lindens Primary	0	4	3	Queslett Road / Bakers Lane - Dropped crossing	0	0	0	1	0	0	10,000	469	156	6	16.2	13.1	Request via local resident	
Whetstone Field Primary	0	4	0	20 mph speed limit zone	5	0	0	0	0	1	30,000	238	65	0	2.2	13.1	Experimental School Street restriction introduced 2020	
Oakwood School (Special School)	1	7	0	Signage to support school with the high levels of traffic on site such as slow down etc	5	1	0	0	0	0	12,000	131	0	0	0.0	13.0	None	
Lindens Primary	1	4	3	School zone / parking issues	0	0	0	1	0	0	15,000	469	156	6	10.8	11.4		
Willenhall E-Act Academy	0	2	0	Bentley Lane - Shared-use footway / cycleway	0	0	0	1	n/a	0	60,000	1428	951	85	17.3	10.6		
Cooper & Jordan Primary	1	7	2	The Green - School zone / traffic calming	0	0	0	1	0	1	17,500	485	64	5	3.9	9.0	School wish to withdraw from A*STARS	
Queen Mary's Grammar	0	38	5	Parking Restrictions / junction protection on Princes's Road	0	0	0	0	n/a	0	500	936	0	0	0.0	5.0	DYL junction protection provided 2019	
Manor Primary School	0	4	0	Parking Restrictions / junction protection onThorney Rd	0	0	0	1	0	0	35,000	337	75	0	2.1	3.1	Experimental School Street restriction introduced 2020	
Old Hall Special School	1	2	0	School Keep Clear & School Zone	0	0	0	1	0	0	15,000	79	0	0	0.0	3.0		
Millfield Primary School	0	6	1	20mph speed limit & speed cushions	0	0	0	0	0	0	25,000	230	16	0	0.6	1.3	Requested Cllr Craddock/ No travel data returned from the school	
Manor Primary	0	4	0	Foley Road East - Footpath link to Briar Avenue	0	0	0	0	0	0	30,000	337	75	0	2.5	1.3	Experimental School Street restriction introduced 2020	
Total budget to complete identified schemes											£1,118,800							

Safer Routes Schemes not deliverable at present time

Leighswood	1	5	0	Broad Meadow Leighswood Ave Parking Restrictions/ Guardrailing	5	0	0	1	0	0	750	620	159	11	226.7	126.3	Request passed to TM; 363 children surveyed	
Barcroft	1	15	2	Stringes Lane guardrailing	5	1	1	1	1	0	2,000	472	222	16	119.0	80.5	Discounted due to footway width	
Hillary SCP	0	33	4	Dropped Crossing	5	0	0	0	1	1	2,500	696	247	4	100.4	68.2	On hold until Darlaston STA scheme completed	
Park Hall Infant / Park Hall Junior	1	8	2	Improvmnts / Lighting on right of way to Barry Rd	5	1	0	1	1	1	5,000	731	296	9	61.0	51.5	Delivered as part of ROW programme	
Barcroft	1	15	2	One-way system	5	1	1	1	1	0	4,500	472	222	16	52.9	47.4	Discounted following evaluation	
Ryders Hayes	1	8	2	Safety improvements within car park	5	0	1	1	1	1	5,000	469	139	30	33.8	37.9	Education Dept to fund	
Blue Coat Junior	1	24	2	Review school zone and improve, Cycle storage	5	1	1	1	1	1	15,000	358	208	19	15.1	30.6	Linked to SPRINT	
Park Hall Junior	1	8	2	New Cycle Shelter	5	1	0	1	n/a	1	10,000	408	184	5	18.9	28.5	Already have cycle parking	
Rushall	1	2	0	zebra crossing on school driveway	5	1	1	1	1	1	10,000	252	77	2	7.9	25.0	No footway on northern sidem of road	
Greenfield	1	10	2	school zone	5	0	0	1	1	1	10,000	271	98	6	10.4	24.2	On hold - subject to expansion / TA recommendations	
Sheffield Ormiston Academy / St Michaels Primary	1	2	1	Vicarage Road bridge - Footway improvements	5	1	1	1	1	0	25,000	1676	199	4	8.1	24.1	Discounted - physical limitations on carriageway width	
Short Heath Federation	0	15	2	Park & Stride scheme	5	1	0	1	1	0	20,000	420	219	11	11.5	23.8		
Brownhills Tech College / Watling St Primary	0	0	0	A5 Watling Street - Shared-use footway / cycleway to NCN Route 5	5	1	1	1	1	1	55,000	853	333	16	6.3	23.2	Scheme under Highways Agency responsibility	
Fibbersley Park	1	4	1	20mph Speed Limit / Additional TC	0	0	1	1	0	0	7,000	572	224	5	32.7	22.4	On hold - subject to expansion / TA recommendations	
Leamore Primary / Blakenall Heath Junior	0	21	2	The Slang - Shared use footway / cycleway	5	1	0	0	1	1	33,750	478	265	6	8.0	22.0	Discounted - Due to previous consultation problems	
Shire Oak Academy	1	5	2	Carriageway or footway widening on St Marks Road	5	0	0	1	n/a	1	30,000	1426	279	16	9.8	21.9		
Emmanuel	1	30	6	Rear pedestrian access to school	5	0	0	0	1	1	10,000	96	4	1	0.5	21.3	On hold subject to adjacent planning application	
Walsall Academy	0	9	4	Stoney Lane - Footpath link to Fishley Estate	0	0	0	1	n/a	0	35,000	1164	485	35	14.9	13.4	Discounted unless school allow access to rear of site	
St Francis of Assisi Technology College	0	4	1	Portland Road / Whetstone Way - Shared use footway / cycleway	0	0	1	1	n/a	1	45,000	1076	101	2	2.3	8.1	Discounted - Objections regarding common land	
St Bernadette's Primary	1	5	1	Narrow Lane - Footpath link to NCN Route 5	0	0	1	1	0	0	55,000	164	53	4	1.0	6.5	Potential scheme dependant upon proposed Sustrans route	
Total budget											£380,500							

Safer Routes Schemes Key

- Proposed programme
- Reserve Schemes
- Safer Routes Schemes not deliverable

Measures to encourage walking programme - Pedestrian Crossing Facilities

Refer to RS04 - Procedure for assessing Measures to Encourage Walking

APPENDIX G

Pos	Type of facility requested	Location	Estimated Cost (£)	Request by	Date request received	Date of survey	Count Ref	Vehicles (Average four peaks)	Pedestrians (Average four peaks)	% criteria	85th %ile	Road Width (m)	Public amenities	School	Open space	Existing facility	Collisions 2019 - Dec 2021 ALL RTC	Dec PEDS	FYRR	Accident and Other Score	Previous Rank		Comments	
N/A	N/A	Upgrade signalised crossings	£100,000.00	Improvements to pedestrian crossing to facilitate safer walking routes																				
N/A	N/A	Upgrade Zebra crossing programme	£20,000.00	Improvements to existing Zebra crossing equipment to facilitate safer walking routes																				
Scheme Total			£120,000.00																					
Pos	Type of facility requested	Location	Comparative Cost (£)	Request by	Date request received	Date of survey	Count Ref	Vehicles (Average four peaks)	Pedestrians (Average four peaks)	% criteria	85th %ile	Road Width (m)	Public amenities	School	Open space	Existing facility	Collisions 2019 - Dec 2021 ALL RTC	Dec PEDS	FYRR	Accident and Other Score	Previous Rank		Comments	
1	Raised uncontrolled	Wisemore / St Pauls Street	£50,000.00	Cllr Ansell/P Leighton	15/03/2011	07/04/2011	P6R16096	384.75	1031	153		8	1	1	1	0	0	0	0	70.00	1		Linked to Town Centre development	
2	Puffin	Little Aston Road near The Green	£60,000.00	Councillor Rochelle	01/09/2005	17/01/2006		903.25	130.25	106		6.6	0	1	1	0	0	0	0	65.00	2		Linked to future development potential	
3	Puffin - upgrade from zebra	Pool Hayes Lane near Castle Drive	£65,000.00	Cllr Shires	01/02/2012	23/02/2012		528.8	179.25	50		7.6	1	1	0	1	1	1	17	46.78	6		Serious injury to school pupil May 2021	
4	Zebra	Chester Road	£20,000.00	Alicia Rose	14/11/2018	22/11/2018		1352	50	91	37	6.5	0	0	0	0	0	0	0	46.56	3			
5	Zebra	Walsall Wood Road / High Street	£40,000.00	Graham Miller	01/07/2015	15/07/2015	VS	1745	26	79		7.3	1	0	0	0	1	2	1	28	44.49	5		Surgery / Canal bridge
6	Zebra	The Bridge o/s HSBC	£40,000.00	Cllr Arif	27/07/2011	18/10/2011	P6N2009	148.5	1018.25	22		8.6	1	0	0	0	3	2	56	44.62	7			
7	Zebra	Birmingham Road/Twinnings Lane	£20,000.00	Cllr Samra	30/11/2018	5/12/18		690	115	55	37	7.3	0	1	0	0	0	0	0	41.90	4			
8	Zebra	A461 Lichfield Road - School Street Junction	£20,000.00	Cllr Worrall	20/10/2015	14/11/2015	Manual	1209.5	29.67	43		8	0	0	0	0			0	39.72	9			
9	Puffin	Norton Road north of Green Lane, Pelsall (Convert extg Zebra)	£60,000.00	Mr R. Peach, Councillor Perry	20/07/2004	14/10/2004		862.25	58	43		7.7	1	1	0	1	2	1	19	39.13	13			
10	Zebra	113 Pool Hayes Lane	£40,000.00	Cllr Shires	25/07/2011	13/10/2011	P6R16099	714	34	17		7.5	1	1	0	0	0	1	28	34.75	19			
11	Refuge	Chester Road (Bridle Lane-Foley Road)	£15,000.00	Cllr Samra	08/06/2021	21/06/2021		1100	20	24	37	10	0	1	0	0	1	1	75	32.19	n/a		School traffic parks on Chester Road.	
12	Zebra	Lichfield Road, Livingstone Avenue	£30,000.00	Ms Jennings	06/12/2019	21/01/2020	Manual	1120	23	29	29.7	9.2	1	1	0	1	4	1	38	30.30	14		Ped involved in RTC; LSS scheme delivered June 2019	
13	Zebra	Dangerfield Lane near Stanley Road, Darlaston	£40,000.00	Mr G. Small	20/06/2005	18/10/2005		343.25	88	10		6.1	1	1	0	0	0	0	0	29.15	15		Combined survey	
14	Zebra	Chester Road	£40,000.00	Patricia Hodgetts	11/04/2014	29/04/2014	Manual	1313	20	34	33.7	7.1	1	1	0	0	1	0	0	28.79	16		Near Friesland / Adams Rd	
15	Puffin	Anchor Road, Aldridge	£60,000.00	Councillor Wilson	07/01/2013	16/01/2014	Manual	384.5	230.5	34	25	10.2	1	0	0	1	0	0	0	26.63	12		o/s Police Stn	
16	Zebra	Hundred Acre Road	£40,000.00	Lynne Wearing	01/05/2012	12/07/2012	RR-57	177	81	3		7.3	0	1	0	0	1	1	28	28.83	27			
17	Refuge	Foley Road East/Carlton Road, Streety	£25,000.00	Dr Darley	25/03/2019	14/05/2019	Manual	420	36	6	36.8	7.3	1	1	1	0	0	0	0	27.54	18			
18	Refuge	New Road, Willenhall	£20,000.00	Alison Yates	21/12/2019	17/01/2020	Manual	842	25	18	30.3	7.4	1	0	0	0	2	1	56	27.72	30		Crossing to Lidi; S106 funding link to district centre	
19	Refuge	Aldridge Road (nr Bridle La)	£20,000.00	Cllr Hughes	04/12/2016	19/01/2016	RR	1023	13	14			1	1	1	0	0	0	0	25.88	20			
20	Zebra	Birmingham Road near Churnhill Road, Aldridge	£40,000.00	Mr J. O'Neill, Councillor Rochelle	20/09/2005	17/01/2006		663	28	12		7	1	1	1	0	1	0	0	24.92	21		Results combined from two surveys	
21	Refuge	A462 St Lawrence Way, Nr Cramp Hill	£15,000.00	Cllr Burley	15/10/2021	22/10/2021		690	15	7		7.5	0	1	0	0	1	1	75	25.37	n/a			
22	Zebra	Brownhills Road near Coppice Road	£15,000.00	Resident	17/10/2002	17/10/2002		948.25	26.25	24		7.6	1	1	1	1	1	0	0	24.44	11		Delivered as part of Leisure centre development	
23	Refuge	Aldridge Road ( Local road widening required)	£20,000.00	Wendy Morton/Emma Hatters	30/10/2018	07/11/2018		692	48	23	41	7	0	0	1	0	0	0	0	24.19	22			
24	Zebra	Blackwood Road, streety	£20,000.00	Simon Hollier	06/11/2018	22/11/2018		274	100	8	27	6	0	1	0	0	0	0	0	23.00	25			
25	Refuge	Watery Lane/Noose Lane	£10,000.00	Ms Worton	25/05/2021	21/06/2021		808	30	20	31.6	8	0	1	0	0	0	0	0	22.83	n/a			
26	Zebra	Livingstone Rd	£40,000.00	Dawn Banks	14/09/2017	03/10/2017	Tracsis	315	1	0	32.1	7.4	0	1	1	0	3	1	28	22.86	32			
27	Footway	Longwood Lane	£100,000.00	Mrs Carver	21/08/2014	rch 2012 /Sept 2013	133 Sky High	399.5	2	0	40.9	7.5	1	0	1	0	2	1	11	21.25	31			
28	Zebra	Allens Lane	£40,000.00	Cllr Perry	20/02/2012	20/03/2012	RR-342	252	44.3	3	34.4	5.6	0	1	1	0	0	0	0	21.13	26			
29	Ped Phase	Finger Post - Signal junction	£50,000.00	Ms. J. Edwards, Councillor Longhi	26/02/2004	16/12/2004		1024	14	15		6.7	0	1	1	0	4	0	0	20.87	28		Likely to cause considerable delay. Strong objection from Police	
30	Zebra	Shannon Drive near Severn Road	£40,000.00	Councillor Cassidy	10/05/2006	25/05/2006		126.75	132.25	2		5.5	1	0	0	0	0	0	0	20.85	17		Results combined from two surveys	
31	Refuge	Blowich Lane - OS Ambulance Station	£20,000.00	Tim Werrett	18/02/2014	18/02/2014	RR	563	6	2	37.4	7.6	1	0	1	1	3	1	56	21.39	33		Jcn upgrade 2017/18 as part of J10 works	
32	Zebra	Higfield Rd, Pelsall	£55,000.00	Cllr Perry	05/10/2019	03/12/2019	Manual	238	34	2	24	6.9	1	1	1	1	2	0	0	20.77	29		Extensive footway work reqd, links to Pelsall Village Centre	
33	Refuge	Somerfield Road	£20,000.00	Mrs L Lowe, 75 Somerfield Road	27/06/2012	09/07/2012	n/a	404	9	1	33.1	8.7	0	0	1	0	2	1	56	21.22	34			
34	Refuge	The Green, Darlaston	£15,000.00	Cllr Underhill	06/06/2021	21/06/2021		690	20	10	31.3	7.5	0	0	0	0	7	1	75	21.32	n/a			
35	Refuge	Well Lane	£20,000.00	N. Thomas	23/03/2013	25/04/2013		133	33	1		18	1	1	0	0	3	0	0	20.23	35			

8	Refuge	Old Birchills	£20,000.00	Gazanfer Ali	26/02/2014	13/01/2014	Manual	404.5	49.5	8	32.9	10	1	1	1	0	5	2	113	43.24	4		Route traffic calmed in 2020
10	Refuge	Weston Street nr Tame Street	£20,000.00	Mr Zahid Khan	31/03/2014	16/05/2014	Manual	853.5	42.5	31	33.8	10	0	1	0	1	3	2	113	37.38	10		Speed survey March 2013. Route traffic calmed in 2020
23	Zebra	Darlaston Rd near Cemetery Rd (o/s The Globe PH)	£40,000.00	Mrs Mann	Oct-08	04/11/2008		1371	8	15		11	0	0	1	0	2	1	28	23.83	22		Location may be affected by by-pass associated with Darlaston Strategic Development Area. LSS in 2020 traffic signal junction as par tot Parallel 12 development
24	Zebra	Cavendish Road near Edison Road, Beechdale	£40,000.00	Mrs Mellor	18/04/2005	12/05/2005		254	37	2		9	1	0	0	0	2	1	28	23.77	n/a		Results combined from two surveys. Traffic calmed in 2020
n/a	Footpath	Portland Road	£30,000.00	Mr Fisk	28/07/2017	26/01/2/																	

## **Cabinet – 16 March 2022**

### **COVID Memorial**

**Portfolio:** Councillor Butler – Clean and Green

**Related portfolio:** Councillor Craddock – Health and Wellbeing

**Service:** Healthy Spaces Team, Clean, Green and Leisure Services

**Wards:** All

**Key decision:** No

**Forward Plan:** Yes

#### **1. Aim**

- 1.1. The council wishes to provide a memorial feature for the residents of the borough to recognise the COVID pandemic. The feature should provide an area for contemplation to remember lost loved ones and also recognise the services provided by all key workers. This report sets out a number of options for a proposed memorial and identifies a preferred option.

#### **2. Summary**

- 2.1. A variety of sites and forms for the memorial have been considered, including a review of the approaches taken by other organisations.
- 2.2. The preferred option for the memorial is linked to the idea that green spaces were highly significant to many people during the pandemic. They remained open and using them for daily exercise contributed to our residents' mental health and physical wellbeing pandemic. The use of open spaces increased massively over the first year of lockdown.

#### **3. Recommendations**

- 3.1. That Cabinet approve the proposal to create an COVID-19 memorial trail in Walsall Arboretum.
- 3.2. That Cabinet delegate to the Executive Director for Economy Environment and Communities in consultation with the Portfolio Holder for Clean and Green the approval of the detailed design.
- 3.3. That Cabinet note that funding will initially be sought from external sources but should that prove unsuccessful the capital costs are to be funded via the capital investment pipeline fund, following submission of a business case to Strategic Investment Board (SIB).

## 4. Report detail - Know

### **Context**

- 4.1. As there should be full public access to a memorial feature, it would be best placed in one of the borough's main parks or green spaces. Parks and green spaces were seen as a safe haven by many during lockdown as a place to seek solace and exercise when all other opportunities for recreation were closed or limited. Green spaces are a symbol of health and recreation. Many people were inspired to change their lifestyles and become more active, which improved both physical and mental wellbeing.
- 4.2. A series of site visits have taken place across the borough to look at suitable sites and the approach to marking the pandemic of other councils has been reviewed.
- 4.3. There are a number of different ideas which officers have considered following a review of proposals elsewhere in the country, from planting large healing woodlands in Solihull and Suffolk, to creating circular garden designs to be replicated in parks across communities in Birmingham. Some schemes have involved the community in their inception, delivery and ongoing maintenance. Other schemes have been developed by the private sector. Memorial schemes are being developed by funeral companies like Wesleyan who are providing stone obelisks in their cemeteries containing rainbows, the symbol of hope. A COVID Memorial Trust has been set up in Portsmouth to consult with residents and to develop the project ideas and install and maintain the feature. Barnsley and South Tyneside are creating pieces of public art to be put up in their town centres.
- 4.4. In terms of location, the main parks sites have been considered. Willenhall Memorial Park is a memorial park for the soldiers who lost their lives during the First World War, and also contains a stone and tree avenue for those who perished at Lockerbie. Bloxwich parks have also been considered as this is where a large amount of funding is being spent to improve the greenspaces in the town as part of the Towns Fund project. Pleck Park, which has recently been visited by peer assessment judges, requires considerable investment, especially horticultural features. Walsall Arboretum has the highest number of visitors (over 1 million) and has a significant regional importance. Since 2015, the arboretum has had considerable investment with high quality catering and toilets provision. The park has its own maintenance team based on site.
- 4.5. In terms of commissioning and design, officers have considered whether to hold a public competition for ideas on the kind of memorial which the residents of the borough would like to see and the venue where they think it would be most appropriately sited. However, this would have an impact on the timing of the project coming forward.
- 4.6. The preferred option is for a memorial at the arboretum. This proposal is for a waymarked woodland walk from the Grange car park, which takes you alongside the stream amongst the trees. More large standard trees would be planted as part of the project and under planting with woodland bulbs such as bluebell, snowdrop and narcissus. Bulbs are a symbol of rebirth. This would create a spring woodland garden, which becomes a memorial waymarked trail around the arboretum extension. As part of this walk, there are proposed to be memorial benches dotted along the trail and possibly memorial trees for people to purchase to commemorate a loved one affected by the pandemic.

### ***Council Plan priorities***

- 4.7. The preferred option will provide opportunities to improve an area of green space which requires some investment but in an area which is accessible for many by car, public transport, cycle and foot. It will also provide new opportunities for people to walk in pleasant surroundings and to gain exercise and improved mental health through peaceful green surroundings.

### ***Risk management***

- 4.8. There are no major risks with this project, and a project management approach will be adopted to ensure all health and safety risks etc. are managed effectively.

### ***Financial implications***

- 4.9. The preferred option of the arboretum memorial walk, would cost in the region of £30k- £50k. A more accurate estimate will be prepared when the detailed design is complete. Some of the other ideas in this report require higher ongoing maintenance costs, with more formal garden designs costing more to maintain than informal natural designs. The cost of maintaining the preferred option will be contained within existing revenue budgets.
- 4.10. External funding will be sought for the project. Crowd funding using the council's own crowdfunding platform 'Space hive' will be explored. The disadvantages of these external funding streams is the time it takes to develop external funding bids. However, if external funding is obtained this will reduce the amount of capital funding required to be funded by the Council in full or in part.
- 4.11. If there remains a shortfall in funding following review of external funding options, the capital costs are to be funded via the capital investment pipeline fund, following submission of a business case to Strategic Investment Board (SIB)

### ***Legal implications***

- 4.12. There are no legal implications arising from this report.

### ***Procurement implications/social value***

- 4.13. The project will be delivered through the internal grounds maintenance team with input from the approved contractor Tarmac for the pathways. Therefore, no procurement implications will arise from this report.

### ***Property implications***

- 4.14. The preferred option, at the arboretum extension, would be carried out on property within the ownership of the Council and would not extend onto other land.

### ***Health and wellbeing implications***

- 4.15. The Council's memorial will provide a new facility for residents who may require a place for consolation and relaxation. This project will add to mental health provision through good quality green space and a recognition of the many deaths from the pandemic and the work of the emergency services and others. The memorial will also observe the following [Mental Health Principles](#):

- Create and develop healthy and sustainable communities
- Strengthen the role and impact of ill-health prevention

### ***Reducing Inequalities***

- 4.16. The proposals will ensure that accessibility is taken into account when designing the scheme and that the feature is as inclusive as possible.

### ***Staffing implications***

- 4.17. There are no staffing implications arising from this report

### ***Climate impact***

- 4.18. The project will aim to encourage residents to become more active as a result of providing a pleasant green walkway as a memorial feature and will encourage active travel as opposed to using vehicles to get to the trail.

### ***Consultation***

- 4.19. No consultation has taken place to date. It is proposed to consult with stakeholders and the public to inform the detailed design. This will include schools, to reflect the impact of COVID on families and children's education.
- 4.20. In addition to the COVID memorial garden, it is likely that there will also be a desire for local arrangements such as plaques in district centres and other localities. Ward Members will be engaged to determine how this can be facilitated.

## **5. Decide – options considered**

- 5.1. Some of the open spaces which have been considered may not be adequately tranquil and peaceful (e.g. Pleck Park and Bloxwich Park, where the noise of traffic is quite a disturbance and doesn't give an ambience of quiet reflection). Willenhall Memorial Park is already well resourced in terms of memorial gardens having recently received investment to recreate a feature for the WW1 centenary in 2018, plus the park has a memorial avenue for the Lockerbie disaster. The most accessible and peaceful location for the memorial is considered to be the arboretum, creating a memorial walk alongside the brook, through the trees. This will provide quiet and calm solitude for reflection. The proposal includes bulb and tree planting and the creation of a good accessible circular walk from the Grange car park, waymarked and signed as the COVID memorial trail. The proposal will include opportunities for memorial benches and tree planting if families do wish to contribute to the memorial in this way.

## **6. Respond**

- 6.1. Following approval in principle, consultation will be carried out and detailed plans will be drawn up and costed. Funding will initially be sought from external sources. If there is any shortfall a capital bid will be made. Subject to available funding the project can be delivered by spring 2023.

## **7. Review**

- 7.1. Monitoring of the project's progress will be carried out on a monthly basis to ensure that the project is on track and a final project review will be undertaken to ensure that any learning from the project is fed back to the team.

## **Appendices**

None

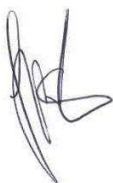
## **Background papers**

None

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## **Signatures**



Simon Neilson  
Executive Director

7 March 2022



Councillor Butler  
Portfolio Holder

7 March 2022

## **Cabinet – 16 March 2022**

### **Walsall Borough Bonfire Night – Future Proposals**

<b>Portfolio:</b>	Councillor Butler – Clean and Green
<b>Related portfolio:</b>	Councillor Craddock – Health and Wellbeing Councillor Perry – Deputy Leader and Resilient Communities
<b>Service:</b>	Healthy Spaces
<b>Wards:</b>	All
<b>Key decision:</b>	No
<b>Forward Plan:</b>	Yes

#### **1. Aim**

- 1.1. Bonfire night is a centuries old tradition enjoyed by many. However, there are several associated issues, including health and safety, antisocial behaviour and animal welfare. Some of these issues can be mitigated through professionally organised public bonfire night events.

#### **2. Summary**

- 2.1. This report sets out options for how the council can provide bonfire events that are safe, accessible, enjoyable, affordable and sustainable.
- 2.2. The estimated net income generated by the preferred option is just over £8,000 (assuming 80% attendance). The maximum potential net income is £39,000.

#### **3. Recommendations**

- 3.1. That Cabinet approve traditional bonfire night events at Walsall Arboretum, King Georg V and Willenhall Memorial Park, and a further firework event to celebrate Diwali (Option D).

#### **4. Report detail - Know**

##### ***Background***

- 4.1. Walsall Council has delivered bonfire and firework displays across the borough for several years. However, no events have taken place for 2 years due to the COVID-19 pandemic. Previously events were held at four locations:

- Walsall Arboretum. [Page 131 of 179](#)

- King George V (KG5), Bloxwich;
- Holland Park, Brownhills; and
- Willenhall Memorial Park (WMP).

4.2. Organised displays reduce the number of private events, which in turn reduces the negative issues associated with bonfire night, such as accidents, antisocial behaviour, neighbour disputes and animal welfare issues.

4.3. Attendance has varied over the years and is weather dependent, as shown in Table 1 below. The proximity of the date to 5 November also appears to be a factor in attendance numbers.

**Table 1: Attendance and capacity at bonfire venues 2016 – 2019**

Site & Capacity	2016	2017	2018	2019
KG5 Max 10,000	(22 Oct) 2,630	(28 Oct) 3,910	(5 Nov) 8,000	(5 Nov) 4536
Holland Park Max 3,000	(12 Nov) 2,598	(2 Nov) 2,312	(27 Oct) 1,350	(26 Oct) 493
WMP Max 4,500	(29 Oct) 2,129	(4 Nov) 4,618	(1 Nov) 3,000	(1 Nov) 1489
Walsall Arboretum Max 10,000	(17 Oct) 8,000	(5 Nov) 10,000	(3 Nov) 10,000	(2 Nov) 4066

4.4. In advance of 2019, the arboretum event was the only site that had electronic advance ticket sales. In 2019, all sites had electronic booking, with cash sales only available in advance from leisure facilities. This reduced risks on the night as there was no cash handling by staff. This is proposed to continue as electronic payments have become the norm during the COVID-19 pandemic.

4.5. In 2019, the price of the events was increased. The charge at the arboretum was higher than other sites due to the entertainment provided, and although perceived to be expensive, comments were received stating that it offered good value for money. Table 2 details the 2019 prices.

**Table 2: Ticket prices 2019**

Ticket type	Walsall Arboretum	Holland Park	King George V	Willenhall Memorial Park
Adult (16+)	£10	£7.50	£7.50	£7.50
Child (3 – 15)	£5	£5	£5	£5
Family (2 Adult & 2 Child)	£25	£18	£18	£18
Free Concession (U3s)	Free for U3s	Free for U3s	Free for U3s	Free for U3s

- 4.6. In 2019 the weather forecast leading up to the events was very poor. Increased ticket prices and electronic booking may also have had an impact on attendance. The only site to consistently reach capacity has been the arboretum. This has taken place on the Saturday closest to bonfire night.
- 4.7. An evaluation of the 2019 bonfire events was reported to the Environment Overview and Scrutiny Committee on 20 February 2020. Customer feedback was 94% positive in relation to the ticketing process. Members' queries included staff costs and the number of customers who were turned away due to cashless entry (only 2). Members also noted that many communities suffered with firework nuisance and recognised that the events provide more than just monetary value as they represent a chance to bring communities together.

### ***Benchmarking Data***

- 4.8. Walsall is the only Midlands authority to host multiple events across a number of sites over a two-week period. Table 3 provides details of other organised events taking place the region.

**Table 3: Private Local Events**

Area	Event Location
Walsall	Pelsall Cricket Club (5 November 2021)
	Aldridge Cricket Club (6 November 2021)
Wolverhampton	Racecourse
Sutton Coldfield	Rugby Football Club
	Four Oaks Saints
Birmingham	Edgbaston
	Botanical Gardens
	Four Oaks Cricket Club
Staffordshire	Alton Towers Theme Park
	Drayton Manor Park (Tamworth)
Cannock	Hednesford Hills Raceway
Warwick (Not LA)	Warwick Racecourse

### ***Options***

- 4.9. For the last two years the council has not provided any events to celebrate bonfire night due to the COVID-19 pandemic. If this was continued there would be a few small, organised displays (such as those at Pelsall and Aldridge Cricket Clubs) and private 'back garden' events to meet demand. An increase in the number of bonfire night related accidents is likely. Between 2014 and 2019, West Midlands Fire Service responded to 1,760 bonfire and fireworks-related incidents and recommend always attending organised bonfire events. A single accident can result in significant cost to the emergency services, the NHS and to the individual, family and communities affected. This option does not meet the aims set out above and is not recommended.
- 4.10. It is not possible to recover the costs associated with putting on large-scale events where site capacity is limited. It is proposed that Holland Park is no longer used as a venue and is not considered further.

4.11. The following options are evaluated below:

- **Option A**- A single event with entertainment but no bonfire at the arboretum on the Saturday closest bonfire night (5 November 2022)
- **Option B** - As A, but on two consecutive nights – Friday and Saturday closest to bonfire night (4 and 5 November 2022)
- **Option C**- Traditional events including bonfire, fireworks and fairground at 2 sites (arboretum and KG5). This year the KG5 event would be on Friday 4 November 2022 and the arboretum event would be on Saturday 5 November 2022. In addition, there would be fireworks and a fairground at the arboretum to celebrate Diwali (Monday 24 October 2022).
- **Option D**- Traditional events including bonfire, fireworks and fairground at three sites (arboretum, KG5 and WMP). This year the KG5 event would be on Friday 4 November 2022 KG5, the arboretum event would be on Saturday 5 November 2022 and the WMP event would be on Sunday 6 November 2022. In addition, there would be fireworks and a fairground at the arboretum to celebrate Diwali (Monday 24 October 2022), with the same fee ticket prices as the bonfire night events.

4.12. Option A has the lowest cost and lowest potential income. Traditionally, the arboretum has been the premier location with entertainment and has had the highest attendance levels.

4.13. Option B is only possible if there is no bonfire. This would allow the site to operate on 2 consecutive nights.

4.14. Options C and D provide traditional bonfire events with a bonfire, fireworks, concessions and fairground, but with no additional entertainment. In addition, a similar event is proposed on Monday 24 October 2022 to celebrate Diwali, in recognition of Walsall's diverse communities.

**Table 4 – Options for Future Provision**

	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>	<b>Option D</b>
<b>Locations</b>	Arboretum	Arboretum	KG5 Arboretum	KG5 Arboretum WMP
<b>Dates</b>	Sat 5/11	Fri 4/11 & Sat 5/11	24/10 (Diwali) Fri 4/11 Sat 5/11	24/10 (Diwali) Fri 4/11 Sat 5/11 Sun 6/11
<b>Expenditure</b>	-£49,850	-£85,620	-£101,350	-£126,500
<b>Income*</b>	£55,060	£103,470	£117,370	£134,548
<b>NET income (80% attendance)</b>	<b>£5,210</b>	<b>£17,850</b>	<b>£16,020</b>	<b>£8,048</b>

**Net income variation with attendance:**

<b>Attendance</b>	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>	<b>Option D</b>
<b>40%</b>	-£18,470	-£29,510	-£36,740	-£53,776
<b>60%</b>	-£6,630	-£5,830	-£10,860	-£22,864
<b>80%</b>	£5,210	£17,850	£16,020	£8,048
<b>100%</b>	£17,050	£41,530	£42,900	£38,960

**Table 5: Suggested Ticket Prices:**

<b>Ticket type</b>	<b>Options A and B Walsall Arboretum with entertainment</b>
Adult (16+)	£10
Child (3 – 15)	£5
Family - (2 Adult & 2 Child)	£25
Free Concession (U3s)	Free for U3s

<b>Ticket type</b>	<b>Options C and D Traditional bonfire events and Diwali (no entertainment)</b>	
	<b>Early bird</b>	<b>Standard</b>
Adult (16+)	£7.50	£8.50
Child (3 – 15)	£5	£5.50
Family - (2 Adult & 2 Child)	£18	£20
Free Concession (U3s)	Free for U3s	Free for U3s

***Council Plan priorities***

- 4.15. The overall aim of the corporate plan is to reduce inequalities and maximise potential, with a focus on economic growth, people, internal focus, children and communities. Bonfire night events help the council to meet its corporate aims as they enable communities to come together, helping people to feel a sense of belonging, reinforcing cohesion, and supports the aim of children growing up in connected communities and feeling safe. The addition of the Diwali event helps the council to raise cultural awareness, recognising and celebrating Walsall's diverse communities.

***Risk management***

- 4.16. Weather is a significant risk to the success of the events. High winds and rain could both have a significant impact. In 2019 the weather forecast leading up to the events predicted heavy rain, which affected advanced bookings. All events went ahead; however, the sites were only at about 40% capacity. On average there are 9 days of rainfall in November.
- 4.17. To mitigate the risk of low numbers, and people leaving the decision to attend to the last minute, it is proposed to offer an 'early bird' discount.
- 4.18. There is a risk to the council if matters relating to information governance and the GDPR legislation are not managed. Work has been undertaken to minimise the risk of a breach of the General Data Protection Regulations (GDPR) from e-ticketing.

***Financial implications***

- 4.19. In 2019, the spend on bonfire events was £120,000. The allocated budget is £40,000, with an income target of £50,000 (£10,000 net income). This is not enough to deliver a single high-quality event safely, with the estimated cost of a single event at the arboretum being approximately £50,000. The event would require around 85% attendance to make the target income figure. Sponsorship

could be sought for the events. An initial sponsorship target of £2,000 has been included in all estimates.

- 4.20. Table 4 provides the financial forecasts for each option and the net income is provided against various attendance levels. Options B and C need the lowest percentage attendance to break even (approximately 65%).
- 4.21. Option A has the lowest risk financially with an outlay of £50,000. Although Option D provides the highest number of events, the lower capacity of the site in Willenhall (WMP), means the greater risk does not translate into a higher potential net income.

### ***Legal implications***

- 4.22. All appropriate legislation will be followed to ensure the safety and welfare of staff and visitors.

### ***Procurement implications/social value***

- 4.23. Fireworks, funfairs and entertainment would be provided by third parties. The option of contracting the entire events to a third party has been considered. The tendering process would take several months and the successful bidder would need time to organise logistics and promotion. This option is not recommended as the council would have a reduced level of control and a lower potential income.
- 4.24. All contracts will be let in line with the council's contract rules.

### ***Property implications***

- 4.25. None

### ***Health and wellbeing implications***

- 4.26. The health and wellbeing strategy sets out the following priorities for the borough:
- Increasing economic prosperity through increased growth;
  - Maximising people's health, wellbeing and safety; and
  - Creating healthy and sustainable places and communities.
- 4.27. The events detailed in this report support these priorities. Attending will support positive mental wellbeing and bringing communities together. By providing the events we hope to reduce the chance of bonfire night and Diwali related bonfire and firework accidents. By bringing people together in celebration of historic events and religious festivals, we are helping to create healthy communities.

### ***Reducing Inequalities***

- 4.28. An equality impact assessment has been carried out on the preferred option.
- 4.29. The bonfire events will be open to everyone. The cost of attending events can be a barrier for some people. The charge for attendance has been kept as low as reasonably possible. Larger families can purchase a family ticket that provides a discount against the standard prices. Additionally, people who are concerned about the price can purchase tickets during the 'early bird' offer period and get a

further discount.

- 4.30. Walsall Council has provided bonfire events in four locations across the borough in the past, but due to site capacity limits, some of these sites are not as viable as others. All options have events held the arboretum. This central location has excellent transport links from across Walsall and beyond.
- 4.31. The addition of the Diwali event enables Walsall's diverse communities to come together to celebrate a religious festival, breaking down barriers, promoting inclusion and increasing feelings of belonging.

#### ***Staffing implications***

- 4.32. None

#### ***Climate impact***

- 4.33. Bonfires produce CO<sub>2</sub>; however, they are a significant part of the traditional celebration. In the past the council has delivered four larger scale bonfires. These proposals reduce the number of bonfires. In addition, they will be smaller than previous years. This will result in 50% reduction in CO<sub>2</sub> emissions from bonfires.
- 4.34. Walsall Arboretum is the council's key site and has excellent transport links, thus enabling people to travel by public transport.

#### ***Consultation***

- 4.35. None

### **5. Decide**

- 5.1. Option C (events at the arboretum and KG5) offers the highest potential net income. However, there is little difference between options B, C and D, with all generating a maximum potential net income of around £40,000.
- 5.2. Option A (one event at the arboretum) has the lowest cost and the lowest risk. However, even though this is a central location with good transport links it has the lowest customer offer. Given that events at this location have sold out in the past it is likely that demand would exceed supply.
- 5.3. Option D provides similar traditional bonfire events at three locations, offering the most choice to customers. Although it does not have the highest potential net income, it is only about £4,000 less than the highest scoring option (Option C). Therefore, this is recommended as best overall option.

### **6. Respond**

- 6.1. Subject to the recommendation being approved, the healthy spaces team will immediately start the preparations to deliver this year's events. An internal event organising group will be set up, including officers from clean & green and communications and finance.

## 7. Review

- 7.1. The organising officer group will undertake an evaluation of the 2022 bonfire events and this information will support the planning of future events.

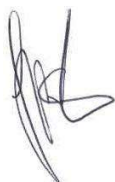
### Background papers

None

### Author

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### Signatures



Simon Neilson  
Executive Director

7 March 2022



Councillor Butler  
Portfolio Holder

7 March 2022

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

<b>Proposal name</b>	<b>Walsall Borough Bonfire Night Events</b>		
<b>Directorate</b>	Clean and Green		
<b>Service</b>	Healthy Spaces		
<b>Responsible Officer</b>	Jaki Brunton-Douglas		
<b>Proposal planning start</b>	16/03/2022	<b>Proposal start date (due or actual date)</b>	04/11/2022

<b>1</b>	<b>What is the purpose of the proposal?</b>	<b>Yes / No</b>	<b>New / revision</b>
	Policy		
	Procedure		
	Guidance		
	Is this a service to customers/staff/public?	<b>Yes</b>	
	If yes, is it contracted or commissioned?	<b>No</b>	
	Other - give details		
<b>2</b>	<b>What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?</b>		
	<p>To provide the public with borough-wide bonfire night celebratory events and a firework event to celebrate Diwali.</p> <p>In previous years, the events have been provided at four locations, one of which, Holland Park, was quite small, not well suited for the type of event and attendances have always been quite low. The proposal is to remove the Holland Park and possibly the Willenhall event as well, leaving events taking place at Walsall Arboretum (central location – well connected) and King George V Playing Fields. Also to operate a further event at Walsall Arboretum, which has much greater capacity, a designated events space and good transport links. The additional event will celebrate Diwali – a festival of lights celebrated by Hindus, Jains, and Sikhs.</p>		
<b>3</b>	<b>Who is the proposal likely to affect?</b>		
	<b>People in Walsall</b>	<b>Yes / No</b>	<b>Detail</b>
	<b>All</b>	<b>Y</b>	<p>The removal of the Holland Park / and possible Willenhall bonfire event(s) will mean people from this locality will have to travel to one of the three identified locations. The arboretum being the closest and most accessible by public transport.</p> <p>The addition of the Diwali celebratory event, means a whole section of the Walsall community has a major organised event to attend, it is hoped that this will reduce localised events on the evening of Diwali and be safer for those involved.</p>
	<b>Specific group/s</b>	<b>Y</b>	
	<b>Council employees</b>		
	<b>Other (identify)</b>		



4	<p><b>Please provide service data relating to this proposal on your customer's protected characteristics.</b></p> <p>No detailed information has been recorded about attendees, however, the events are openly accessible to everyone.</p>
5	<p><b>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</b></p> <p>No direct consultation has taken place with the public, however, in the summary of the Environment Overview and Scrutiny Committee on 20 February 2020, 'Members also noted that that many communities suffered with firework nuisance outside of the agreed times and recognised the fact that the events provide more than just monetary value as they represent a chance to bring communities together.'</p>

	<b>Consultation Activity</b>  No consultation has taken place to date, however, a future consultation on the preferred option could be considered.																											
	<b>Type of engagement/consultation</b>		<b>Date</b>																									
	<b>Who attended/participated?</b>																											
	<b>Protected characteristics of participants</b>																											
	<b>Feedback</b> •																											
6	<b>Concise overview of all evidence, engagement and consultation</b>  N/A																											
7	<b>How may the proposal affect each protected characteristic or group?</b> <b>The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.</b> <table border="1" data-bbox="196 976 1485 1966"> <thead> <tr> <th data-bbox="196 976 671 1088">Characteristic</th> <th data-bbox="671 976 954 1088">Affect</th> <th data-bbox="954 976 1321 1088">Reason</th> <th data-bbox="1321 976 1485 1088">Action needed Yes / No</th> </tr> </thead> <tbody> <tr> <td data-bbox="196 1088 671 1128"><b>Age</b></td> <td data-bbox="671 1088 954 1128" rowspan="5">Bonfire night events are accessible to everyone. There are some people, including for example those with autism (affected by light and sound) and / or PTSD who may be adversely affected by fireworks. It is hoped that by having organised events, this reduces the number of private events in local communities, thus having a positive impact upon those affected.</td> <td data-bbox="954 1088 1321 1128" rowspan="5"></td> <td data-bbox="1321 1088 1485 1128" rowspan="5"></td> </tr> <tr> <td data-bbox="196 1128 671 1169"><b>Disability</b></td> </tr> <tr> <td data-bbox="196 1169 671 1209"><b>Gender reassignment</b></td> </tr> <tr> <td data-bbox="196 1209 671 1249"><b>Marriage and civil partnership</b></td> </tr> <tr> <td data-bbox="196 1249 671 1290"><b>Pregnancy and maternity</b></td> </tr> <tr> <td data-bbox="196 1290 671 1330"><b>Race</b></td> <td data-bbox="671 1290 954 1330" rowspan="4">The Diwali event will have a positive impact upon those who celebrate the event as part of their religious beliefs, however, the event will be open to everyone and, as with the bonfire night celebrations, it is hoped that having an organised event will reduce the number of private localised events.</td> <td data-bbox="954 1290 1321 1330" rowspan="4"></td> <td data-bbox="1321 1290 1485 1330" rowspan="4"></td> </tr> <tr> <td data-bbox="196 1330 671 1370"><b>Religion or belief</b></td> </tr> <tr> <td data-bbox="196 1370 671 1411"><b>Sex</b></td> </tr> <tr> <td data-bbox="196 1411 671 1451"><b>Sexual orientation</b></td> </tr> <tr> <td data-bbox="196 1451 671 1491"><b>Other (give detail)</b></td> <td data-bbox="671 1451 954 1491" rowspan="2">Option A – No events – could result in more localised events adversely affecting people Option B,C and F – all have events over one weekend at a single location. Minimal impact time wise, and by providing organised events it is hoped this will reduce localised back garden events. Options D and E – Single events in different communities over bonfire weekend plus the Diwali event supporting diversity.</td> <td data-bbox="954 1451 1321 1491" rowspan="2"></td> <td data-bbox="1321 1451 1485 1491" rowspan="2"></td> </tr> <tr> <td data-bbox="196 1491 671 1532"><b>Further information</b></td> </tr> </tbody> </table>				Characteristic	Affect	Reason	Action needed Yes / No	<b>Age</b>	Bonfire night events are accessible to everyone. There are some people, including for example those with autism (affected by light and sound) and / or PTSD who may be adversely affected by fireworks. It is hoped that by having organised events, this reduces the number of private events in local communities, thus having a positive impact upon those affected.			<b>Disability</b>	<b>Gender reassignment</b>	<b>Marriage and civil partnership</b>	<b>Pregnancy and maternity</b>	<b>Race</b>	The Diwali event will have a positive impact upon those who celebrate the event as part of their religious beliefs, however, the event will be open to everyone and, as with the bonfire night celebrations, it is hoped that having an organised event will reduce the number of private localised events.			<b>Religion or belief</b>	<b>Sex</b>	<b>Sexual orientation</b>	<b>Other (give detail)</b>	Option A – No events – could result in more localised events adversely affecting people Option B,C and F – all have events over one weekend at a single location. Minimal impact time wise, and by providing organised events it is hoped this will reduce localised back garden events. Options D and E – Single events in different communities over bonfire weekend plus the Diwali event supporting diversity.			<b>Further information</b>
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8	<b>Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.</b>			(Delete one) <b>No</b>																								

9	<b>Which justifiable action does the evidence, engagement and consultation feedback suggest you take?</b>	
	A	<b>No major change required</b>
	B	<b>Adjustments needed to remove barriers or to better promote equality</b> The removal of one bonfire event and the addition of a Diwali event better promotes equality for Walsall's diverse communities.
	C	<b>Continue despite possible adverse impact</b> Although people with certain disabilities may be adversely affected by firework events, for the reasons identified above, it is believed that ultimately having organised events will reduce the negative impact upon these communities.
	D	<b>Stop and rethink your proposal</b> N/A

Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
Post 6/11/22	Evaluation of Events	Healthy Spaces Team		
The officers managing the event will undertake an evaluation and the information will be used to inform planning for future events.				

Update to EqIA	
Date	Detail
28/01/2022	Proposed changes being considered at Cabinet 16/03/2022
Use this section for updates following the commencement of your proposal.	

## Contact us

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## Cabinet – 16 March 2022

### Extension of the Healthy Child Programme contracts

<b>Portfolio:</b>	Councillor Craddock Health and Wellbeing
<b>Related portfolios:</b>	Councillor Pedley, Adult Social Care Councillor Wilson, Children's Services,
<b>Service:</b>	Public Health
<b>Wards:</b>	All
<b>Key decision:</b>	Yes
<b>Forward plan:</b>	Yes

#### 1. Aim

To ensure the Council continues to have compliant contractual arrangements in place for the continued delivery of the Healthy Child Programme including meeting its statutory obligations. This will be done through seeking Cabinet approval to extend the Healthy Child Programme 0-5 (Health Visiting, Health in Pregnancy and Smoking Cessation in pregnancy) from 01 April 2022 to 31 March 2023 and the Healthy Child Programme 5-19 (School Nursing and Teenage Pregnancy) contract from 01 April 2022 to 31 March 2023. This is in anticipation of the two separate contracts being amalgamated into one Healthy Child Programme 0-19 contract and new contractual arrangements being set in place.

#### 2. Summary

- 2.1. The Director of Public Health is requesting that Cabinet extends the Healthy Child Programme contracts to allow the Public Health team sufficient time to reconfigure the Healthy Child Programme 0-19. This will incorporate the learning from the pandemic, a better understanding of emerging need and a use of good practice contracting mechanisms in line with the Integrated Care Partnership approach.
- 2.2. This will also allow time to review the need of families and young people in a post pandemic Walsall and develop a model of support that meets changing need.
- 2.3. This is a key decision because it exceeds the threshold for "significant" expenditure of £500,000 and will impact upon all council wards.

### **3. Recommendations**

- 3.1. That Cabinet approves the extension of the Healthy Child Programme 5-19 (School Nursing and Teenage Pregnancy) contract delivered by Walsall Healthcare NHS Trust from 01 April 2022 to 31 March 2023.
- 3.2. That Cabinet approves the extension of the Healthy Child Programme 0-5 (Health Visiting, Health in Pregnancy and Smoking Cessation in Pregnancy) contract delivered by Walsall Healthcare NHS Trust from 01 April 2022 to 31 March 2023
- 3.3. That Cabinet delegate authority to the Executive Director of Adult Social Care, Public Health and Hub and the Portfolio Holder for Health to extend contracts on behalf of the Council and to subsequently authorise the variations to the contractual arrangements for the services identified above, should this be required at any time during the term, in line with Public Contract Regulations and the Council's Contract Rules to 31 March 2023.

### **4. Report detail – know**

#### **Context**

- 4.1. The Healthy Child Programme 5-19 contract was awarded from 01 August 2015 to Walsall Healthcare NHS Trust following the completion of a compliant procurement process, by approval of the then Director of Public Health on 18 March 2015. On 28<sup>th</sup> February 2019 the Healthy Child Programme 5-19 contract was varied under clause B22 and regulation 72(1)(d)(ii) of the Public Contracts Regulations 2015 to include Teenage Pregnancy Services and Special Educational and Disability (SEND) Role.
- 4.2. The Healthy Child Programme 5-19 contract start date was 01 August 2015 to 31 July 2018 with options to extend by 2 x 12 month periods to 31 July 2020. On 17 July 2019 Cabinet delegated authority to the Director of Public Health to enter into appropriate contractual arrangements for the continued provision of Healthy Child 5-19 services, with Walsall Healthcare NHS Trust from 31 July 2020 for a period of 18 months, if required, in order to enable full scoping and potential implementation of alternative commissioning models, including s.75 of the NHS Act 2006, for the Healthy Child Programme 0-19. Subsequently the extension from 31 July 2020 to 31 March 2022 was actioned via the appropriate delegated authority.
- 4.3. The Healthy Child programme 0-5 contract including smoking prevention in pregnancy was awarded to Walsall Healthcare NHS Trust following the completion of a compliant procurement process, by approval of the then Director of Public Health from 01 April 2017 with the option to extend the initial term by a further two consecutive twelve month periods, from 1 April 2020 to 31 March 2022.
- 4.4. The impact of the Covid-19 pandemic is unprecedented in our lifetime and it continues to impact upon every aspect of people's daily lives. Whilst the Council has responded to the ever changing daily challenges, it has not been possible to estimate or predict the short and longer term human, financial and societal long term impacts.

- 4.5. Within the development of the new Healthy Child Programme 0-19, the Public Health team will look to learn from and build upon the positives that have emerged from the pandemic. This will include optimising opportunities to engage with children and families while also responding to the need that has exacerbated during the time of lockdown and growing financial insecurity.
- 4.6. Prior to the emergence of Covid, wide consultation was undertaken in preparation for a new contract and amalgamation of the Healthy Child Programme 0-5 and 5-19. At this point consultees were in favour of the new proposed model. However given the changes to the country and to Walsall over the last two years there is a need to review the model in light of those comments.
- 4.7. An extension to the Public Health contracts will allow Public Health commissioners to work with Council and Partner agency colleagues to consider all commissioning options and comprehensively assess the opportunities and risks of any proposed changes. For example, to assess an arrangement structure under Section 75 of the NHS Act 2006, which allows the Council and an NHS body to contribute to a common fund for joint commissioning of health or social care related services, or similar agreement, in conjunction with Adult Social Care and Walsall Together to optimise efficiencies and effectiveness.
- 4.8. The Council is obliged to follow statutory guidance when commissioning services to assure itself and have evidence that contract terms and conditions are appropriate to provide the delivery of the agreed quality of care. The pandemic has required the Council to consider the impact of its own activities on the market as a whole, in particular the potential impact of its commissioning and re-commissioning decisions.
- 4.9. As a result of the issues set out in the above paragraph of this report, there is a requirement to award interim contracts for the above services. This is in order to ensure continuity of service provision.
- 4.10. Work with Procurement to progress the future tendering options is ongoing, along consultation with key stakeholders such as Walsall Healthcare Trust, Children's Services and Adult Social Care. Legal Services will support future tendering options.
- 4.11. Therefore, the recommendations of this report will ensure that the Council is compliant with its responsibilities under its Contract Rules.

### ***Council Corporate Plan priorities***

- 4.12. All the following corporate priorities are supported by extending the contracts on a temporary basis while considering the best model to deliver the Healthy Child Programme.
- People have increased independence, improved health and can positively contribute to their communities
  - All Council services are efficient and effective

- Children have the best start in life, are safe from harm, happy, healthy and learning well
- Communities are prospering, resilient, safe and healthy places that build a strong sense of belonging and cohesion.

### **Risk management**

- 4.13. The award of contract extensions will ensure that the Council is compliant with its Contract Rules and able to respond compliantly to local demand. The award will also ensure the Council can meet the statutory Public Health duties and requirements within the Healthy Child Programme.

### **Financial implications**

- 4.14. The recommendations contained within this report, to extend existing contractual arrangements, will be implemented with no change to the current contractual values. As a result, no additional costs will be incurred in approving the recommendations set out in this report.

Contract Details	Annual Budget	Expiry Date	Lifetime value	Extension Value
Healthy Child Programme (HCP) 5-19: School Nurses + NCMP from 01 August 2015 +Special School Nurses +Teenage Pregnancy Prevention from 01 April 2018	£1,221,834.00	31/03/2022	£8,709,980	£1,221,834.00
0-5 Healthy Child Programme (Health Visiting) + Smoking Cessation (Pregnancy) from 01 April 2017	£3,694,782.00	31/03/2022	22,640,000	£3,694,782.00

### **Legal implications**

- 4.15. Public Health have liaised with Procurement Services to ensure that extension of the current contractual arrangements as described in point 3 will be carried out compliantly and using legally binding methods and meet procurement regulations.

### ***Procurement Implications/Social Value***

- 4.16. In consultation with procurement and commissioning colleagues the following advice has been offered:
- To extend current contracts with Walsall Healthcare NHS Trust using Regulation 72 of the Public Contract Regulations 2015
  - The extended contracts will have the same terms in scope and requirements for providers and provide clarity for both the Council and Walsall Healthcare NHS Trust
- 4.17. All procurement activity will be undertaken in compliance with Public Contract Regulations 2015 (the Regulations) and the Council's Contract Rules. Procurement and legal services will coordinate to ensure that there is a consistency of advice and approach.
- 4.18. Where appropriate, contracts will be extended in line with Regulation 72 of the Regulations, which sets out in the scenarios under which contracts subject to the regulations can be modified.
- 4.19. Procurement will ensure that all notices which need to be published in order to carry out procurement activity are in line with the Regulations and guidance published by the Cabinet Office.
- 4.20. All Public Health contracts include a specific clause on Social Value and all provider agencies are required through the performance monitoring processes to demonstrate how they offer Social Value in economic, environmental and/or social benefits to their employees and local residents.

### ***Property implications***

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

### ***Health and wellbeing implications***

- 4.22. Continuing to commission these services will enable the Council to promote health and wellbeing for Walsall families and children and fully contribute to the Council's corporate priorities impacting upon all residents across the life course.
- 4.23. Key to the Councils' response to Covid-19 is mitigating the health and wellbeing impact of the pandemic. Covid-19 is having a long-term impact on our children and communities' health and wellbeing. It is the intention of the Council and Public Health to understand this impact and review services based on this learning
- 4.24. The principles and actions contained within this report are in full accordance with the Marmot objectives because service users will have increased independence, improved health and can positively contribute to their communities and benefit from a safe and healthy environment.

### ***Staffing implications***

- 4.25. There are no staffing implications arising out of this report.

### ***Reducing Inequalities***

- 4.26. One of the key objectives in the Councils' response to Covid-19 is to protect the vulnerable and in doing so, directing additional resources to those in greater need. In doing this the Councils' aim is to mitigate the impact of Covid-19 and reduce inequalities.
- 4.27. The implications for reducing inequalities have been considered and assessed as set out below:
- i. Consideration has been given to the Council's responsibility under the Equality Act 2010; and
  - ii. The Council's statutory duty to meet people's needs will remain the same following the award of the extended contracts for the Services.

### ***Consultation***

- 4.28. A public consultation was undertaken in 2019 as described in 4.6 to consider the new model. Within this proposal however there is no change planned to the current services. A further workshop consultation process will inform any subsequent proposed service reconfiguration. The contracts ensure that all contracted providers are issued with new terms and conditions of the contract to provide clarity, consistency and equity.

## **5. Decide**

Cabinet is requested to consider the proposal to extend the Healthy Child Programme contracts as set out on section 4.1 to 4.3 of this report and to agree the recommendations as outlined in section 3.

## **6 Respond**

Subject to Cabinet approval of the recommendations, Public Health will work with corporate colleagues to:

- (a) Progress the award of extended contracts
- (b) Complete the retendering of all the services during the contract extension period.

## **7. Review**

- 7.1. Once awarded and fully commissioned, these extended contracts will be reviewed in line with our contract management and individual support plan review process.

- 7.2. Public Health will return to Cabinet in the autumn of 2022 to seek approval to set a new commissioning process into place for the new Healthy Child Programme 0-19 from 01 April 2023

## Author

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Stephen Gunther  
Director for Public Health



Kerrie Allward  
Executive Director –  
Adult Social Care



Councillor Craddock  
Portfolio Holder for  
Health and Wellbeing

## **Cabinet – 16 March 2022**

### **Children's Services Education Case Management System**

**Portfolio:** Councillor Chris Towe, Education and Skills

**Related portfolios:** Councillor Bird, Leader of the Council

**Service:** Access and Inclusion

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Aim**

- 1.1 To ensure the Council has an education electronic case management system, underpinning the Council's requirement to fulfil its statutory duties, as set out in relevant legislation (i.e., Education Act 1996, Children and Families Act 2014).
- 1.2 To build on the current vendor relationship with Capita, so as to establish a partnership-based way of working, which will intrinsically support the delivery of Directorate and in turn Council ambitions, in transforming services.

#### **2. Summary**

- 2.1 In accordance with the Council's Constitution, this is a 'key decision' due to 'significant' expenditure in excess of £500,000.
- 2.2 The Council has statutory responsibilities under the Education Act 2014 and Children and Families Act 2014, which include the need to maintain child level records, linked to children and young people in relation to their education needs. The current electronic case management system is Capita One, which was procured by the Council over 10 years ago from Capita and is hosted within the Council's data centre.
- 2.3 As well as statutory requirements, Capita One ensures greater system-based oversight of statutory services delivered; greater intelligence across areas of service delivery; increased access to performance and activity reporting; front end services to enable parents to make school applications and the ability to interface across multiple Council electronic systems as a way of delivering more streamlined functions.
- 2.4 Changes to the system by Capita require either significant investment in new server hardware or use of a cloud-based software as a service (SaaS) provision.

- 2.5 A review of alternative solutions determined that they didn't have the same functionality as Capita One and therefore changing systems would involve a significant redesign of the Council's working practices.
- 2.6 As a result of the alternative systems review it was decided to implement the Capita One SaaS solution through the Crown Commercial Service framework RM6194 (Back Office Software).
- 2.6 The detailed business case for this work has been taken through and gained approval from the relevant governance channels including Third Party Spend Board, Business Design Authority (BDA) and Technical Design Authority (TDA) with assurance that the recommended course of action aligns with Council transformation priorities including the ICT transformation strategy, the Customer Access Management (CAM) programme and the PROUD agenda.

### **3. Recommendations**

- 3.1 That Cabinet approve the award of a contract to Capita via the facility under Crown Commercial Service framework RM6194 (Back Office Software) to re-procure the Council's existing case management system for education commencing April 2022 and until April 2027 at a total cost of £1,368,000.
- 3.2 That Cabinet delegate authority to the Executive Director - Children's Services, in consultation with the Executive Director - Resources and Transformation, the Portfolio Holder for Education and Skills and the Leader of the Council, to subsequently authorise the sealing of deeds and/or signing of contracts and any other related documents for the provision of such services.
- 3.3 That Cabinet delegate authority to the Executive Director - Children's Services, in consultation with the Executive Director - Resources and Transformation, the Portfolio Holder for Education and Skills and the Leader of the Council to authorise any variations to the contractual arrangements or other related documents for such services should this be required throughout the duration of the term of any contracts and provided they are in line with the Council's Contract Rules and any relevant legislation, including Public Contract Regulations 2015.

### **4. Report detail - know**

- 4.1. The Council's current version of Capita One was purchased over 10 years ago and is hosted on servers within the Council's data centre. An annual maintenance and support contract with Capita costs £154,000 per year, which provides access to upgrades (which we then have to implement ourselves) and minimal support in system maintenance.
- 4.2. Due to major technical changes that have been made by Capita to Capita One, primarily involving the discontinuation of Microsoft Silverlight, significant upgrades would be required to existing servers to enable Capita to continue running. Additionally, the current servers are now approaching the end of their lives and considerable investment would be needed to purchase new servers to enable us to continue hosting Capita One on premise. On site hosting also has implications

for resources to maintain the system both within ICT and the business. Should there be a disaster resulting in the loss of the data centre it is currently estimated that it would take between 3 - 6 months to restore this particular service - this would result in the Council being unable to meet its statutory requirements for Children's services including safeguarding and Department for Education Statutory returns.

4.3. The issues that have arisen with the requirement to upgrade Capita One have coincided with the transformation of the Council's ICT service; ICT are currently undertaking a programme of work known as ICT Transformation and Cloud Migration – this programme seeks to implement a “cloud first” strategy - migrating hosting from the Council's existing data centre to a cloud platform (Microsoft Azure) in order to reduce overall costs, increase scalability and improve disaster recovery capability. The Capita One system cannot be migrated to the Microsoft Azure platform, as it sits on a complex architecture encompassing both Microsoft and Oracle technologies and Capita will not support their application within the Azure platform. However, Capita are able to offer their own cloud solution in the form of Software as a Service (SaaS).

4.4. Four options have been considered for the procurement of a case management system, which have been outlined in the table below.

Options	Description	Implication
1. Do nothing	Continue with the current annual rolling contract with Capita with the system hosted on existing servers.	System will become obsolete and unsupported by the end of 2022. The organisation will not be able to meet its statutory duties.
2. Procure an Alternative system	Look at alternative suppliers and systems that are on the market.	Full tender process would be required. If alternative system was procured it would require a huge implementation and migration project up to two years and significant disruption for the business including redesign of business processes.
3. Upgrade servers to maintain system 'on-prem'	Implement new servers to ensure that Capita One can continue to be maintained, supported and upgraded.	Ongoing risks around data recovery and maintenance costs.

4. Re-procure existing case management system with migration to a SaaS hosted solution.	Through representative working group discussions – most appropriate approach has been identified – to deliver a compliant electronic solution in a timely and best value way, meaning a provision of a 5 year contract will be implements	Opportunity to align to the Council's ICT Strategy and our transformation programme. Provides continuity of system in a compliant way. Optimises technological advances in system hosting and reduces Council burden
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4.5. The review of the Capita system has also identified some key areas of the existing system which are not being utilised to their maximum potential. The scope of this work has been identified and Capita have quoted for the support that would be required to implement the necessary changes to address this issue with the costs included in the proposed contract, as it is more efficient to do this work alongside the migration to SaaS.

4.6. Negotiations will commence between the Capita and the Council to ensure alignment to the Council's transformation ambitions and the building of a stronger partnership relationship, which will also enable the Council to have greater influence across the vendor's future roadmap of system design priorities and to also ensure compliance with the Council's best value duty under the Local Government Act 1999.

### ***Council Corporate Plan priorities***

4.7. The proposed provision aligns with the following Corporate Plan priorities:

**CHILDREN have the best possible start, are safe from harm, happy, healthy and learning well** – Stable case management systems are vital to being able to support individual children and families, ensuring that the data and information held about the child is accurate, up to date and accessible. The ability to draw down data from systems for analysis and monitoring purposes contributes to service planning and delivery.

It is vital that the Council invests in and retains its ability to meet statutory recording and reporting requirements.

**INTERNAL Focus – All Council services are efficient and effective** – the upgrade of these systems is in line with the ICT transformation strategy and will ensure that they are fit for purpose moving forwards. Upgrading the case management systems will reduce system downtime for staff and ensure that they are always working on the most up to date systems, providing more time to focus on providing quality support to children and families to improve outcomes.

The upgrade also aligns and will support CAM priorities and other elements of the Council's PROUD programme, including, Insight and Enabling Technology.

Approvals and been sought and gained from the relevant governance groups in relation to this including Third Party Spend Board, Business Design Authority and Technical Design Authority.

### ***Risk Management***

- 4.8. This proposal to upgrade these systems to a SaaS environment significantly reduces the risk to the Council's data and security, reducing the risk of data loss, data breaches and cyber security attacks, as well as reducing the risk around business downtime and reputational risks related to the systems not being fit for purpose.
- 4.9. The risks to awarding this contract are low given that the Council has an established record of utilising this system. However, due diligence will be undertaken including Data Processing Agreements; Technical Assessment, in order to provide assurance and governance in delivering our statutory duties.
- 4.10. Risks relating to the implementation of the project will be mitigated through robust project management and contract management with the supplier.

### ***Financial implications***

- 4.11. The 2021/22 annual cost of delivering this service is £154,000. As part of the project, the budget and responsibility for contract management with the supplier will be transferred to ICT as part of the Council's ambition to centralise ICT budgets.
- 4.12. The Directorate recommends option 4 as detailed in section 4.4 with the total cost of the contract being £1,368,000 over 5 years. The costs for the proposed 5 year contract are as follows:

<b>SaaS Solution</b>	<b>Year 1 Annual Cost (£)</b>	<b>Years 2-5 Annual cost (£)</b>
Hosting	280,000	250,000
Oracle Licencing	26,397	4,215
Strategic Review	45,000	
<b>Total Annual Cost</b>	<b>351,397</b>	<b>254,215</b>

4.13. **Funding** for the contract has been identified on the following basis:

<b>Funds breakdown – 1st year</b>		
<b>Description</b>	<b>Amount</b>	<b>Funded by</b>
Capita SaaS migration and purchase of additional Oracle licences	£52,183	Existing Capital ICT Cloud Navigator Budget
Project management cost and functionality improvement	£45,000	Existing funding earmarked for revenue implications of capital projects
Ongoing revenue costs	£154,000	Existing revenue budget
Additional revenue costs	£100,000	Revenue reserves with growth built into future ICT budgets
<b>Total funds breakdown 1<sup>st</sup> year</b>	<b>£351,183</b>	
<b>Additional Cost</b>		
Internal project management cost	£65,000	Existing funding earmarked for revenue implications of capital projects

### ***Legal implications***

- 4.14. The Council has a statutory obligation to record, keep and maintain information relating to a child's education and to submit relevant statutory returns to central government. These obligations are also covered by external inspection frameworks, which expect the Council to have in place robust case management for interventions with children and young people. Poor performance in these inspections can lead to directions for improvement from central government as well as a risk to reputation if performance or judgement in an inspection is inadequate. Continued use of Capita One will enable the Council to continue to meet these obligations without disruption.
- 4.15. Being able to record proportionate information is critical in ensuring auditable; proportionate decision making; safety and delivery of timely interventions, as well as compliance with the requirements of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The electronic social care case management system is the Council's underpinning record tool for this.
- 4.16. The procurement of the contract with Capita under RM6194 (Back Office Software) to award the contract to Capita will be undertaken in accordance with the applicable requirements of the Public Contracts Regulations 2015. By use of a framework, the Council agrees to contract with Capita pursuant to the framework's call-off terms.

### ***Procurement Implications / Social Value***

- 4.17. The move to Capita One SaaS will involve the signing of a new 5-year contract with Capita. This is broadly aligned with the 3+1-year contract between the Council and Servelec for the upgrade of the MOSAIC system. The plan currently is to begin a full tender process to review the market for both systems in around 2 years' time.

This will enable to the opportunity test the market and to look at system suppliers that offer combined social care case management and education systems, or other suppliers of individual systems.

- 4.18. A market testing and tender process of that size can take between 12 and 18 months, following which, if a new supplier was chosen systems would have to be migrated one at a time. The five-year Capita contract therefore aligns with the 3+1 Servelec contract as the social care system would migrate first with the education system migrating afterwards, ensuring that we maintained systems functionality during this period.
- 4.19. The procurement exercise and associated contract award will be conducted in accordance the Public Contracts Regulations 2015 (the Regulations).
- 4.20. After evaluating several routes to market, Procurement have advised that the use of the award facility under RM6194 (Back Office Software) to award the contract to Capita would be the best procurement vehicle to achieve the desired outcomes in the timescales required.
- 4.21. Compliant processes have been undertaken to minimise procurement-related risk associated with the award of this contract. However, there will always remain an inherent risk of legal challenge associated with any procurement undertaken by the Council.

#### ***Property implications***

- 4.22. The property implication linked to this contract award is simply that the case management system will, during the lifetime of the proposed contract, in a planned way, cease to be hosted on Council premises, in line with our ICT strategic intent.

#### ***Health and wellbeing implications***

- 4.23. The ability to monitor the health and wellbeing of Walsall children, young people and adults receiving support or services from the Council will be compromised without the availability of an electronic case management system.

#### ***Staffing implications***

- 4.24. Officer capacity will be created in operating a non-site based electronic solution, enabling the re-direction of ICT resources to further realise our ICT strategic ambitions.

#### ***Reducing Inequalities***

- 4.25. An Equality Impact Assessment has been deemed not necessary as working practices will not be changing.
- 4.26. Having robust systems which capture information about children and young people enables the ability to extract data and perform analysis to identify need and inform service planning and development to address the needs of the most vulnerable and target services appropriately to reduce inequalities. There is no direct impact

on service users as their priority needs will continue to be met regardless of system choice.

### **Consultation**

- 4.27. External consultation was not deemed necessary as there is no direct public impact.

## **5. Decide**

The advantage to delegating the awarding of this contract will ensure continuation of a statutorily required activity and local authority compliance. It demonstrates that the Council is putting sufficient resources towards the best method of meeting the needs of our children in the borough with the least amount of disruption to services.

## **6. Respond**

Subject to Cabinet approval Children's Services, working with ICT and Procurement colleagues will ensure that the solution is:

- Best Value;
- Fit for purpose;
- Future proof; and
- awarded following a due diligence exercise.

## **7. Review**

Stakeholders from across all the business will engage with governance for the system, In order to optimise future system operating benefits and alignment to future service ambitions, robust contract relationship and management arrangements will be established, enabling greater partnership working.

### **Background papers**

None



Sally Rowe  
**Executive Director**  
**Children's Services**



Councillor Towe  
**Portfolio Holder**  
**Education and Skills**

## **Cabinet – 16 March 2022**

### **Proposed Early Years Funding Formula for two, three & four years olds - 2022/23**

**Portfolio:** Councillor Towe, Education and Skills

**Related portfolios:** Councillor Bird, Leader of the Council

**Service:** Children's Services: Education

**Wards:** All

**Key decision:** Yes

#### **Forward plan:**

#### **1. Aim**

- 1.1 The Early Years funding formula is the local process that is utilised (informed by national early years funding guidance) to allocate the Early Years block of the Dedicated Schools Grant (DSG) funding that the Council receives to the early years providers in Walsall.

#### **2. Summary**

- 2.1 Central Government, in line with the commitment set out in its manifesto document, introduced an Early Years National Funding Formula (EYNFF) in April 2017 which was to deliver affordable, flexible and high quality childcare for all parents and children via a funding system which is fair for providers and local authorities.
- 2.2 Early Years Block of the Dedicated Schools Grant (DSG) is paid over to local authorities, who have a statutory duty to ensure sufficient early years places are available to meet the requirements in their area, and this funding is then paid by the local authority to providers based on the actual number of hours of funded childcare that is delivered.
- 2.3 In England all children aged 3 and 4 are currently entitled to 570 hours of funded childcare per year (normally provided as 15 hours per week over the 38 week school year). Additionally the 2017 funding reforms expanded provision for 3 and 4 year old to include a 30 hour entitlement for working parents.
- 2.4 A further element of the EYNFF is funding of free entitlement for disadvantaged 2 years olds. Unlike funding for 3 and 4 year olds, which must be allocated via a local early years funding formula, local authorities are encouraged to fund providers on the basis of a flat hourly rate.

- 2.5 Early Years Funding operational guidance sets out the funding factors permitted within the local funding formula for early years and the requirement of a 95% pass-through of funding to early years providers, thereby limiting the amount of funding that can be retained by the local authority to fund central early years services to a maximum of 5%.
- 2.6 As the early years local funding formula will result in the Local Authority allocating funds to individual schools, and those schools utilising this for expenditure which will be significant (greater than £250,000), the approval of the formula is a key decision

### **3. Recommendations**

Subject to outcome of the discussion of Walsall's Schools Forum at its meeting on 8th March 2022:

- 3.1 That Cabinet approves the Early Years Funding Formula (**Appendix A**) recommended by Walsall's Schools Forum at its meeting on 8th March 2022.

### **4. Report detail - know**

#### **Context**

- 4.1 For 2022/23 local authorities are be required to set a local Early Years Funding Formula for mainstream schools, nursery schools and private/voluntary early years providers.
- 4.2 The agreed Early Years Funding Formula rates will be used to determine a budget share for all early years providers for 2022/23.

#### **Proposed Early Years Funding Formula**

- 4.3 Operation guidance sets out the funding factors that are permitted within the early years local funding formula, these include a universal hourly base rate, a mandatory deprivation factor, discretionary supplements and additional funding in respect of maintained nursery schools.
- 4.4 Table 1 therefore sets out the proposed areas of the Early Years Funding Formula, highlighting the estimated cost of each area to be funded from the allocation of £20.835m of Early Years Block Funding of the DSG that will be received in 2022/23, with a narrative describing each area set out below the table.

<b>Table 1 – Proposed Early Years Expenditure</b>	
<b>Provision</b>	<b>Estimated cost against Early Years Block of DSG for 2022/23 (£m)</b>
Universal and additional hours for 3 and 4 year olds	15.194
Deprivation Supplement	0.136
Entitlement hours for 2 year olds	3.105
Maintained Nursery Schools Supplement (MNSS)	1.399
Early Years Pupil Premium (EYPP)	0.287
Disability Access Fund (DAF)	0.124
SEN Inclusion Fund (SENIF) 3&4 years olds	0.070
SEN Inclusion Fund (SENIF) 2 years olds	0.020
Central expenditure on early years entitlement	0.500
<b>Total</b>	<b>20.835</b>

### **Universal and additional hours for 3 and 4 year olds**

- 4.5 The operational guidance includes a requirement to pay a universal hourly base rate to all early years' providers for the provision of free entitlement hours for 3 & 4 year olds. The universal hourly base rate must, in all cases, be multiplied by the hours of attendance of children at each setting – up to a maximum of 570 hours of funded childcare per year (or a maximum of 1140 hours for those children eligible for the additional offer for working parents).

### **Deprivation Supplement**

- 4.6 Deprivation is a mandatory supplement local authorities must use in their Early Years Funding Formula to recognise deprivation in their area. Operational guidance does not set out how funding for deprivation is to be allocated and this is determined locally.
- 4.7 Currently the EYFF allocates deprivation funding on the basis of the proportion of children recorded on January census and headcount, whose postcode falls within band A of the Income Deprivation Affecting Children Index (IDACI). The calculated proportion is applied to each terms estimated nursery pupil numbers to arrive at a notional number of disadvantaged part time equivalent pupils for each provider.

### **Entitlement hours for 2 year olds**

- 4.8 As with 3 & 4 year old funding, the funding for disadvantaged 2 year olds is paid on the basis of a flat hourly base rate.

- 4.9 Unlike the funding requirements for 3 & 4 year olds, there is no regulatory pass through rate in respect of early years block funding for 2 year olds and similarly there are no requirements in respect of mandatory or discretionary supplements.

### **Maintained Nursery Supplement**

- 4.10 This represents an element of additional funding for maintained nursery schools, known as the Maintained Nursery Schools Supplement (MNSS). The funding is allocated within the Early Years block of the DSG to be paid as a variable lump sum, based on the capacity of each maintained nursery school. The supplement provides some funding protection to nursery schools following the introduction of the universal hourly base rate, which had the effect of reducing the hourly rate of funding nursery schools previously attracted.
- 4.11 Currently the MNSS is a transitional supplement which was expected to be withdrawn at the end of the 2019/20 academic year, however the withdrawal date has been extended on a number of occasions and has recently been deferred again to March 2023.

### **Early Years Pupil Premium (EYPP)**

- 4.12 The Early Years Pupil Premium (EYPP) gives early year providers additional funding to support disadvantaged 3 and 4 year old pupils who are in receipt of the universal 15 hours entitlement and are in receipt of any one of the benefits criteria detailed in Early Years Operational Guidance.
- 4.13 Early years providers are responsible for identifying eligible children and, once eligibility has been checked by the authority, funding to providers is allocated using an hourly rate prescribed by the DfE.

### **Disability Access Fund (DAF)**

- 4.14 The Disability Access Funds (DAF) was introduced to support disabled 3 and 4 year old children accessing their early years free entitlement. DAF funds can be used, for example, to support providers in making reasonable adjustments to their settings.
- 4.15 Early years providers are responsible for identifying eligible children and are encouraged to use the DfE's parent declaration template. Once eligibility is verified by the authority funding is allocated at an annual rate prescribed by the DfE.

### **Central Expenditure on Early Years Entitlement**

- 4.16 The maximum amount of funding that can be retained centrally is 5% of the early years block. The £500k retained budget, equating to 2.4% was approved by Schools Forum at their meeting on 18th January 2022 and reflects the cost of providing central services in support of the early years entitlement for 2, 3 and 4 year olds.

## **Special Education Needs Inclusion Fund**

- 4.17 In addition to the funding areas shown in table 1, there is a requirement for local authorities to operate a Special Educational Needs Inclusion Fund (SENIF) for all 3 and 4 year olds with SEN who are taking up free entitlement.
- 4.18 SENIF for 2 year olds is not a funding requirement, however local authorities can choose to establish a fund as part of their provision should they wish to do so and an agreement to fund SENIF for eligible 2 year olds as part of Walsall's early years provision is in place.
- 4.19 SENIF is to be used to target children with lower or emerging SEN. Children with more complex needs and those in receipt of an education, health and care plan will continue to be funded via the high needs block of the DSG.

## **Detailed Funding Factor Values**

- 4.20 Appendix A below confirms the proposed funding factors and their values for the 2022/23 Early Years Funding Formula.
- 4.21 It should be noted that the early years guidance also permits a number of additional discretionary supplements including rurality; quality; flexibility and English as a second language, however none of these permitted discretionary supplements feature in the proposed Early Years Funding Formula.

## **5. Council Corporate Plan priorities**

- 5.1 The early years funding formula is seen as equitable and is transparent to those who have been consulted with when setting the formula. The early years funding formula will not impact on the total amount of funding given to Walsall council within its Early Years block of the Dedicated Schools Grant.

## **6. Risk management**

- 6.1 Individual Special schools may see movements in the actual funds that are paid to them where the numbers of pupils taking up entitlement, have changed. Schools would need to manage these changes within their overall early years delegated budget.

## **7. Financial implications**

- 7.1 The exact financial impact on individual providers cannot be predicted at this time as this will be dependent on actual hours of funded childcare that are delivered during 2022/23.
- 7.2 Current financial modelling indicates that the proposed financial arrangements set out in table 1 would be affordable within the Early Years Block funding provided within the Dedicated Schools Grant for 2022/23. It should be noted that, as the January census data is not yet available, prior year data has been used in the funding model to estimate affordability, however updated modelling will be undertaken once the January 2022 census data is available – but it should be noted that any risk associated with this is minimal as if the January census shows

a significant increase in the number of hours provided then this would attract additional funding to the authority to then pass on to providers.

- 7.3 A universal base hourly rate of £4.64 per hour for 3 & 4 year olds would equate to an increase of 8 pence per hour to 2021/22 rates, the flat base rate for disadvantaged 2 year olds of £5.45 per hour is an increase of 5 pence per hour from 2021/22.
- 7.4 Historically the £500K contribution to central early years expenditure, as detailed in paragraph 4.12 of the report, has been funded in its entirety from the 3 & 4 year old hourly rate, however the central costs incurred do support the early years entitlement for 2, 3 & 4 year olds. An adjustment has therefore been made to the proposed rates for 2022/23 to take account of this historic anomaly with the introduction of a proportionate split in the funding formulae to fund these central costs. For 2022/23 this has therefore resulted in a smaller increase in the 2 year old hourly rate than the increase proposed for 3 & 4 year old providers. However this is a one off impact to ensure the funding formula is more equitable, and as set out above the 2 year old hourly rate proposed does still represents an increase year on year from 2021/22.
- 7.5 Indicative budget shares are proposed to be issued to all providers in March 2022, the local authority will utilise the January census data to calculate the initial indicative budget. These will just be indicative summaries at this point, and any actual payments made to providers throughout the financial year of 2022/23 will however be made based upon actual hours delivered at settings.

## **8. Legal implications**

- 8.1 The DfE has prescribed the way in which early years providers should be financed for the 2022/23 financial year. These guidelines are set out in the Early Years Entitlement 2022 to 2023 operational guide, and can be found at the following link:

<https://www.gov.uk/government/publications/early-years-funding-2022-to-2023/early-years-entitlements-local-authority-funding-of-providers-operational-guide-2022-to-2023>

- 8.2 The purpose of these arrangements is to help secure greater consistency in the way in which funding is distributed to early years providers. The Council is bound to adhere to the rules issued by DfE, and the proposed Walsall local early years funding formula sets out how funding will be allocated to early years providers in Walsall within the prescribed arrangements

## **9. Procurement Implications/Social Value**

- 9.1 Schools are required to comply with the Council's procurement rules and policies in conducting their business.

## **10. Property implications**

- 10.1 Unless any schools in Walsall were to close, there will be no property implications associated with this report.

## **11. Health and wellbeing implications**

- 11.1 The content of this report has taken into account the Marmot objectives and it is confirmed that the proposals have been tested against the relevant considerations in this respect. As such there has been no indication that the proposed school funding formula would have any adverse impact on the health and wellbeing of staff and pupils based at Walsall schools.

## **12. Staffing implications**

- 12.1 If individual providers see movement in the actual funding paid to them, due to movements in pupil numbers or changes in need, there is a risk that staff posts may also need to be reduced.

## **13. Reducing Inequalities**

- 13.1 As part of the consultation on the implementation of an early years national funding formula the government undertook a full equality impact assessment, taking into account the relevant protected characteristics identified in the Equality Act 2010. A copy of the equality impact assessment is attached to this report.

## **14. Climate Change**

- 14.1 There are no direct Climate Change implications arising from this report.

## **15. Consultation**

- 15.1 Head teachers of all schools and academies are represented on the Schools Forum have been consulted.

## **16. Decide**

- 16.1 That Cabinet approves the Early Years Funding Formula that was recommended by Walsall's Schools Forum at their meeting on 8th March 2022.

## **17. Respond**

- 17.1 Indicative budget shares for all early years providers for 2022/23 will be distributed according to the approved early years funding formula.

## **18. Review**

- 18.1 Schools will be expected to monitor and stay within their delegated budget. The local authority will continue to provide support to schools to ensure that robust financial monitoring is carried out. Walsall's Schools Forum will continue to receive financial performance reports to monitor usage of school's budgets
- 18.2 For private and voluntary providers regular support from the Early Years Team works to ensure continuity of provision.

## Background papers

Schools forum Report 8 March 2022 – Proposed Early Years Funding Formula for two, three and four year olds 2022/23

ESFA – Early years entitlements: local authority funding of providers operational guide 2022/23

Cabinet 8 February 2017 – Early Years Funding Formula

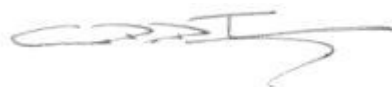
Schools Forum report 5 December 2017 – Update on Early Years Funding Rates for 2018/19 and Progress of Special Schools Working Group

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16 March 2022



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16 March 2022

## Appendix A

### Proposed Early Years Funding Formula 2022/23

Funding Factor	Unit / descriptor	2021/22 Rate/Value	2022/23 Rate/Value
Early Years Entitlement for Disadvantaged 2 year olds	per hour	£5.40	£5.45
3 & 4 year olds - Universal Hourly Base rate	per hour	£4.56	£4.64
Deprivation Supplement – mandatory	Fixed annual sum per notional disadvantaged p.t.e. child – derived from numbers recorded in January 2022 IDACI mapped by postcode to band A.	£570 pa p/p	£570 pa p/p
Maintained Nursery Schools Supplement for 3 & 4 YO provision (transitional factor)	Variable lump sum per nursery school based on published capacity of nursery school.	Range: £137.6k to £174.4k	Range: £146.9k to £186.7k

### Other Early Years Funding

Funding	Descriptor	2021/22 Prescribed rate	2022/23 Prescribed rate
Early Years Pupil Premium (EYPP)	Additional funding to support disadvantaged 3 & 4 year-old children who meet the prescribed criteria	0.53 per hour of universal free entitlement	0.60 per hour of universal free entitlement
Disability Access Fund (DAF)	For children in receipt of disability living allowance – support access to free entitlement for 3 & 4 year-olds.	£615 pa lump sum	£800 pa lump sum

### Special Education Needs Inclusion Fund

<b>Funding</b>	<b>Descriptor</b>	<b>2021/22 rate</b>	<b>2022/23 rate</b>
Special Education Needs Inclusion Fund (SENIF) for 3 and 4 year olds - mandatory	SENIF is targeted funding for children with lower or emerging SEN needs who are attracting 3 and 4 year olds entitlement	£640 per term	£640 per term
Special Education Needs Inclusion Fund (SENIF) for 2 year olds – optional local factor	SENIF is targeted funding for children with lower or emerging SEN needs who are attracting 2 year olds entitlement	£640 per term	£640 per term

## **Proposed High Needs Local Funding Formula 2022/2**

**Portfolio:** Councillor Towe, Education and Skills

**Related portfolios:** Councillor Bird, Leader of the Council

**Service:** Children's Services: Education

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

### **1. Aim**

- 1.1 Cabinet approved the current Local High Needs Funding Formula on 10 February 2021. The formula provides a fair, needs led and child centred approach to allocating funding for school aged children with Special Educational Needs & Disabilities (SEND) and was implemented from 1 April 2021.
- 1.2 This report provides Cabinet with an update for 2022/23. There are no proposals to change any part of the formula that was implemented in 2021/22, with the exception of increasing top-up rates for special schools and pupil referral units who will not receive the new Supplementary Grant that mainstream and nursery schools will receive in 2022/23 to reflect the increase in national insurance costs in 2022/23 due to the Health & Social Care Levy.

### **2. Summary**

- 2.1 A revised High Needs Funding Formula was approved and implemented in 2021/22, which saw the introduction of a new bandings model to support all pupils with Education Health and Care Plans (EHCP's). This was in line with the Walsall Right 4 SEND guidance document, which was written following the formation of the High Needs Working Group working alongside SEND officers. The new bandings model is based on the different areas of primary need, which correlate to the SEND Code of Practice. The top-up rates are set out in detail in Appendix A of this report.
- 2.2 In line with the High Needs Operational Guidance for 2022/23, top-up rates for special schools and pupil referral units have been increased to reflect the additional national insurance costs in 2022/23 due to the Health & Social Care Levy. Mainstream schools and nurseries will receive a Supplementary Grant to fund these additional costs in 2022/23. Special schools and pupil referral units

will be funded through their top up rates. The increase average 1% on each band and is affordable within the current model.

### **3. Recommendations**

- 3.1 That Cabinet approves the Local High Needs Funding Formula for 2022/23 with the increased top-up rates for special schools and pupil referral units.
- 3.2 That Cabinet approves to delegate authority to the Executive Director of Children's Services, in consultation with the Portfolio Holder for Education and Skills, to agree the utilisation of any amount of available High Needs funding to support special schools and Pupil Referral Units in financial difficulty, as allowed within the High Needs Funding guidelines.

### **4. Report detail – know**

#### **Background**

- 4.1 The high needs funding formula is the local process that is utilised to allocate the High Needs Block of the Dedicated schools Grant (DSG) funding that the Council receives, to the providers of support to children with additional needs in the Borough of Walsall.
- 4.2 A working group of the Schools Forum, comprising of representatives from all school phases and sectors has continued to meet and work on the high needs funding methodology and model, which is child centred, needs based, transparent , equitable and affordable.
- 4.3 The methodology builds on the work undertaken in 2019 and the additional work in 2020 encompassing revised moderated SEN data from schools and academies to propose an updated model to be implemented from 1 April 2021. The model was developed through extensive work with schools and partner services, led by the Schools Forum High Needs Funding working group.
- 4.4 Once approved by Cabinet the new local high needs funding formula rates will be used to determine indicative budget shares for all special schools for 2022/23 and will determine the high needs top-up funding attracted by mainstream schools. As funding for PRUs and ARPs was not included in the review work undertaken to date, funding in these areas will continue to be allocated using the existing model for 2021/22, with a further review of the funding formula for these provisions then due to take place during 2022/23.

#### **Financial Modelling**

- 4.5 The High Needs Block funding allocation has seen significant increases since 2020/21, however due to year on year increases in the number of EHCPs and the support given to pupils with more complex educational needs and disabilities the block remains under potential pressure.
- 4.6 With further EHCP growth forecast for 2022/23, financial modelling indicates that circa 13% growth is affordable based on the published High Needs Block

allocation for 2022/23. This is based on average placement costs so this percentage may fluctuate depending on the individual needs of the new EHCPs.

- 4.7 Proposed top-up rates for special schools and pupil referral units have been increased to reflect the additional national insurance costs in 2022/23 due to the Health & Social Care Levy. Mainstream schools and nurseries will receive a Supplementary Grant to fund these additional costs in 2022/23. Special schools and pupil referral units will be funded through their top up rates. The increase averages 1% on each band and is affordable within the current model.
- 4.8 The High Needs Block allocation also includes funding for historic cost pressures for Teachers' pay and pension in high needs settings. Special schools are allocated funding via their top-up rates as the costs are included within the formula, however, guidance requires that for Alternative Provision Free Schools a separate payment based on their published place numbers - rather than being based on actual numbers supported through top up as with special schools. The proposed rates that are applicable for Alternative Provision Free Schools are set out in Appendix A of this report.

### **Council Corporate Plan Priorities**

- 4.9 This work relates to the Council Plan Priorities for Children (The gaps in educational attainment between the least and most deprived communities will be narrowed for all under achieving groups). Specifically, the allocation of High Needs Funding should ensure that children identified as having SEND have the right support at the right time to ensure they access their entitlement to a full time education and can make good academic progress and achieve their potential.

### **Risk management**

- 4.10 The financial modelling supports the proposed funding formula within projected resources with provision for up to 13% growth factor. Budget monitoring and control will need to ensure the formula's financial sustainability into the future.

### **Financial implications**

- 4.11 The proposed funding formula for 2022/23 is estimated to be affordable within the totality of funding that is available within the High Needs Block of DSG that is paid to the authority.
- 4.12 The implementation of the current banding model has resulted in changes to funding allocations to some schools. This is one of the areas of action the working group are looking at. The authority will continue to work with those schools that do see a reduction in funding to help them plan for the impact of this.
- 4.13 The national High Needs funding regulations also allow the authority to utilise available High Needs funding to support special schools and Pupil Referral Units in financial difficulty. This flexibility is useful in both supporting these categories of schools to manage the current pressures that they are experiencing, whilst also managing any impact of changes in the local high

needs funding formula top up rates. As such a recommendation has also been proposed to delegate authority to the Executive Director of Children's Services, in consultation with the Portfolio Holder for Education and Skills, to agree the utilisation of any amount of available High Needs funding to support special schools and Pupil Referral Units in financial difficulty, as allowed within the High Needs Funding guidelines.

### **Legal implications**

- 4.14 The Department for Education (DfE) has prescribed the way in which schools should be financed for the 2022/23 financial year. These guidelines are set out in the Schools Revenue Funding 2022 to 2023 operational guide. The purpose of these arrangements is to help secure greater consistency in the way in which high needs funding is distributed to schools. The Council is bound to adhere to the rules issued by DfE

### **Procurement Implications/Social Value**

- 4.15 There are no procurement/social value implications arising from the proposals in this report.

### **Property implications**

- 4.16 There are no property implications arising from the proposals in this report.

### **Health and wellbeing implications**

- 4.17 The expectation remains that the current model for High Needs Funding will support the Marmot objectives of:
- Give every child the best start in life
  - Enable all children, young people and adults to maximise their capabilities and have control over their lives
- 4.18 This will be achieved by ensuring that the approach to funding ensure children have access to the right support at the right time to promote their development, educational outcomes and prepare them for adulthood.

### **Staffing implications**

- 4.19 There are no staffing implications arising from the proposals in this report.

### **Reducing inequalities**

- 4.20 The Equality Impact Assessment already completed remains current.
- 4.21 The overall aim of the model is to ensure a fair and equitable approach to the allocation of High Needs Funding. This will reduce inequalities and ensure that children with SEND have access to the provision required to meet their needs, ensure access to their entitlement to fulltime education and to address the gap in outcomes between those with SEND and those without.

## **Climate change**

- 4.22 There are no climate change implications arising from proposals in this report.

## **Consultation**

- 4.23 Consultation has been undertaken with both representatives of the ongoing School Forum led High Needs funding formula review sub group and also with Schools Forum themselves, with Schools Forum at their meeting on 9 March 2022 being asked to recommend the proposed local high needs funding formula to Cabinet.

## **5. Decide**

Cabinet are asked to review and approve the proposed Local High Needs Funding Formula for 2022/23, alongside the proposed delegation to the Executive Director and Portfolio Holder in relation to support to special schools and pupil referral units in financial difficulty.

## **6. Respond**

Once approved by Cabinet the Local High Needs Funding Formula for 2022/23 will be communicated with schools, alongside the provision of indicative high needs budget allocations for special schools and Pupil Referral Units, which will be used to inform each school in setting their budget for the year.

## **7. Review**

The approach to High Needs funding will be subject to an annual review by an identified sub group of Schools Forum. The allocation of funding will be reviewed alongside an analysis of the changing need reported through the SEN audit process and pupil place planning.

## **Background papers**

Walsall Right 4 SEND guidance document  
Schools Forum report 9 March 2022  
High Needs Funding 2022/23 Operational Guidance

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**Sally Rowe**  
**Executive Director**  
16 March 2022



**Councillor Towe**  
**Portfolio holder**  
16 March 2022

## Appendix A

### Proposed High Needs Top-up Rates 2022/23

SEND Band	Special Schools High Needs Top-up Rates 2022/23 £	Mainstream Schools High Needs Top-up Rates 2022/23 £
SEMH Band 1,2 & 3 – funded by school budget	n/a	n/a
SEMH Band 4	n/a	4,181
SEMH Band 5	n/a	6,847
SEMH Band 6	16,485	10,392
SEMH Band 7	21,486	17,075
C&L Band 1,2 & 3 – funded by school budget	n/a	n/a
C&L Band 4	n/a	3,095
C&L Band 5	n/a	4,611
C&L Band 6	5,985	11,800
C&L Band 7	14,368	15,312
C&L Band 8	25,048	20,388
SLCN Band 1,2 & 3 – funded by school budget	n/a	n/a
SLCN Band 4	n/a	3,326
SLCN Band 5	n/a	6,891
HI Band 1,2 & 3 – funded by school budget	n/a	n/a
HI Band 4	n/a	4,611
HI Band 5	n/a	6,847
HI Band 6	10,032	9,923
HI Band 7	14,368	14,471
VI Band 1,2 & 3 – funded by school budget	n/a	n/a
VI Band 4	n/a	5,375
VI Band 5	n/a	8,407
VI Band 6	n/a	15,006
VI Band 7	n/a	17,432
MSI Band 1,2 & 3 – funded by school budget	n/a	n/a
MSI Band 4	n/a	6,216
MSI Band 5	n/a	10,764
MSI Band 6	20,913	16,643
MSI Band 7	35,942	18,159
Physical Band 1,2&3 – funded by school budget	n/a	n/a
Physical Band 4	n/a	3,791
Physical Band 5	n/a	6,745
Physical Band 6	19,814	13,718
Physical Band 7	23,377	18,432

### Teachers' Pay & Pension historic costs – rates for Alternative Provision Free Schools

Funding	Period	Rate per place
Teachers' Pay	April to August	£72.91
	September to March	£102.08
Teachers' Pension	April to August	£202.06
	September to March	£282.89

Payments will be based on the actual published place number for the relevant period, less any places already being paid by the authority via top-up.

## **Cabinet – 16 March 2022**

### **Award of General Building Repair and Maintenance Service Contract Deferred from Cabinet 9 February 2022**

**Portfolio:** Councillor Statham

**Related portfolios:** All

**Service:** Corporate Landlord

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

#### **1. Aim**

- 1.1 To award the General Building Repair and Maintenance Service Contract (the 'Contract') to ensure that the general building repairs, maintenance and statutory compliance works continue to be undertaken on Council owned and occupied buildings.
- 1.2 The Contract will commence on 1 April 2022 and last for a period of 3 years with 2 optional extension periods of up to 12 months each.

#### **2. Summary**

- 2.1 The previous General Building Repair and Maintenance contract expired on 30 April 2021 and although an ongoing interim arrangement is currently in place with Just Solutions Coventry to ensure business continuity, a new contract is required to enable a longer term delivery of this service.
- 2.2 The open procurement exercise for the Contract commenced on 15 November 2021 using the "In-Tend" portal rather than using a national Framework as in previous years in an attempt to enable and encourage local suppliers to bid for the contracts.
- 2.3 This is a key decision as the value exceeds £500,000 and will impact on all wards within the borough.

#### **3. Recommendations**

- 3.1 That following consideration of the confidential report in the private session of the agenda, Cabinet approve the award of the contract, valued in the region of £500,000 per annum, to Graham Asset Management Limited (trading as Graham), for the provision of General Building Repair and Maintenance Services Contract,

for the period 1 April 2022 to 31 March 2025 with two optional extension periods of up to 12 months each.

- 3.2 That Cabinet delegate authority to the Interim Executive Director for Resources and Transformation to enter into the contract and to subsequently authorise the sealing, signing or variation of any deeds, contracts or other related documents for such services including the optional extension periods.

#### **4. Report detail - know**

##### ***Context***

- 4.1 The existing contract for the General Building Repair and Maintenance Contract expired on 31 May 2021 and whilst there was an intention to procure a 3 year contract prior to expiry, this was before the move to the Corporate Landlord model was known and agreed, therefore the contract was held back until the formation of the new Corporate Landlord management team was in place.
- 4.2 A waiver of the Council's Contract Rules was put in place in 21 May 2021, to ensure that the Council's general building works and statutory requirements could continue to be undertaken.
- 4.3 With the implementation of the Corporate Landlord model service delivery and to assist in the opportunities for the local supply network to tender for the Contract, the specialist service elements have been procured separately.
- 4.4 An open procurement procedure was used to invite tenders for the Contract, via the Council's e-tendering portal "In-tend" and published on Contracts Finder and Find a Tender Service on 15 November 2021.
- 4.5 Thirty bidders expressed an interest through the e-tendering portal and out of these seven submitted a tender by the deadline on 15 December 2021.
- 4.6 The tenders were evaluated using 70% cost, 30% quality split.
- 4.7 The bidders were –

	<b>Tenderer</b>	<b>Location – Registered Office</b>
1.	Dodd Group (Midlands) Ltd	Telford, TF3 3AZ
2.	Graham Asset Management Ltd	Hillsborough, Northern Ireland, B26 6HX
3.	Just Solutions Group Ltd	Coventry, CV1 2EL
4.	Laker BMS Ltd	Birmingham, B37 7UW
5.	Morgan and Bond Ltd	Staffordshire, WS7 0AF
6.	S Clift Contractors Ltd	Walsall, WS2 2XT
7.	Trios Facilities Management	Surrey, KT13 8AL

### ***Council Corporate Plan priorities***

- 4.8 The Contract links with the Corporate Priority Plan 2021 – 2022, 'Economic Growth' by "creating an environment where business invests and everyone who wants a job can access one". This is achieved by allowing Small and Medium Enterprises in Walsall or directly neighbouring the borough the opportunity to tender for contracts. As part of the tender response to Social Value question, which forms part of the non-pricing criteria Graham have stated that when they need to recruit or train additional staff to service the Walsall contract, they will advertise and source using Walsall training providers and recruitment companies.
- 4.9 The internal focus – "internal services deliver quality and adapt to meet the needs of the customer facing services", is met by the combining of services where deemed possible, which will lead to a more efficient service delivery and therefore one of the Walsall Proud goals for the service will be achieved.

### ***Risk management***

- 4.10 The risk of challenge to the award of the Contract is low, given that it has been procured in accordance with the Council's Financial and Contract Rules and the Public Contracts Regulations 2015 (PCR 2015).
- 4.11 Risks are further mitigated because the winning bidder have provided these services prior to the current contractor, so is already familiar with the Council's property portfolio and operational standards required in the service delivery.

### ***Financial implications***

- 4.12 All statutory, servicing and repairs works covered by this Contract will be funded from the existing capital and revenue budgets.

### ***Legal implications***

- 4.13 The Directorate, in conjunction with Procurement, has elected to use the Council's long form contract for goods and services, in an altered format, the required alterations were undertaken by Legal Services. No legal implications have been identified during the tender process.
- 4.14 During the tendering process no bidders raised queries about or requests for changes to the Council's preferred form of contract.

### ***Procurement Implications/Social Value***

- 4.15 The Contract has been tendered in compliance with the Council's Contract Rules and the PCR 2015 using an open tender process which enabled local contractors to bid for the contracts.
- 4.16 Within the tender package there was a Social Value question as part of the quality questions. The quality scoring percentage is 30% overall of the tender evaluation, this was divided as follows, 5% was apportioned to the Social Charter values, the remaining five quality sections were valued between 2.5 to 5%. The social value element of the tender evaluation focused on the services that the contractor can

support in the local economy, environmental improvements and the community pay back.

- 4.17 The Social Value element resulted in measurable benefits for Walsall as part of the contract delivery. These will be reviewed and monitored by the Corporate Landlord team.
- 4.18 Although the preferred supplier has its registered office in Northern Ireland they operate across the UK with the nearest office based in Birmingham and have worked with and supplied services to the council prior to the most recent contract. Any additional or replacement staff required to service this contract will be sourced through Walsall training providers and recruiters, in line with the council's Purchase Local Strategy.

#### ***Property implications***

- 4.19 The Contract is an essential element of the service provided by the Corporate Landlord team for the servicing, maintenance and compliance of Council owned and occupied properties. A long term contract with a supplier will assist in retaining safe and compliant buildings in the Council's property portfolio.

#### ***Health and wellbeing implications***

- 4.20 The Contract is essential to ensure that all Council owned or occupied properties remain safe for both staff and visitors.
- 4.21 There is a legal requirement to undertake service and compliance checks to ensure that the Council is not exposed to legal challenge or reputational damage.

#### ***Staffing implications***

- 4.22 There are no HR implications for Walsall Council staff.

#### ***Reducing Inequalities***

- 4.23 The implications for reducing inequalities have been taken into account and assessed as set out below.
- 4.24 Following discussions with the Equality Impact team it was agreed that because the Contract will be based on the same service delivery as currently provided, no Equality Impact Assessment was required.
- 4.25 Any alterations or additions to the general building fabric shall be installed to the latest guidance and British Standards, this will ensure that persons with disabilities will have the same/ or enhanced access and standards to the Council owned and occupied properties.

#### ***Climate Change***

- 4.26 The Council's Climate Change Action Plan has been taken into account during the tender evaluation process through the Social Value Charter quality question in the quality section of the procurement.

- 4.27 To satisfy these elements the supplier has indicated in their tender return that by using local suppliers, employing local persons to service the contract and planned service routes this would reduce on vehicle traffic movement and the associated pollution. Future plans also include plane to review their vehicle type to include hybrid and electric options.

### ***Consultation***

- 4.28 No external consultation has been undertaken because the services provided are managed and funded by the Corporate Landlord department, using the existing Health and Safety capital funds provided.

## **5. Decide**

- 5.1 Option 1: The Contract to be delivered as part of a single contract for all property building maintenance delivery (single source provider). The positives of this would be simplified contract management. The negative would be that the Walsall local supply chain may not be able to service the contract. This would mean only national companies would be of a suitable size to manage the work, this would remove the localism element from the service provision.
- 5.2 This was an option before the commencement of the overall procurement exercise, however, this is no longer an option due to the contracts already being split in to the agreed service categories by the Third Party Spend Board. This will enable local small and medium sized suppliers to tender for the contracts, some of which have already been awarded.
- 5.3 Option 2: Splitting the Contract into smaller elements to ensure local supply chain providers would be able to bid. The negative would be a larger number of contracts to manage within the Council and this approach would not be in line with the Proud Programme recommendations to reduce the number of contracts managed by the Council.
- 5.4 Option 3: To procure a general building contract without any specialist elements included, this will reduce the use of sub – contractors and the incurred financial mark ups. This will reduce the cost of the service delivery, simplifies contract management and brings the option closer in line with the Proud Programme contract simplification requirements.
- 5.5 Option 3 is the preferred option as this will align the Contract with the Proud Programme outcomes by reducing the number of contracts delivered from four to one.

## **6. Respond**

- 6.1 Subject to approval of the recommendations, Graham Asset Management will be engaged to service the contract as tendered from 1 April 2022.

## 7. Review

- 7.1 There will be monthly and quarterly Contract review meetings by the Contract monitoring officer within the Corporate Landlord team. Quality, cost and social value goals will be reviewed and any shortfall falls identified and remedied.

### Background papers

Private Briefing Note – General Building Repair and Maintenance Service Contract

As referenced in the Recommendations Section 3, Item 3.1.

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**16 March 2022**



**Councillor M Statham**  
Portfolio holder – Internal Services

**16 March 2022**