

Cabinet

Wednesday 17 June 2020 at 4.00 p.m.

Meeting via Microsoft Teams: Public access: <https://youtu.be/eJD7FfKDT2M>

Portfolios

Councillor M.A. Bird,
Leader of the Council



Councillor G. Perry,
Community, leisure and
culture



Councillor A. Andrew
Deputy Leader and
Regeneration



Councillor C. Towe,
Education and skills



Councillor R. Martin,
Adult social care



Councillor S. Craddock,
Health and wellbeing



Councillor T. Wilson,
Children's



Councillor B. Chattha
Personnel and
business support



Councillor O. Butler,
Clean and green



Democratic Services, The Council House, Walsall, WS1 1TW
Contact name: **Helen Owen** ☎ (01922) 654522 ✉ helen.owen@walsall.gov.uk
www.walsall.gov.uk

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.

Agenda

Part I – Public session

1. Apologies
 2. Minutes – 19 May 2020 7 - 18
 3. Declarations of interest
 4. **Local Government (Access to Information) Act, 1985 (as amended):**

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

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

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

Answers will be provided at the meeting - no supplementary questions will be allowed.)
 7. Forward plan of decisions 19 - 24
- Covid-19 pandemic related reports**
8. Walsall's Local Outbreak Plan governance and delivery Arrangements (Councillor Craddock) (*Non key decision*) 25 - 36
 9. Emergency personal protective clothing (Councillor Martin) (*Key decision*) 37 - 51

Leader of the Council: Councillor Bird**Non key decisions**

- | | | |
|-----|--|---------|
| 10. | Pre- Audit Outturn 2019/20 | 52 - 73 |
| 11. | Corporate Plan 2018-21 – refresh of performance measures 2020/21 | 74 - 78 |

Deputy Leader and Regeneration: Councillor Andrew**Key decisions**

- | | | |
|-----|---|---------|
| 12. | Disability facility lifts, hoists and associated works and services | 79 - 84 |
|-----|---|---------|

Children's services: Councillor Wilson**Key decision**

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| 13. | New independent foster care contract for West Midlands authorities | 85 - 110 |
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Community, leisure and culture: Councillor Perry**Non key decisions**

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|-----|---|-----------|
| 14. | Safer Walsall Partnership – governance update | 111 - 163 |
|-----|---|-----------|

Part II – Private session

Deputy Leader and Regeneration: Councillor Andrew

Key decisions

15. Black Country Enterprise Zone – financial borrowing 164 - 175
[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]
16. Phoenix 10 project 176 - 206
[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]
17. Disability facility lifts, hoists and associated works and services 207 -218
[Exempt information under paragraph 3 of Part I of Schedule 12A of the Local Government Act, 1972 (as amended)]

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Cabinet minutes

Tuesday 19 May 2020 at 4.00 p.m.

Virtual meeting via Microsoft Teams

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

Present

Councillor Bird	Leader of the Council
Councillor Andrew	Deputy Leader and Regeneration
Councillor Martin	Adult Social Care
Councillor Butler	Clean and green
Councillor Perry	Community, leisure and culture
Councillor Towe	Education and skills
Councillor Craddock	Health and wellbeing
Councillor Chattha	Personnel and business support

3537 Welcome

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

Cabinet members confirmed that they could both see and hear the proceedings.

3538 Minutes

Councillor Bird moved approval of the minutes of the meeting on 18 March 2020 which was put to the vote by way of a roll-call of Cabinet members

The motion subsequently declared carried and it was:

Resolved (unanimously)

That the minutes of the meeting held on 18 March 2020 copies having been sent to each member of the Cabinet be approved and signed as a correct record.

3539 Declarations of interest

There were no declarations of interest.

3540 Local Government (Access to Information) Act, 1985

Resolved (by assent)

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.

3541 Forward plan

The forward plan as at 5 May 2020 was submitted:

(see annexed)

Resolved (by assent)

That the forward plan be noted.

Note:

During the presentation of the reports on the agenda, Cabinet members used this first opportunity to publicly extend their thanks to Council officers, teachers, partner organisations including Walsall Housing Group and the West Midlands Fire Service, and local supermarket Morrison's for their exceptional work, commitment and dedication to making sure that residents and businesses were supported during this national crisis. Cabinet members were complementary about the way in which officers had embraced new technology and the remote way of working. The Leader also took the opportunity to thank his Cabinet members for their hard work in this respect and said that he was proud of the way in which the Council had responded to the crisis.

3542 Walsall Council response to Covid-19 pandemic

(a) Public health

Councillor Craddock presented the report:

(see annexed)

Resolved (by assent)

That Cabinet note the contents of this report and the measures being taken to assist the Council in their response to the Covid-19 crisis and in the protection of Walsall residents.

(b) **Governance and decision making**

Councillor Bird presented the report:

(see annexed)

Resolved (by assent)

That Cabinet note the report.

(c) **Safeguarding response**

Councillors Wilson, Towe and Martin presented the report:

(see annexed)

In presenting the Education element of the report, Councillor Towe provided updated figures in relation to the number of children attending school and said that the number of vulnerable children attending school was growing and in line with the national situation. In addition he advised that over 1200 laptops had been provided to care workers and disadvantaged pupils and routers had been, or would shortly be, provided for those finding it difficult to access the internet.

Resolved (by assent)

That Cabinet note the changes in delivery of services to vulnerable children and adults as a response to the Covid 19 pandemic designed to ensure that the safeguarding of our most vulnerable members of society continues.

(d) **Supporting shielded and vulnerable residents**

Councillor Perry presented the report:

(see annexed)

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

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

Resolved (unanimously)

That Cabinet approve:

- (1) The Director of Resilient Communities, in consultation with the Cabinet Member for Communities, leisure and culture, to distribute additional grant monies totalling £116,925 to community associations, or other key voluntary sector organisations, needed to facilitate the mobilisation of a public response to support vulnerable people to remain safely at home during the COVID-19 crisis (for the 12 week period from 23 March 2020 to 15 June 2020).

- (2) Retrospectively £183,075 in additional grant monies, which has already been committed to support community associations and other key voluntary sector organisations, needed to facilitate the mobilisation of a public response to support vulnerable people to remain safely at home during the Covid-19 crisis since 23 March 2020.
- (3) The Director of Resilient Communities entering into contracts for the procurement of essential services, equipment, and food, needed to support vulnerable individuals and families experiencing hardship, due to the COVID-19 emergency, up to a maximum of £733,000 for the 12 week period from 23 March 2020 to 15 June 2020.
- (4) The Director of Resilient Communities, in consultation with the relevant portfolio holders, to use any remaining balance of funds to extend the activities detailed in recommendation 1 and 2 beyond the initial 12 week period (should the need arise).
- (5) That a future report is brought to Cabinet on any extension of time and/or change to the operation of the model which might have amended and/or new resource implications for the Council.

(e) **Business rate relief and grant programmes in Walsall**

Councillor Andrew presented the report:

(see annexed)

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

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

Resolved (unanimously)

- (1) That Cabinet notes the contents of this report and the progress that is being made to ensure that local businesses benefit from these programmes.
- (2) That to ensure swift prosecution of the new discretionary grant fund scheme, that Cabinet delegate's responsibility for agreeing the administration processes, approval criteria and payment approvals to the Executive Director Economy Environment and Communities in consultation with the Deputy Leader for the new Local Authority Discretionary Grant Fund.

3543 **Paying for the community based commissioning service during Covid-19**

Councillor Martin presented the report:

(see annexed)

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

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

Resolved (unanimously)

- (1) That Cabinet notes the revised Adult Social Care provider payments arrangements put in place on 23 March as set out in this report.
- (2) That Cabinet approves the continuation of the ASC recommended provider payment option of payment by plan (except where there is no evidence of care having taken place) at an estimated cost of £119,000, noting that this may increase significantly and at short notice if demand, complexity or staff absence changes.
- (3) That Cabinet approves funding of £200,000 for additional supplier relief to contracted and non-contracted Adult Social Care providers following a task and finish analysis of provider Covid-19 related additional expenditure. This will be subject to agreed governance, as set out in this report.
- (4) That Cabinet approves delegated authority to the Executive Director of Adult Social Care in consultation with the Portfolio Holder of Adult Social Care to enter into any necessary contractual variations to enact these recommendations.
- (5) That Cabinet notes the plans to address the financial sustainability of the Care Home market through a task and finish project of open book accounting.

3544 **Walsall Proud Programme – Managing delivery during Covid-19**

Councillor Bird introduced Ms. D. Hindson, Interim Executive Director for Resources and Transformation who presented the report in detail:

(see annexed)

Resolved (by assent)

- (1) That Cabinet note this update position in relation to the status of the Walsall Proud Programme that has arisen as a result of the Council's response to COVID-19 and its subsequent impact on Programme activities and benefits delivery.

- (2) That Cabinet note that this assessment is based on some key assumptions and that these will be monitored in the weeks and months ahead.
- (3) That Cabinet note that there will be a financial impact arising from this report, including a delay in delivery of programme benefits approved as part of the 2020/21 budget of £2.15m to June 2020 and £912k per month thereafter should the impact of lockdown continue.
- (4) That Cabinet note the implications of this and the Council's response to managing the financial impact is contained within a separate report on tonight's Cabinet agenda.

3545 **Covid-19 and Corporate financial performance**

Councillor Bird introduced Ms. D. Hindson, Interim Executive Director for Resources and Transformation who presented the report in detail:

(see annexed)

It was noted that regular updates would be provided to Cabinet on the financial implications of Covid-19.

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

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

Resolved (unanimously)

- (1) That Cabinet note the draft revenue outturn for 2019/20 of an underspend against budget of £242k, after taking into account £269k of additional costs and loss of income as a direct result of Covid-19, noting that this may change as entries are finalised and that this is subject to external audit of the accounts,
- (2) That Cabinet delegate approval of final carry forwards and transfers to and from reserves to the S151 Officer, in consultation with the Leader (portfolio holder for Finance).
- (3) That Cabinet note the additional funding allocated to Walsall as set out in section 4.4 and 4.5 of this report, and that this will be insufficient to cover the additional costs of supporting the Council's Covid-19 response beyond the short term.
- (4) That Cabinet note and endorse the financial governance arrangements (Silver and Gold reporting) put in place to manage the allocation of funds and approval of additional costs during Covid-19.

- (5) That Cabinet approve that new funding allocations, where there are specific terms and conditions directed to specific functions or services (such as the emergency funding for rough sleepers to self-isolate) will be passed through to these services, and will be managed within existing grant rules.
- (6) That Cabinet approve that un-ringfenced allocations (such as the S31 Covid-19 Response funds) will be pooled and subject to existing finance rules, and administered by the council's S151 Officer, with additional Covid-19 related reporting to Silver and Gold Command and Cabinet, as set out in this report.
- (7) That Cabinet approve that, as a contingency measure, any unbudgeted windfall income/grant is pooled to provide additional funds should they be needed, to be administered by the councils S151 Officer.
- (8) That Cabinet note the forecast impact of Covid-19 to the end of quarter 1 (June) and per month thereafter as set out in section 4.13 and the reasonable worst case costs set out in 4.14.
- (9) That Cabinet note the loss of income as set out in sections 4.15 to 4.18.
- (10) That Cabinet note the £1.7m additional costs approved through Silver and Gold Control between 20 March and this report despatch date and approve the allocation of additional budgets as set out in section 4.20 and Appendix 1, funded from the Covid-19 grant.
- (11) That Cabinet note the additional estimated costs to June 2020 as set out in section 4.21 and 4.22.
- (12) That Cabinet note the estimated financial impact on the delivery of 2020/21 approved savings, as set out in sections 4.26 to 4.29 of this report and the potential impact on 2021/22.
- (13) That Cabinet delegate authority to the S151 Officer, in consultation with the Leader, to allocate unringfenced Covid-19 funds to manage the forecast impact of income losses, additional costs, and delays in delivery of savings, as set out in this report, once actual figures are finalised.
- (14) That Cabinet note the potential monthly cost of Covid-19 beyond quarter 1, and that should no further Government funding be provided, then the council may be required to start utilising its general reserves during quarter 2 to fund Covid-19 costs and take further action to address funding shortfalls.
- (15) That Cabinet note the additional financial and non-financial risks to the council as set out in section 4.34 onwards.
- (16) That Cabinet note the potential impact of Covid-19 on the capital programme as set out in section 4.30 to 4.32.
- (17) That Cabinet note that an update report will be presented to the next meeting of Cabinet.

3546 **Post lockdown: Resetting and recovery of business**

Councillor Bird presented the report:

(see annexed)

Cabinet members briefly reported on the position with regard to services in their portfolio following which Councillor Bird moved approval of the recommendations which was seconded by Councillor Craddock.

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

Resolved (unanimously)

- (1) That Cabinet support a twofold approach to the reset objective work comprising:

Practical reset

Retain: what we need to do to ensure vital services remain operational

Restart: what we have had to stop doing to focus on the crisis but now need to pick up in some form

Amplify: what we have been able to do that show signs of promise for the future

Let go: of what we have stopped doing that was already or is now unfit for purpose

End: what we did in response to the immediate crisis but is specific to the crisis

Proud reset – how the Proud programme can be adapted to support the practical resetting of services , utilising and embedding aspects of learning / new ways of working and changes made during Covid-19.

- (2) That Cabinet endorse the proposed reset framework, intended to guide our planning, actions and responses over the immediate, medium and long-term future that will encompass lessons learned and experience of good practice during the pandemic period.

3547 **Corporate Plan delivery Quarter 4 update**

Councillor Bird presented the report:

(see annexed)

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

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

Resolved (unanimously)

That Cabinet endorse the performance information provided in the appendix.

3548 Review of achievements 2019-20

Councillor Bird presented the report:

(see annexed)

Resolved (by assent)

That Cabinet note the achievements as detailed in the Review of Achievements 2019-20 document attached as appendix and agree the publication of this document on the council's website.

3549 Internal Audit and risk management service contract

A report was submitted:

(see annexed)

It was noted that the decision on this matter would be made in the private session following consideration of a report containing confidential information.

3550 Private session

Exclusion of public

Resolved (by assent)

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.

Summary of items considered in private session

3551 Internal Audit and risk management service contract

Councillor Bird presented the report:

(see annexed)

Councillor Bird moved the recommendations which were put to the vote by way of a roll-call of Cabinet members.

The motion was subsequently declared carried and it was:

Resolved (unanimously)

- (1) That Cabinet award the contract for the provision of an Internal Audit and Risk Management service to Mazars LLP from 1 July 2020 until 31 March 2022 (with the option to extend for 2 further 12 month periods).
- (2) That authority be delegated to the Executive Director of Resources and Transformation to enter into a new contract to deliver the Internal Audit and Risk Management Service by using the most appropriate procedures and to subsequently authorise the sealing of any deeds, contracts or other related documents for the provision of such services.
- (3) That authority be delegated to the Executive Director of Resources and Transformation to vary the contract during the contractual period to ensure the Council continues to achieve value for money and the services continue to meet the corporate priorities.

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

3552 Acquisition of property to support waste management strategies

The Cabinet received a report which made recommendations to future proof the delivery of the Borough's waste collection and disposal services in order to meet changing legislation and demands.

Councillor Andrew moved approval of the recommendations which was put to the vote by way of a roll-call of Cabinet members.

The Cabinet:

- (1) noted the findings of the Waste Transfer Station (WTS) and Household Waste Recycling Centre (HWRC) Business Case (Appendix B), taking account of the Council's legal responsibilities under Section 120 and Section 111 of the Local Government Act 1972, and the Section 1 of the Localism Act 2011.
- (2) agreed the 'Preferred Option' set out in the WTS and HWRC Business Case, and in doing so approved the purchase of property to support this option.
- (3) delegated authority to the Executive Director for Economy, Environment and Communities in consultation with the Portfolio Holders for Regeneration and Clean and Green to agree any variations in the terms of the property transaction.

- (4) delegated authority to the Executive Director for Economy, Environment and Communities in consultation with the Portfolio Holders for Regeneration and Clean and Green, to enter into any contracts, deeds or warranties deemed necessary for the purchase of the property.
- (5) agreed to recommend to Council an amendment of the Capital Programme to cover costs of the Preferred Option,
- (6) Noted that revenue costs for interest and MRP associated with the Capital budgets can be funded from existing resources.
- (7) noted that changes to the operational costs as set out in Table 5 (see 4.48) will be contained within the Medium Term Financial Plan (MTFP).
- (8) agreed to receive a further report detailing the delivery of the new facility(s) and setting out the outcomes of the next stage of work that will entail the preparation of detailed designs for the new facility, enabling the securing of all statutory consents, and to agree the undertaking of a procurement(s) exercise to deliver the construction of the new facility(s).

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

3553 Disposal of property at Broadway North, Walsall

The Cabinet received a report which made recommendations relating to the disposal of the Broadway North Site which had been declared surplus to the Council's requirements. As part of the Council's normal disposal process, the property had been openly marketed and an offer to purchase the site had been received.

Councillor Andrew moved approval of the recommendations which was put to the vote by way of a roll-call of Cabinet members.

The Cabinet approved the acceptance of the offer for the purchase of the Council's freehold interest in the former Broadway North Site shown edged in black for identification purposes on plan reference EPMS 3499 from the highest residential bidder at less than best consideration and undervalue, subject to conditions, including the requirement for planning consent, further site investigations; and that the proposed residential development would contribute to the objective to promote economic and social wellbeing.

The Cabinet also delegated authority to the Executive Director for Economy, Environment and Communities in consultation with the Cabinet Portfolio holder for Regeneration to approve the final terms for the disposal to the highest residential bidder.

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

The meeting terminated at 5.35 p.m.



Walsall Council

FORWARD PLAN OF KEY DECISIONS

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

8 June 2020

FORWARD PLAN

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

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

Cabinet responsibilities are as follows

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

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

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

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

- (1) A key decision is:
 - (i) any decision in relation to an executive function which results in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council’s budget for the service or function to which the decision relates or
 - (ii) any decision that is likely to have significant impact on two or more wards within the borough.
- (2) The threshold for “significant” expenditure/savings is £250,000.
- (3) A decision taker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part 4 of this Constitution.

Dates of meetings

17 June 2020
15 July 2020
12 August 2020

FORWARD PLAN OF KEY DECISIONS

JULY TO OCTOBER 2020 (8.6.20)

1	2	3	4	5	6	7
Reference No./ Date first entered in Plan	Decision to be considered (to provide adequate details for those both in and outside the Council)	Decision maker	Background papers (if any) and Contact Officer	Main consultees	Contact Member (All Members can be written to at Civic Centre, Walsall)	Date item to be considered
22/20 (8.6.20)	Corporate financial performance 2020/21 and Covid-19: To provide an assessment of the impact of Covid-19 on the Council's financial performance, including the allocation of Covid-19 government funding to address cost pressures arising from Covid-19.	Cabinet (Non key decision)	Vicky Buckley 07983 604698 vicky.buckley@walsall.gov.uk	Internal	Councillor Bird	15 July 2020
3/20 (6.1.20)	Strategic development at Moxley Road, Darlaston Private session: Report contains information relating to the financial or business affairs of any particular person	Cabinet (Key decision)	Joanne Nugent 01922 654752 joanne.nugent@walsall.gov.uk Joel Maybury 01922 654748	Internal	Councillor Andrew	15 July 2020
8/20 (3.2.20)	Black Country Transport Team Collaboration Agreement: To approve the agreement to facilitate the delivery of a strategic transportation function across the four Black Country local authorities	Cabinet (Non key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	15 July 2020
21/20 (6.4.20)	Hollybank House: Grant occupancy of Hollybank House to Walsall Healthcare Trust for the provision of stroke rehabilitation beds	Cabinet (Key decision)	Kerrie Allward 01922 654713 kerrie.allward@walsall.gov.uk	Internal	Councillor Martin/ Councillor Andrew	15 July 2020
17/20 (2.3.20)	Birchills Childcare: To seek approval of the preferred option following consultation on future provision	Cabinet (Key decision)	Julie Jones 07557 541064 julie.jones@walsall.gov.uk	Staff, service users (parents/carers)	Councillor Wilson	15 July 2020

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12/20 (3.2.20)	Surveillance and access to communications data: To recommend to Council for approval: <ul style="list-style-type: none"> Regulation of Investigatory Powers Act 2000: The Council's Corporate Policy and Procedures Investigatory Powers Act 2016 : The Council's Corporate Policy and procedures on the Acquisition of Communications Data To delegate authority to the Executive Director Economy and Environment to make minor amendments to the above policies	Cabinet/ Council (Non key decision)	Lorraine Boothman 07951 523523 lorraine.boothman@walsall.gov.uk	Internal	Councillor Perry	15 July 2020
23/20 (8.6.20)	Special Educational Needs Disability Information, Advice and Support Service: To delegate authority to the Executive Director, Children's Services to award the contract to the successful applicant	Cabinet (Non key decision)	David DeMay 07939 051561 david.demay@walsall.gov.uk	Internal	Councillor Towe	15 July 2020
21a/20 (6.4.20)	Oakwood Special School: To approve additional Basic Needs Funding for Oakwood expansions following identification of increased pupil numbers	Cabinet (Key decision)	Alex Groom 07920 500528 alex.groom@walsall.gov.uk	School staff, governors, schools	Councillor Towe	12 August 2020
59/19 (4.11.19)	Walsall's Allocations policy: To approve the policy which determines who is given priority for affordable housing	Cabinet (Key decision)	Neil Hollyhead 07943 500394 neil.hollyhead@walsall.gov.uk	Public, Housing Associations, internal	Councillor Andrew	12 August 2020
27/19 (8.7.9)	A34 Walsall to Birmingham SPRINT (Bus Rapid Transit) scheme: To approve the sprint scheme	Cabinet (Key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	September 2020

68/19 (2.12.19)	West Midlands Enhanced Partnership Scheme: To approve a plan to improve bus travel in the A34 Walsall to Birmingham corridor through delivery of a new SPRINT service.	Cabinet (Key decision)	Matt Crowton 01922 654358 matt.crowton@walsall.gov.uk	Internal	Councillor Andrew	September 2020
43/18 (8.10.18)	Lighting Invest to Save: To consider proposals for a major investment in the highway lighting infrastructure by replacing all existing lighting with energy efficient LED lighting	Cabinet (Key decision)	Paul Leighton 07831 120871 paul.leighton@walsall.gov.uk	Public, Walsall Public Lighting Ltd., industry companies, internal	Councillor Andrew	September 2020

Cabinet – 17 June 2020

Walsall's Local Outbreak Plan Governance and Delivery Arrangements

Portfolio: Councillor Stephen Craddock, Health & Wellbeing

Related portfolios: N/A

Service: Public Health

Wards: All

Key decision: No

Forward plan: Yes

1. Aim

To set out proposed arrangements for the Walsall Local Outbreak Plan Governance and Delivery Arrangements. These will be developed further as the service develops in light of national guidance.

2. Summary

- 2.1 On 22 May 2020, Government announced that, as part of its national strategy to reduce infection from COVID-19 it would expect every area in England to create a local Outbreak Plan.
- 2.2 Government expects that by the end of June that local plans, led by the Director of Public Health (DPH), will be produced.
- 2.3 Government requires that a "Local Outbreak Engagement Board" be established to provide political ownership and public-facing engagement and communications for outbreak response. It is proposed that the Health and Wellbeing Board (or sub-committee) act as the "Local Outbreak Engagement Board" and revised Health protection Forum act as the local operational oversight and is responsible for the production of the Outbreak Plan.
- 2.4 Final outbreak plan that covers the seven themes as set out in the national announcement expected to be completed by the end of June, with ongoing development and refinement through the Health Protection Forum.

3. Recommendations

- 3.1 That Cabinet notes the proposed arrangements for the Walsall Local Outbreak Plan Governance and Delivery methods as set out in the report and Appendix 2.

- 3.2 That Cabinet notes that the Health and Wellbeing Board would act as the “Local Outbreak Engagement Board” and that a revised Health Protection Forum (Appendix 1) has formal oversight of identification of actions to both prevent and manage outbreaks that will require continual and agile updating in light of further guidance and or national and local developments.
- 3.3 That authority for spend of the proposed national funding be delegated to the Director of Public Health, in consultation with the Portfolio Holder for Public Health and the Leader of the Council following consideration by Gold Command emergency planning forum and the Health Protection Forum.

4. Report detail - know

Context

- 4.1 On 22nd May 2020, Government announced that, as part of its national strategy to reduce infection from COVID-19 it would expect every area in England to create a local Outbreak Plan.
- 4.2 Government expects that by the end of June, local plans, led by the Director of Public Health (DPH), will be produced. Officer level structures and Member level governance structures will need to be defined and implemented. The aim of the plans should be specifically to prevent and manage local outbreaks of infection.
- 4.3 The announcement states:
- “Building on the foundation of the statutory role of Directors of Public Health at the upper tier local authority level, and working with Public Health England’s local health protection teams, local government will build on existing health protection plans to put in place measures to identify and contain outbreaks and protect the public’s health. Local Directors of Public Health will be responsible for defining these measures and producing the plans, working through Covid-19 Health Protection Boards. They will be supported by and work in collaboration with Gold command emergency planning forums and a public-facing Board led by council members to communicate openly with the public.
- Cross-party and cross-sector working will be strongly encouraged, and all tiers of Government will be engaged in a joint endeavour to contain the virus, including Local Resilience Forums, NHS Integrated Care Systems and Mayoral Combined Authorities. In two-tier areas, District Councils will be fully involved, particularly given their responsibilities for environmental health. Councils are free to work at wider geographic levels if they so choose.”
- 4.4 These plans build on the Health Protection functions outlined in the Government Guidance *Health Protection in Local Government* that puts important health protection roles at both upper tier local authorities and in Public Health England. To that extent, the Council’s health protection arrangements already exist, including a multi-agency Health Protection Forum chaired by the DPH. However, specific arrangements for addressing COVID-19 outbreaks will need to be stood up against that context of partnership working.

- 4.5 The plans will also require clear links into delivery and deployment of actions to be taken across all Walsall agencies, including local authority, NHS and Police powers and capabilities. This provides a clear need to link strongly to the Strategic Co-ordinating Group of the Local Resilience Forum.
- 4.6 Initial discussions at Officer level have taken place and will continue at pace over the next weeks to develop arrangements to enable an officer led COVID-19 Outbreak Board to be put in place.

The announcement by Government determines three sets of functions at local level:

Set of functions	Governance	Identification and Determination of Actions Needed	Deployment of Multi-Agency Capabilities
Proposed Forum	Health and Wellbeing Board (or sub-Forum) to act as “Local Outbreak Engagement Board” and oversee the implementation of the outbreak plan	<i>Revised Health Protection Committee</i>	<i>Strategic Coordinating Group</i>
Proposed functions	A member-led Outbreak Oversight / Engagement Board which will provide assurance and governance functions	<p>The identification of actions to both prevent and manage outbreaks. The production of the Outbreak Plan and its continual and agile updating</p> <p><i>It is proposed an Officer Board is constituted both under the Health Protection in Local Government guidance and as a Cell of the SCG to enable integration into existing arrangements</i></p>	While agencies on the Board will have their own capabilities it is likely much more will be needed and the capabilities of the SCG will be crucial here

- 4.7 Arrangements are being developed in more detail with final plans required by the end of June. Multi-agency officer discussions have been convened to assist in their development.

- 4.8 As part of these plans it is proposed that the Health and Wellbeing Board (or a sub-group of the board to be agreed at its next meeting in June) act as the Member Led Board to provide political ownership and public-facing engagement and communication for outbreak response. To this end the Health and Wellbeing Board is being consulted on the best approach to achieve this aim.

Development of the Outbreak Plan

- 4.9 The government announcement of 22 May 2020 sets out seven themes for the Outbreak Plans. These are mostly in planning and response to Outbreaks. Government also recognised however in its advice to Directors of Public Health on 22 May that plans for prevention of Outbreaks need to be set in the context of existing, as well as new, responsibilities.
- 4.10 Taking this into account and combining with the Government's seven themes means that the Plan will need to have the following priorities:

Theme	Broad Actions
1. Care homes and schools (planning for local outbreaks in care homes and schools)	Ensuring appropriate measures are in place to prevent the spread of infection (eg social distancing, hygiene, PPE, enhanced cleaning etc) across all settings with specific focus on higher risk settings
2. High risk places, locations and communities (identifying and planning how to manage high risk places, locations and communities of interest)	Settings, places and communities which would be problematic if outbreaks were to occur (Examples range from prisons to retirement homes, migrants, large gatherings, transport hubs and homeless people)
3. Local testing capacity (identifying methods for local testing to ensure a swift response that is accessible to the entire population)	The ability to direct local testing capacity to prevent and manage outbreaks
4. Contact tracing in complex settings (assessing local and regional contact tracing capability in complex setting)	The local role in the national contact tracing system
5. Data integration (integrating national and local data and scenario planning)	The ability to integrate data flows from national and local for functions ranging from contact tracing and self-isolation to proactively identifying outbreaks in development and provide dynamic early warning with an interface to the national Biosecurity cell
6. Vulnerable people (supporting vulnerable people to get help to self-isolate)	Ensuring prevention of infection from reaching vulnerable people and extension of shielding support to those self-isolating

7. Local Boards (establishing local governance structures in conjunction with the local NHS and supported by existing Gold Command forums)	Governance, Oversight and Assurance on operational and strategic direction with arrangements for deployment and delivery of actions and capabilities.
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- 4.11 The plan will be supported by a communications and engagement plan to work with and engage local communities to ensure further localised outbreaks are mitigated and stopped quickly.

Council Corporate Plan priorities

- 4.12 This is a unique situation with the potential to affect all age groups and across all denominations and cultures. As such, the measures taken and the processes in place crosscut all aspects of the Council's Corporate Plan priorities.

Risk management

- 4.13 In the development of the outbreak management plan, appropriate measures have been taken to ensure the plan has the ability to respond to the ongoing pandemic to meet its aim. Regular review of risks and appropriate responses to those will be overseen through the proposed governance structure to minimise the risk to the local community and to safeguard vulnerable residents.

Financial implications

- 4.14 In the announcement on the 22 May, £300m in national government funding will be provided to local authorities in England to fund the implementation of local outbreak management plans. The Local authority has received a confirmed allocation of £1,650,559.

Legal implications

- 4.15 In the further development and implementation of the Outbreak Management Plan, further legal powers may be developed and or devolved from central government to each upper tier local authority. Central government would follow due process for this and engage appropriately, in which the authority would follow.
- 4.16 The Leader of the Council and the Cabinet will have overall oversight of the plan through the current structures as set out in Appendix 2 Governance of the Outbreak Management Plan
- 4.17 The current remit of the Health and Wellbeing Board provides for the Board to Improve accountability of social and healthcare to the public; through strong oversight, ensure that agencies deliver better health and wellbeing for children and adults in Walsall; and eliminate duplication of resources by working together effectively and efficiently. The Health and Wellbeing Board is not subject to political balance requirements.
- 4.18 The Revised Health Protection Forum facilitates a co-ordinated strategic approach to health protection issues in Walsall, act as conduit to the Health and

Wellbeing Board providing assurance of local plans in relation to outbreaks and provide operational oversight and delivery in relation to outbreaks of SARS CoV 2.

Procurement Implications/Social Value

- 4.19 It is not anticipated any large procurements in the mobilisation of the outbreak management plan will be needed.

Property implications

- 4.20 It is not anticipated any large property implications in the mobilisation of the outbreak management plan will be needed.

Health and wellbeing implications

- 4.21 The key aim of the outbreak management plans will be control the COVID-19 rate of reproduction (R), reduce the spread of infection and save lives. In doing so help to return life to as normal as possible, for as many people as possible, in a way that is safe, protects our health and care systems and releases our economy.

Staffing implications

- 4.22 To fully implement the Outbreak Management Plan, staff from the authority and / or partners would need to be deployed and trained. Current Pay Policy Statement 2020-2021 on flexible working and overtime will be used to inform any overtime payments.

Reducing Inequalities

- 4.23 The COVID-19 pandemic has affected our diverse communities differently across the borough. The Outbreak management plan aims to reduce the spread of infection and save lives. In doing so help to reduce inequalities across the borough.

Consultation

- 4.24 Due to the urgent nature of the response to the COVID-19 pandemic and the requirement to work in partnership, ongoing engagement and consultation with key partners is taking place.
- 4.25 As a courtesy, the views of the political group leaders on the Council have been sought on the proposal for the Health and Wellbeing Board (sub-committee) to act as the Local Outbreak Engagement Board. The Leader of the Labour Group has asked that a briefing be sent to the Group leaders after each meeting to keep them informed. The Leader of the Liberal Democrat Group has expressed a view that, given the situation, each opposition party should be represented.

5. Decide

- 5.1 The development of the plan has been based on the national guidance and joint learning from the pandemic both locally, nationally with partners' ie Public Health England and internationally. Circumstances are changing frequently and therefore

the plan will continue to adapt following any new information, learning and action on an ongoing basis.

6. Respond

- 6.1 The development of the outbreak management plan is well underway. It outlines the key requirements and actions needed to implement the plan. The revised Health Protection Forum will oversee refinement of the operational delivery. Public engagement, oversight and assurance for the outbreak management plan will be through the Health and Wellbeing Board as set out in the report.

7. Review

- 7.1 Regular reviews of the Outbreak management plan will be undertaken through the governance arrangements as set out in the report and or if the Government issues new guidance or changes its strategy.

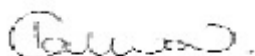
Background papers

Appendix 1. Proposed revised terms of reference for Health Protection Forum
Appendix 2. Proposed governance of Outbreak Management Plan

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Kerrie Allward
Interim Executive Director
Adult Social Care

29 May 2020



Councillor Stephen Craddock
Portfolio holder Health & Wellbeing

29 May 2020

WALSALL HEALTH PROTECTION FORUM TERMS OF REFERENCE

Revised May 2020

PURPOSE

The purpose of the Walsall Health Protection Forum is to:

- provide an accountability framework for a number of existing partnership groups with a health protection remit and support the establishment of new groups where appropriate. The Health Protection Forum will receive assurance from the following:
 - Public Health England
 - Walsall Clinical Commissioning Group
 - Local Health Resilience Forum
 - Health Care Associated Infection Steering Group (infection control)
 - Sexual health
 - NHS England - Screening and Immunisation Team
 - Environmental Health
 - Pollution Control
 - Drugs and Alcohol services
- facilitate a co-ordinated strategic approach to health protection issues in Walsall
- receive assurance from the subgroups regarding
 - Appropriate strategies/plans and testing arrangements
 - Progress against outcomes
- review all significant incidents/outbreaks to identify lessons learned and to make recommendations to commissioners/providers/partners regarding necessary changes
- receive and review risk registers from all subgroups, make recommendations to subgroups regarding mitigating actions and to commissioners where appropriate
- encourage continuous quality improvement in health protection services in Walsall
- provide health protection input into the JSNA
- To act as conduit to the Health and Wellbeing Board providing assurance of local plans in relation to outbreaks of SARS CoV 2 in Walsall through the local Health Protection partnerships (2014 *Health Protection in Local Government* guidance)
- To provide operational oversight and delivery in relation to outbreaks of SARS CoV 2 in Walsall.

MEMBERSHIP

- Director of Public Health
- Consultants in Public Health
- Public Health England, Consultant in Communicable Disease Control
- NHS England Screening and Immunisation Coordinator
- Screening and Immunisation Lead
- Sexual Health Commissioner
- Drugs and Alcohol Services Commissioner
- Emergency Planning Officer
- Environmental Health Lead
- Pollution Control Lead
- General Practitioner
- TB Lead
- Heads of Infection Prevention and Control
- Health Protection practitioners
- CCG Lead Nurse (or representative)
- Senior Public Health Intelligence Team (analysis/trends)

QUORUM

A minimum of 6 members that should include the DPH and/or Consultant lead for Health Protection, health protection practitioners and representatives from subgroups/work streams (or a suitable deputy).

ACCOUNTABILITY AND REPORTING FRAMEWORK

The group will report to the Health and Wellbeing Board at Walsall Council. The group will also report to the Quality and Safety subgroup of Walsall CCG Board on a monthly basis.

FREQUENCY OF MEETINGS

The group will meet via teams on a monthly basis during the coronavirus pandemic. Ad hoc meetings may be required, should an urgent need arise.

The administrative team of the Director of Public Health will produce minutes.

Meeting papers will be circulated 7 days ahead of meetings, with minutes circulated in a timely fashion to members following each meeting.

CHAIR

The Director of Public Health will chair the Health Protection Forum.

REPORTS

Each subgroup will be expected to submit a short update report 10 days prior to the Health Protection Forum to allow time for collation and circulation to the group.

It is expected that the focus of feedback at the meeting will be on exception reporting.

STANDING ITEMS

Standing agenda items for each work stream/subgroup will include summary of current situation, progress against outcomes, incidents managed and changes made, risks, and suggestions for improvement.

ROTATING ITEMS

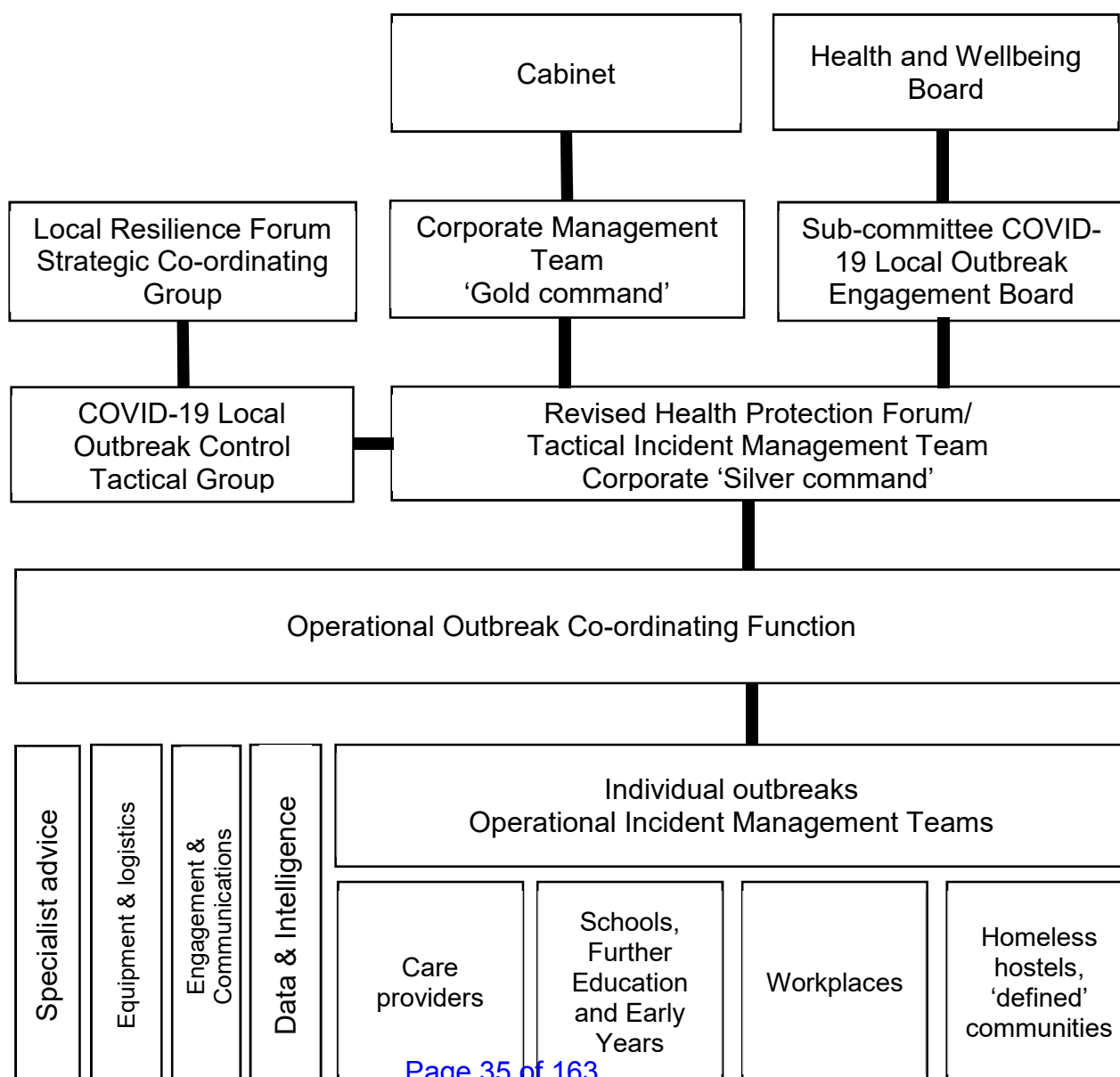
On an annual basis, representatives from each of the work streams/subgroups are expected to present an annual review which will include (in addition to the items detailed above) details of new policies and developments, as well as progress against action plans in existence.

REVIEW

The terms of reference will be reviewed in September 2020.

Proposed Governance of Outbreak Management Plan

1. Governance of Local Outbreak Control will seek to ensure that:
 - a) The Local Outbreak Management Plan is supported by all of the partners who may be required to contribute to implementation
 - b) There is robust monitoring of progress of management of outbreaks individually and collectively
 - c) There is multiagency oversight of management of outbreaks and the ability to escalate for mutual aid if necessary
 - d) We can continually reflect, learn and improve
 - e) There is democratic oversight of management of outbreaks, which contributes to effective public communication
2. The components of governance are set out below. It includes revised Health Protection Forum and a COVID-19 Member Led Local Outbreak Control Board.



Operational outbreak co-ordinating function

3. This function provides the operational management of the Outbreak Management Plan. It will primarily:
 - a) Develop and continually review the Local Outbreak Control Plan
 - b) Ensure that appropriate and up to date Standard Operating Procedures are in place for outbreak management
 - c) Oversee management of outbreaks
 - d) Provide assurance about management - and
 - e) To reflect on learning from outbreaks to identify improvements for future management and amend SOPs accordingly and/or identify additional capacity requirements.
4. Membership will include the Council, Clinical Commissioning Group, Walsall Together Partners, Police and PHE. Membership will be reviewed as appropriate.

Revised Health Protection Forum

5. The revised Terms of Reference including membership are shown in Appendix 1. This group will be chaired by the Director of Public Health and aims to:
 - a) Set system-wide framework for Local Outbreak Management Plans
 - b) Provide multi-agency and multi-professional input into development of Local Outbreak Management Plan
 - c) Ensure Local Outbreak Management Plans are consistent with resources available from all agencies
 - d) Provide assurance to the SCG about management of outbreaks - and
 - e) Provide a route for escalation for mutual aid if necessary.

COVID-19 Local Outbreak Engagement Board

6. This group is required as part of Local Outbreak Management Plans. Its outline terms of reference are to ensure:
 - a) Democratic oversight of Local Outbreak Management Plan development and the management of outbreaks collectively
 - b) Effective communication with the public about the management of outbreaks.
7. The Cabinet Member for Health and Wellbeing will chair the group. Membership will be members from the Health and Wellbeing Board as determined by the Board and others as appropriate. Additional members may be invited depending on those parts of the borough worst affected by COVID-19 and membership will be reviewed continually.
8. The group will maintain a close dialogue with the Leader and Cabinet for strategic oversight.

Cabinet Report – 17 June 2020

Ordering and Sourcing for Local Distribution: Emergency Personal Protective Clothing

Portfolio: Councillor Rose Martin
Councillor Towe
Councillor Craddock

Related portfolios: All

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: No

1. Aim

- 1.1. The aim is to achieve Cabinet approval for Adult Social Care (ASC) to continue to order and source emergency Personal Protective Equipment (PPE) during the ongoing COVID-19 pressures. Therefore approval is being sought for cabinet to approve the continuation of spend on a month by month basis up to the end of the financial year, or until there are no further pressures relating to COVID and the sourcing of Urgent PPE.
- 1.2. To enable Officers to extend the ordering and supply of PPE to a much wider cohort of people as the Borough take steps to support the workforce, marketplace and schools to return to a phased return to delivery as we move through the post-COVID arrangements.
- 1.3. To ensure that the lessons learned over the past few months due to COVID, can also start to introduce the concept of developing a much wider Procurement offer longer term as part of Walsall Councils Offer to its internal and external partners, when sourcing a wide range of supplies.

2. Summary

- 2.1. ASC continue to work alongside a whole range of colleagues internally and externally, in an attempt to help to minimise the spread of COVID-19. This request relates specifically to the purchasing of PPE to support the local Care Providers, citizens and care givers at home. It also recognises that there continues to be internal workforce that have required PPE throughout the pandemic as they have continued to remain in work on a front facing customer basis and there is a requirement to remain safe whilst in the line of duty. Adult Social Care delivery has been the largest cohort of the internal and external marketplace that has relied on

the continued support of the supply of PPE. It has also become increasingly needed for the people who offer day to day personal care to people at home, whilst most of the business as usual offers of support via the Council and its key partners has had to be suspended.

- 2.2. Ordinarily, the local independent sector providers that deliver care and support across a whole range of service model across Walsall, take responsibility fully, for their ordering, supplies and payment of PPE.
- 2.3. As a direct result of the Coronavirus Pandemic, although the local supply chains are beginning to recover slightly, there is still a great dependency on the support of local authorities to support them to source PPE.
- 2.4. National Health England (NHE) and Public Health England (PHE) have continued to issue guidance which is updated on a regular basis in relation to both the safe use of PPE and the specifications of items sourced. This alongside the public messages from National Government, continues to focus heavily on the importance of PPE, whilst tackling the health and wellbeing of people in hospitals and homes, but more recently, whilst attempting to reintroduce people back to work, school and out of lockdown.
- 2.5. The National deliveries of PPE, have steadily improved, however local authorities have found it necessary, inclusive of Walsall, to remove some stock items as they arrive to the local bases for distribution as they are out of date, or not fit for purpose, hence Local Authorities having to purchase more supplies in order to retain safe and regular supplies for local people across the sectors.
- 2.6. Procurement in Walsall continues to work with regional colleagues in order to support Adult Social Care (ASC) and Children Directorate (CD) to source cost effective products for the purpose of safe supply of PPE.
- 2.7. The Public health Department (PH) Department within Adult Social Care are also offering advice and guidance to the care marketplace and supporting homes in relation to Infection control and the safe use of the PPE that is supplied by the council during this pandemic.
- 2.8. Although it is recognised that the Local Authority does not have statutory duties to supply PPE, not to do so at this critical time would adversely impact on its assets and longer term investments across the Borough. There is a recognition that many people have lost their lives across Walsall during the pandemic and the lack of suitably manufactured and sourced PPE would add to that list of fatalities, due to the absolute need for protective clothing to be worn as part of recent past and possibly future guidance as we ease out of the crisis over a long period of time to come.
- 2.9. There are currently **164 different Care Providers** that the local Hub at Goscote is supporting. **58 of those** are Residential/Nursing homes in Walsall. **107** are Providers delivering a selection of extra care, supported living and domiciliary care provision. In addition to this the hub supports volunteers requiring PPE, internal workforce delivering a range of personal care and front facing work with vulnerable people, direct payment recipients and carers who may require PPE to support people at home. It is assumed that providers are accessing the council supply of

PPE on an emergency stock basis only, after their own supply chains have been exhausted.

- 2.10. As we start to move towards easing businesses and schools back into their premises and Business as usual tasks, there is also a call on the council to be available to support schools, albeit in an absolute emergency, with PPE. New guidance received from the Department of Education (DfE) is issued in order to help Local Authorities introduce schools back as part of resetting its priorities. Although Local Authorities will not be expected to supply PPE there will be some occasions, due to absolute emergency, whereby the urgent supply issued via Goscote will be called upon to support the schools in crisis, if demands around PPE grow and outweigh the supply.
- 2.11. Walsall Clinical Commissioning Group (CCG), continue to work alongside ASC, to collectively deliver PPE to all of the GP practices who are not receiving their supplies via the NHS supply chain.
- 2.12. The CCG support the PPE supply for all UTC and the Hot sites for the Hospitals. Both will share stock where there are short supplies of a particular sort of stock. This continues to work well.
- 2.13. The agreement for the Local Authority to recharge the CCG up to the end of May is being negotiated in terms of the costs of PPE. Some of this may therefore be offset against the urgent approval amounts of £660,000 for one month up to end of May that was agreed by the Leader of the Council in April. Outcomes of those amounts are not likely to be confirmed or realised until sometime in June.

3. Recommendations

This report seeks Cabinet approval:

- 3.1. For the continuous ordering of urgent local supplies of PPE via the Council's Adult Social Care Provider Hub, continuing to work with the Corporate Procurement team within Walsall Council and its regional partners, to secure appropriate items for best value and to also support the introduction of schools back to their Business as usual status as well as to introduce the wider internal workforce of the Council as part of the Reset Priorities. The timescales for this are from the 17th June until the end of December, 2020-or before should the urgent demands for PPE subside as the Coronavirus risks reduce.

4. Report detail - Know

- 4.1. A National shortage of essential PPE items has created increased pressure locally to support the care market and the essential keyworker roles across ASC and CD directorates. Although this is now easing slightly as the Local Resilience Forums are arranging regular deliveries of free PPE to Local Authorities, there are still pressures due to the uncertainty of the level of demands from the coronavirus now and moving forward. Local supply chains across the Borough are becoming strained due to the increased pressure as they also work to source supplies for a growing group of businesses as they are preparing to return or reset their businesses post-COVID.

- 4.2. Locally there continues to be a sourcing and distribution site at Goscote in-house provider resource. This will continue to support the residential and nursing homes, domiciliary care marketplace and internal workforce across Children and adults Directorate. It will also now support the reintroduction of schools as part of National Guidance. Currently supporting 120 childminders with emergency supplies of PPE and all of the schools, (76 of which are maintained schools) all others are academies, nurseries. or other early years settings. Lessons learned throughout COVID-19 has also created opportunities to consider longer term options in relation to a wider procurement offer across Walsall, for its internal and external customers. Something which will be scoped for further consideration and as part of future discussions.
- 4.3. Goscote manages local requests and deliveries of PPE stock to all providers, volunteers; direct payment recipients and internal keyworkers for social care, struggling to source PPE through their normal business as usual routes. There is also occasion where funeral directors, pharmacists and more recently, preparation for the re opening of schools and the wider internal workforce of Walsall Council as part of the reset plans and staff returning to safe environments within Walsall councils offices and operational buildings.
- 4.4. National guidance in response to the Covid-19 outbreak released on 19 March 2020, and subsequent updates has made it difficult to predict demands as well as to ensure all providers are aware of when and how to source and use their PPE. Some of this is being addressed and mitigated where possible by introducing an Enhanced Care Support Team, made up of lead nurses from Walsall Health Trust (WHT), internal Walsall employed social care providers and Public Health staff, going into all homes across the Borough to offer support to staff around safe use of PPE and infection control. The initial Urgent Decision request approved by the Leader in April allowed officers to source urgent PPE. The amount that was approved also allowed Officers to forward plan a little more and secure orders past the one month milestone.
- 4.5. The need to source PPE on behalf of the marketplace across Walsall and its internal workforce relating to social care, is as a direct result of the Pandemic and the increased demands across the national, regional and local landscape for safe stocks of PPE.
- 4.6. We know that as more guidance is produced, and more public messages from the Prime Minister create opportunities for more people to start to consider easing the Lockdown arrangements, and as long as those business areas then attempt to follow guidance and use PPE to introduce the Business as usual principles, the more pressure potentially that will place on the Council and its partners to continue to supply PPE locally in order to maintain safety and welfare of local people.
- 4.7. There has been a surge in demand as more people become unwell or show signs of COVID-19. This alongside further guidance being issued as we learn more about the virus, means that anyone now who cannot maintain a two metre distance from people, should always wear a face covering/non surgical mask in situations where social distancing cannot be maintained. There is also evidence to confirm that not everyone shows symptoms of the virus, but when pro-actively tested, come back as being positive, again, as we learn more this determines the increased and more regular use of PPE, in care settings and when delivering personal care anywhere to anyone showing signs of COVID.

- 4.8. Over the next few months, there is a possibility of more people becoming unwell or requiring the use of PPE to enable their carers to carry on supporting them safely and without risk of spreading the virus further. As more people try to reintroduce themselves to life prior to COVID, there comes a risk of more infection.
- 4.9. Walsall Council have received numerous deliveries of PPE since the end of March as part of the National Supplies Disruption, via the Local Resilience Forum (LRF) however this is still not sufficient to support the whole of Walsall's needs, nor at times are we able to use the kind donations as they have not got a certification for PPE, meaning it is deemed not fit for purpose by the Health & Safety Executive (HSE).
- 4.10. Social Care providers require ample supplies of PPE in order to continue to support their vulnerable people and the staff who are continuing to provide care and support to very frail elderly and unwell people. Providers are expected to procure PPE through their own supply chain in the first instance. Walsall Council have been able to support this need because we have purchased more stock in the absence of local suppliers. We also know this is necessary as we are being asked to support the re-introduction and re-opening of schools in the next few months. This request is also supported by local Public Health colleagues who are working to develop local guidance on the appropriate use, donning, taking off and safe disposal of PPE, Infection control services also train local providers on the safe use of PPE and audit PPE on their inspection visits.
- 4.11. Funeral directors, pharmacists and transport providers for schools are also additional pressures for the Council's PPE supply service at Goscote, however with the ongoing approval to order stock, there is also a very good indication that the stock purchased alongside the stock supplied free of charge via the LRF, will sustain a health supply across Walsall Borough up to and including August. As there is yet no indication as to how long the issues relating to COVID will continue, this adds to the pressure and uncertainty the officers face when trying to order and maintain the safe and steady stock pile and its distribution fairly across the Borough.

Council Corporate Plan priorities

- 4.12. This proposal supports the Council's urgent and emergency response to the COVID 19 pandemic and the role the Council plays in the wider system of health and care for the people of Walsall. Not to continue to provide this urgent support would not be in the longer term interests of the Council nor the citizens and Economy of Walsall.
- 4.13. This proposal links to the Council's corporate priority 'Communities are prospering and resilient. The most vulnerable people are protected from avoidable harm, including treating and caring for people in a safe environment through working within the local community. Enhancing quality of life for people with care and support needs and those with long-term conditions; out of hospital, community based provision provides a safe and more appropriate environment for individuals recovering from ill health and/or injury or requiring long-term care.
- 4.14. Emergency planning and resilience during the pandemic has played a supportive role in assisting with the supplies from Government and the oversight for longer term planning and business continuity. Delivering a steady flow of supplies to the people

who require it also means that Walsall are working in a similar collaborative way as its regional partners.

- 4.15. Best set of outcomes at the best price has been the aim of procurement and Council officers responsible for the ordering and sourcing of PPE. That has to date seen Walsall through an unprecedented time as a result of COVID-19 and the pandemic.

Risk management

- 4.16. Until such times there are clear signs of the pandemic easing and providers being able to source their own regular supplies of affordable stock, there appears little alternative but for the Council to continue to support the initiative in the way it has to date.
- 4.17. The monitoring of the expenditure will continue to be overseen by distributors; procurement and finance colleagues.
- 4.18. The agenda is also discussed daily as part of the COVID-19 chain of command groups (bronze, silver and gold), which has representatives of all internal and external stakeholders responsible for delivering safe outcomes as a result of COVID-19.

Financial implications

- 4.19. The orders will continue to be monitored by finance and robust financial stewardship will be maintained.
- 4.20. Walsall Council will order items for purpose of safe supplies of PPE in order for there to be safe supplies in place and that regular distributions are maintained across the widening landscape of need, particularly as part of trying to reset the business priorities across the Borough as we ease out of the COVID-19 pandemic.
- 4.21. Originally, the Leader of the Council agreed an urgent decision to approve 3 months expenditure of no more than £0.660m per month up until 31st May 2020 for a total of £1.980m. Some of that expenditure is to be recharged to the Clinical Commissioning Group (CCG), although the amounts of that may not be realised until sometime in June.
- 4.22. The Local Authority has currently committed £1.023m of expenditure for PPE. It is anticipated that the stock already purchased will cover demand for the 5 month period April to August 2020. This equates to circa £0.205m per month.
- 4.23. It is expected that demand for PPE will be continue beyond the current stock levels. Therefore, based on current demand and the assumption that PPE will still be required until December 2020, there will be estimated additional costs of circa £1.020m. (Based on [an average](#) £0.255m per month for the 4 month period September to December 2020). The total estimated cost will be £2.043m. The average spend is anticipated to be higher than the initial period due to the expected increase from areas such as schools, and ensuring that the Council has adequate equipment for when services 'reset' on site.
- 4.24. The positive outcomes in relation to the amount that was approved is that there has been an ability to secure orders that should support the Borough until July/August,

with only a request now for the approval from Cabinet to continue to order sufficient stock to assist the Council with its commitments to maintain safe supplies of PPE, to see them safely through the end of the pandemic, or until there is sufficient confidence that the local supply chains across key business areas has recovered sufficiently for all providers to source their own, regular supplies of this urgent and business as usual equipment.

Legal implications

- 4.25. There are no legal implications at this time, however there is full recognition that the reason that this is a key decision is that the request will incur expenditure greater than £250,000.

Procurement Implications/Social Value

- 4.26. The anticipated cumulative value of the contracts referred to within this report is likely to exceed the current EU Threshold for supplies (3189,350) Continued support will therefore be sought from the councils procurement team to ensure that the award of any contract complies with Public contract regulations 2015 and the councils contract rules.

Health and wellbeing implications

- 4.27. It is not in the public interest nor that of the providers to not support the ongoing sourcing of PPE during this current crisis and in particular, as we also work towards resetting business priorities, business continuity and reintroductions into the workplace post lockdown. Little or no PPE will also mean a risk to the health, safety and wellbeing of the Council's own staff and workforce.

Staffing implications

- 4.28. There are no staffing implications arising out of this report, unless staff across the marketplace and internal resource continue to take time off as a result of Coronavirus or the lack of safe supplies of PPE.

Reducing Inequalities

- 4.29. An Equality Impact Assessment (EqIA) is completed and accompanies the report.

Consultation

- 4.30. All providers across Walsall and its partners are engaged with daily around Coronavirus: infection control linked to coronavirus and safe use of PPE and also the lack of supplies /prioritisation of supplies dependent on prioritising vulnerability of the provider or the people in their care

5. Decide

- 5.1. Cabinet is requested to consider the content of this report and to agree the recommendations as outlined in section 3.

Respond

- 6.1. Subject to the Cabinet decision, officers will continue to order, source and fund PPE until such times that COVID-19 has passed or that local supply chains are restored sufficiently to enable local providers and businesses for ASC and Children agendas to provide their own, and in particular as part of reintroducing the workforce and business back post Lockdown.
- 6.2. Discussions will continue with the CCG for agreement on the amount of recharges back to ASC.

7. Review

- 7.1. The arrangements with regards to the ordering and supplies will be managed and reviewed in line with ordinary Council procedures

Background papers

None

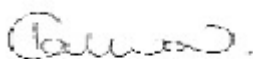
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Kerrie Allward
Executive Director

Date



Councillor Rose Martin
Portfolio holder

Date

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

Proposal name	Emergency supplies of Personal Protective Equipment – COVID-19		
Directorate	Adult Social care Directorate		
Service	Adult Social care Directorate & WHT		
Responsible Officer	Jeanette Knapper		
Proposal planning start	Emergency plan commenced March 2020 due to COVID-19	Proposal start date (due or actual date)	Retrospectively End of March 2020 and onwards

1	What is the purpose of the proposal?	Yes / No	New / revision
	Sourcing and distributing PPE across the Whole care sector of Walsall and internal keyworker roles /volunteers Direct payment recipients for social care C and Adults		
	Policy	N	N
	Procedure	Y	Y
	Guidance	Y	Y
	Is this a service to customers/staff/public?	Y	Y
	If yes, is it contracted or commissioned?	Both	
	Other - give details	Emergency supplies of PPE as result of COVID-19	
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change? <p>There is a national shortage of Critical PPE supplies and as such, there is a heightened risk of illness, symptoms and death of vulnerable people where there is no suitably appropriate and sufficient Personal protective Equipment (PPE) as part of infection control and guidance follow up from (NHSE) NHS England and (PHE) Public Health England .Local suppliers of PPE supporting the range of approximately 164 care providers across Walsall, is sporadic and none reliable currently , this is creating heightened risks and a surge of demands realting to accessing supplies</p> <p>The local supplies are also needed to support not just people within Residential and nursing care provision, but local domiciliary care market; Supported Living: Extra care , Direct payment recipients, carers who are in need of PPE to support people at home: voluntary sector providers and internal staff working as keyworkers providing care and support to people across Walsall.</p>		
3	Who is the proposal likely to affect? People in Walsall Yes Page 45 of 163 Detail		



	All	Y	All people who require the support of social care resource for PPE during the COVID-19 and the corona virus pandemic
	Specific group/s	Y	
	Council employees	Y	
	Other (identify)		<p>Specific groups of people who are receiving care and support from one of the 164 providers of care and support across Walsall and who are struggling to safely support people in the absence of their local supplies of PPE</p> <p>Internal workforce young children and their families as we introduce schools back to Business as usual post COVID-19</p> <p>Council employees and external workers who are delivering front facing care and support to vulnerable people during the pandemic</p>
4	Please provide service data relating to this proposal on your customer's protected characteristics.		
	<ul style="list-style-type: none"> National guidance in response to the Covid-19 outbreak, released on 19 March 2020, requires all people to receive the correct level of support when discharged from Hospital settings. The Guidance in relation to the safety and wellbeing of people in the community also refers to evolving amended guidance that comes collectively via NHSE and PHE, then operationally interpreted and adopted locally across the NHS partners PH and social care Since the spread of COVID-19 and the increased demands placed on the national and regional agendas where supplies of PPE are concerned, there became a real urgency to support local people via the Local Authority securing regular and appropriate supplies of PPE to bolster dwindling supplies that were coming through to Providers and internal workforce via the usual supply chain. The National Disruption Supplies and also the Local resilience arrangements have met with sporadic response and capacity. The local council has received 6 consignments of PPE from the LRF (Local Resilience Forums) and again, these have not been sufficient in terms of timing nor amount of supplies delivered, to meet the growing demands of the local population who require this A surge in demand in the last few days has also meant that the stocks ordered by the LA to support the local communities, is also running low and there is a need for continuous and regular orders to be processed so as to maintain a steady and regular flow of stock into the Borough to stem the flow and steady the marketplace and support for vulnerable people COVID-19 presents differently across all segments of society by what we have learned so far. Asymptomatic people and people confirmed COVID may all be supported in the same environment, however where this is within a residential or nursing home setting there are significant increases in terms of staff absence due to COVID as well as heightened risks of severe illness, sadly in some cases deaths, due to the virus or associated characteristics. Importance of Safe working practices, the implementation of safe distancing and in the workplace or at someone's home. there is an increased need for use of 		

	<p>PPE when providing personal care and support</p> <ul style="list-style-type: none"> • The Walsall Adult social care service is therefore working to continually source and provide supplies of critical PPE items in order to reduce risk of infection and to also maintain the safety and wellbeing of all in that process • Walsall is also working to support all education settings across Walsall to be reintroduced into the buildings as part of the national guidance post COVID- 19 and continue to supply PPE between now and December 2020 alongside the internal workforce for Walsall council also being reintroduced into the workplace and buildings post COVID-19 • All of this will be supported by initiatives, support and guidance for infection control via Public Health colleagues and support via Health and safety and HR colleagues for people's wellbeing
5	Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).

Several organisations including Walsall Council, Walsall Healthcare NHS Trust and Walsall PH have been involved in discussions and pro-active work in order to support the homes, providers, individual staff and vulnerable people at home, by encouraging people to use the PPE that they have got access to, safely. There is also an urgent reminder daily to homes and the provider market place to follow the guidance set out by NHE and PHE

The regular orders for PPE is also being supported by the Regional ADASS group and the Regional Heads of Procurement group. The engagement across Region, national and local agendas are to ensure there is a consistent message around the importance for the local access and supply of urgent PPE items

The Provider services within ASC are therefore engage daily with Procurement colleagues

Providers across the board are engaged daily as apt of the ongoing level of support to ensure people are as safe and well maintained as possible.

All providers across Walsall have received information and contact details about how to access PPE from the local Supply store at Goscote

Engagement with partners and the wider customers who use services across ASC and childrens services currently have been part of the regular updates and amendments to National guidance around PPE and safety during the COVID-q19 outbreak in relation to the longer term plans to develop a stroke service, will include a far wider reaching engagement calendar the none urgent agendas currently being worked through across the partnerships due to COVID-19.

Engagement also takes place daily across the local and regional resilience forums- locally (Bronze: Silver and GOLD command.

Consultation Activity			
Type of engagement/consultation	ASC Internal workforce engagement and awareness raising via Perform+ :teams call and the Bronze calls as part of the command meetings Daily calls and face to face visits to provider services externally via Quality and assurance teams: WHT colleagues or PH Daily calls from commissioners to all provider forum (vol attendance into the calls)	Date	Daily from Mid March 2020
Who attended/participated?	Front line staff via teams –as above carers also engaged with as part of their needs when requiring PPE ie via Social worker calls; post hospital discharge etc		
Protected characteristics of participants	All people will remain at the centre of all communication and actions to support to combat the affects of COVID-19 and the needs of priority groups or places, are monitored closely via the data collected as part of the actions to support proportionately during this time of uncertainty and changing needs -19		
Feedback <ul style="list-style-type: none">Positive feedback from front line staff providers and vulnerable people who are just wanting the reassurance that PPE is available and being used appropriately in time of urgent and consistent need			
6	Concise overview of all evidence, engagement and consultation <p>All relevant engagement and communications are in place as part of the urgent agendas we are delivering currently.</p> <p>Full Cabinet report and associated documentation that is linked directly to this EQIA.</p>		
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.		
Characteristic		Affect	Action needed
		Page 49 of 163	Yes / No

	Age	This is a very positive plan and one whereby there is a need to continue to order and source urgent PPE with the support of lead officers and cabinet members who understand and acknowledge the full requirements around this agenda
	Disability	
	Gender reassignment	
	Marriage and civil partnership	
	Pregnancy and maternity	
	Race	
	Religion or belief	
	Sex	
	Sexual orientation	
	Other (give detail)	
	Further information	
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.	(Delete one) Yes / No
	The immediate crisis resolution affects everyone. The risk is heightened if there is an outbreak affecting more than two people within one area. The aims of securing funding approval to continue to purchase PPE for local use, means that there is a mitigating action that can be continued, in order to strive to continually reduce risk of further illness and death in some cases as a result of COVID-19	
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?	
A	A change required as a result of urgent needs around PPE and creating capacity to ensure this is readily available for the local social care cohorts, volunteers internal keyworkers and Carers –Due to COVID-19	
B	Adjustments needed to remove barriers or to better promote equality	
C	Continue despite possible adverse impact	
D	Stop and rethink your proposal	

Action and monitoring plan

Action Date	Action	Responsibility	Outcome Date	Outcome
22/4/20	Consider and accept the EQIA alongside the Cabinet report and associated documentation	To amend and update as and when needed as apt of the actions against COVID-19		
12.5.20	Consider the EQIA alongside the need for the Urgent action waiver	Ensure the EQIA is submitted with cabinet report for the 17 th June 2020		

Update to EqIA	
Date	Detail
Use this section for updates following the commencement of your proposal.	

Contact us

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Cabinet – 17 June 2020

Pre-Audit Outturn 2019/20

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

1. Aim

- 1.1 To inform Cabinet of the pre-audit revenue and capital financial outturn position for 2019/20 after revenue and capital carry forwards into 2020/21, and financial and treasury indicators for 2019/20.

2. Summary

2.1 *Pre-audit outturn 2019/20*

The overall net revenue pre-audit outturn is £121.08m against a budget of £121.37m, an underspend variance of £291k (0.05% of gross expenditure) net of carry forwards of £144k. The pre-audit capital outturn is a net underspend of £2.51m, net of council funded carry forwards of £18.89m.

2.2 *Treasury Management*

The report confirms that treasury management activity has been undertaken in accordance with the Code of Practice on Treasury Management and Walsall complied with all statutory Prudential Indicators.

3. Recommendations

That Cabinet:

Pre-audit outturn 2019/20

- 3.1 Note the revenue carry forwards from 2019/20 to 2020/21 set out in table 2 of the report.
- 3.2 Note the capital re-profiling and carry forwards from 2019/20 to 2020/21 set out in **Appendix 1** and **2**.

- 3.3 Note the pre-audit revenue outturn underspend of £291k and the pre-audit capital outturn underspend of £2.51m, after carry forwards, for 2019/20.
- 3.4 Approve that the capital underspend be utilised to support the 2020/21 capital programme approved by Council in February 2020.
- 3.5 Approve a variation to the 2020/21 capital programme for the funding of archiving costs for One Source, up to the value of £300k, to be funded from uncommitted carry forwards and/or underspends that occur during 2020/21, as referred to in 4.12.
- 3.6 Note the financial health indicators for 2019/20 as summarised in **Appendix 3**.
- 3.7 Note the 2019/20 prudential indicators in **Appendix 4** of this report and Walsall's compliance with these indicators.
- 3.8 Note that the opening balances will be £14.38m as at 1 April 2020. This is considered a prudent amount for 2020/21 and is within the parameters required within the current medium term financial strategy (MTFS).

4. Know - Context

- 4.1 Cabinet received regular financial reports to allow it to monitor the financial position of the council and consider plans for corrective action during 2019/20. Maintaining financial stability is a key requirement of the MTFS. This report contains the pre-audit revenue and capital outturns for 2019/20 along with revenue and capital carry forwards into 2020/21.

Pre-Audit Revenue Outturn 2019/20

- 4.2 Managers are required to deliver their service targets and improvements within budget. Small variations are normal and insignificant on a gross revenue budget of £627.83m. The council wide pre-audit revenue outturn is an underspend of £291k, and summarised by directorate in **table 1** below. The impact of Covid-19 is estimated at c269k, including loss of income of c£84k and additional one-off costs of c£185k.

Table 1: Pre-audit Revenue Outturn 2019/20			
Directorate*	Budget £m	Outturn £m	Variance £m
Adult Social Care	63.32	63.50	0.18
Children's Services	74.41	75.56	1.15
Economy and Environment	59.39	59.51	0.12
Resources and Transformation	20.33	19.82	(0.51)
Capital Financing / Central	(96.08)	(97.31)	(1.23)
Total	121.37	121.08	(0.29)

* Note: based on directorate responsibilities as at 31 March 2020

- 4.3 A robust risk assessment of the 2019/20 budget was undertaken prior to the budget being set in February 2019. Action was taken corporately in year to address ongoing demand and cost pressures with services, mainly within Children's Services and Adult Social Care. Significant investment has been included within the 2020/21 budget to

manage the identified demand pressures within Adult Social Care and Looked after Children.

- 4.4 The 2019/20 budget included £20.08m of savings / cost reductions and efficiencies. Of these, £11.36m were achieved, with £8.72m not delivered or delivered with alternate actions in year. This included £5m related to transformational change, which was set prior to the current Walsall Proud Programme being approved. Any ongoing unachieved savings were addressed as part of the 2020/21 budget setting process.

Revenue carry forwards from 2019/20 to 2020/21

- 4.5 Carry forwards are a means of recognising sound budget management by allowing the carry forward of planned revenue underspends and/or achieved revenue savings (excluding the use of windfalls/ unplanned underspends/savings). This is dependent on achievement of planned service delivery targets/ outcomes, in accordance with the council's approved carry forward protocol. Carry forwards are usually allowed only where the council has outturned on or under budget, and are deemed to be planned for specific purposes.
- 4.6 Total revenue carry forward requests of £144k have been approved by the S151 Officer following approval of delegations from Cabinet in May 2020. These are shown in **table 2**.

Table 2: Revenue carry forwards from 2019/20 to 2020/21	
Use of carry forward	Carry forward £
Children's Services	
Children's Social Care – Regional Adoption Agency underspend returned, to be used to fund contributions in 2020/21	131,455
Children's Social Care – localities move. Contingency given in 2019/20 but due to delays, will now be utilised in 2020/21	12,639
Recommended revenue carry forwards from 2019/20 to 2020/21	144,094

- 4.7 As a result of the above position, opening balances will be £14.38m as at 1 April 2020, which (Pre-Covid-19) was considered a prudent amount for 2020/21 and is within the parameters required within the current medium term financial strategy (MTFS).

Pre-Audit Capital Outturn 2019/20

- 4.8 The capital programme budget for 2019/20 was £132.66m, of which spend was £67.91m, resulting in unspent allocations of £64.75m. Following re-profiling, £62.24m of spend in relation to a number of capital projects will be completed in 2020/21. Adjusting for this leaves an underspend of £2.51m. It is recommended that the capital underspend be used to support the 2020/21 capital programme approved by Council in February 2020.
- 4.9 The draft pre-audit position is split between council funded schemes (**Appendix 1**) and external funded schemes (**Appendix 2**), and summarised in **table 3**.

Table 3 : Pre-audit Capital Outturn 2019/20					
Funding	Budget £m	Outturn £m	Variance £m	Carry Fwd £m	Underspend £m
Council Funded	36.14	14.74	(21.40)	18.89	(2.51)
Externally Funded	96.52	53.17	(43.35)	43.35	0
Total	132.66	67.91	(64.75)	62.24	(2.51)

- 4.10 In year re-profiling, leading to carry forwards into the following year, is a routine and normal practice. Capital carry forward is defined as a means to carry capital resources from one year to another to cover identifiable commitments that have moved from one year to another, or for where a project spans more than one year. In any large organisation dealing with construction projects, procurement regulations, etc, a level of carry forward is expected and built into resourcing assumptions. It is recognised that capital projects can cross over years and it is often difficult to be accurate in the estimation of which year the expenditure will be incurred.
- 4.11 As indicated above, 69.6% or £43.35m of the total relate to grant funded schemes. Of these, £34.40m relates to schools/children's, £6.89m to major regeneration schemes, £0.80m for leisure / parks schemes, £0.72m to transport / highways schemes, and £0.54m for other schemes. These schemes tend to require carry forward due to the timing of the receipt of the grant versus the actual spend, which in school's is often during the summer of the next financial year.
- 4.12 The council is due to go live with the One Source system during 2020/21. This is an integrated finance, payroll and HR system with Finance and HR scheduled to be implemented from July 2020 and Payroll from October 2020. The One Source programme includes the work required to transfer current years data from existing systems to the One Source system, however the scope of the programme does not cover any data migration or retention requirements relating to previous years.

Work has now been undertaken to understand statutory data retention requirements for Payroll, HR and Finance, and whilst legacy systems within these services are currently available within existing licence and support contracts, these contracts will begin to expire from November 2020. Retention of these legacy systems past current contract periods will prove costly (and for some systems this is not a viable option as suppliers will not provide continued support). This work has therefore identified that an archive solution will be required to store historic data so that services can meet their statutory data retention requirements.

It is envisaged that this archive solution would be a cloud hosted database that is available to a small group of system support staff who can provide services with reports / extracts from the system to meet statutory reporting or data provision requirements. Given the statutory retention periods the archive will be required to be used for up to 13 years, and there will be annual cloud storage and cloud support revenue costs each year, with these costs being incorporated into the revenue budget requirements for the One Source support team that are being finalised at present.

Initial work has been undertaken to identify estimated development costs for an archive solution. A formal procurement exercise would be required to ensure best value, however this initial work shows an estimated capital cost for development of an archive solution to be £300k. As this work will be required to be completed and implemented during the 2020/21 year, to fit in with current legacy system contracts expiring, it is

therefore recommended that Cabinet approve a variation to the 2020/21 capital programme for the funding of archiving costs for One Source, up to the value of £300k, to be funded from uncommitted carry forwards and/ o or underspends that occur during 2020/21. The normal cycle of capital programme indicates that sufficient funds should be available for the currently approved capital programme resources to meet this cost.

Financial Health Indicators 2019/20

4.13 The annual review of financial health indicators is shown at **Appendix 3**. This summarises the following:

- Strong treasury management performance for 2019/20.
- Strong balance sheet financial performance.
- Council tax and business rate collection rates as expected.
- Strong sundry debtor collection rates, showing an overall average number of 25 days.
- Strong creditor performance, showing an overall average number of 10 days.
- Revenue and capital position for 2019/20 – as outlined in the sections above.

Collection Fund

4.14 *Business Rates Retention Scheme*. 2019/20 was the third year the council participated in the 100% Business Rates Retention pilot with the six other West Midlands Metropolitan Authorities, with each billing authority now retaining 99% of Non-Domestic Rates (NDR) received with the remaining 1% for the West Midlands Fire Service. A shortfall in income due to changes in rateable value, successful appeals, exemptions and discounts resulted in a deficit on the collection fund. The council bears 99% of the overall deficit, which will reduce the councils local share income for 2020/21. The position for 2019/20 on the collection fund is an in year deficit of £0.039m. After taking account of a brought forward deficit from 2018/19, the net position is a deficit of £0.241m to carry forward (of which £0.239m is attributable to Walsall Council).

4.15 *Council Tax*. The collection fund showed a total surplus in 2019/20 of £3.498m for council tax including preceptor's (Fire and Police) amounts, mainly due to the amount billed during the year of £139.186m being higher than the budgeted demand on the collection fund of £136.463m. This is as a result of the number of properties billed and differences in discounts and exemptions applied compared to budget. The budget is based on the council tax base as at January each year and makes assumptions for numbers of properties, new builds, demolitions, discounts, exemptions, collection rates and Council Tax Reduction Scheme. The remaining difference is a net reduction in the bad debt provision of £0.775m following a number of write offs during the year.

With the addition of a brought forward deficit of £0.361m, the carried forward surplus on the council tax Collection Fund is £3.137m (£2.788m attributable to Walsall Council).

The 2020/21 budget has a demand on the collection fund of £0.964m (£0.857m attributable to Walsall Council) based on a statutory forecast as at 15 January 2020. As such the council tax collection fund starts the 2020/21 financial year with a surplus of £2.173m. Any surplus or deficit during 2020/21 will impact the following year's budget setting process and not the in-year general fund position.

Treasury Management

- 4.16 The pre-audit prudential and local indicators as at 31 March 2020 are shown in **Appendix 4**. The S151 Officer confirms that borrowing was only undertaken for cash flow and capital purposes and the statutory borrowing limit (the authorised limit) was not breached.
- 4.17 During 2019/20, the council complied with all legislative and regulatory requirements, as well as local indicators. All indicators are currently being met apart from:
- L5 – Average interest rate of external debt outstanding excluding OLA. The target for this year includes £25m of borrowing for capital expenditure which would have been taken out at lower rates than our historical borrowing rates, resulting in a lower average rate across all of our borrowing. The borrowing has not been taken out meaning that the average rate was not reduced as expected.
- 4.18 The authorised limit for external debt was approved by Council on the 27th February 2020 and the CIPFA Code of Practice only allows these limits to be changed by Council and therefore the actual limit and the target remain the same. The actual debt position for the Council as at 31 March 2020 is £307.612m.
- 4.19 A comprehensive Annual Treasury Report will be reported to Cabinet and on to Council.

Council Corporate Plan priorities

- 4.20 The allocation of resources is aligned to the council's priorities as set out in the Corporate Plan.

Risk management

- 4.21 Managers are required to deliver service and improvement targets on time, to standard and within budget. The resource allocation process is governed by the overarching medium term financials strategy (MTFS). Risk management is an integral part of this activity and is embedded in budget preparation, monitoring and forecasting to enable potential variances and risks to be identified early and addressed.

Financial implications

- 4.22 The outturn position will affect the overall financial standing of the council. The aim is to ensure the councils balances are at a level consistent with the requirements of the MTFS. The council has a statutory responsibility to set a balanced budget and to ensure it has an adequate level of reserves. The council will take a medium term policy led approach to all decisions on resource allocation. This report sets out that the council has delivered on its financial strategy and outturned with reserves intact for 2019/20.

Legal implications

- 4.23 The council will have due regard to its statutory responsibilities in proposing any changes to service provision and its statutory responsibilities in relation to setting a balanced budget.

Procurement Implications / Social Value

- 4.24 None directly associated with this report.

Property implications

- 4.25 Effective use and management of property related assets is integral to service delivery.

Health and wellbeing implications

- 4.26 The health and wellbeing of communities in Walsall have direct implications on the resources required within the council and the wider public sector, and how resources are allocated.

Staffing implications

- 4.27 None directly associated with this report.

Reducing inequalities

- 4.28 None directly associated with this report.

Consultation

- 4.29 The report is prepared in consultation with the S151 Officer, the Chief Executive, relevant managers and executive directors.

5. Decide

- 5.1 Following approval of the revenue and capital carry forwards outlined in this report, service / project managers will need to ensure that these allocations are solely used for the purpose as set out, and their progress is managed and reported during 2020/21.

6. Respond

- 6.1 Approved revenue carry forwards, as outlined in this report, will be set up as earmarked reserves, for which the service will offset any expenditure incurred in 2020/21.
- 6.2 Approved capital carry forwards, as outlined in this report, will be allocated as a variation to the 2020/21 capital programme, and managed during 2020/21.

7. Review

- 7.1 Both revenue and capital approved carry forwards will be managed alongside the approved 2020/21 revenue budget and capital programme.

Background papers: Various financial working papers.

Appendices:-

- 1 Pre-audit Capital Outturn by scheme for 2019/20 – council funded schemes
- 2 Pre-audit Capital Outturn by scheme for 2019/20 – externally funded schemes
- 3 Financial Health Indicators 2019/20
- 4 Pre-audit Prudential and Treasury Indicators 2019/20

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Deborah Hindson
Interim Executive Director / S151 Officer
17 June 2020



Councillor M. Bird
Leader of the Council
17 June 2020

Appendix 1 – Pre-audit Capital Outturn by Scheme 2019/20 – council funded schemes

COUNCIL FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
CHILDREN'S SERVICES					
Looked after children out of borough placements	165,000	75,978	(89,022)	89,022	0
2 year old (RCCO)	174,443	174,443	0	0	0
Corporate Parenting, Contract & Assessment Hub	32,804	25,161	(7,643)	0	(7,643)
Looked after children small residential home	0	0	0	0	0
School Estate Condition Survey	250,000	0	(250,000)	250,000	0
School Temporary Classrooms	250,000	0	(250,000)	250,000	0
CHILDREN'S SERVICES COUNCIL FUNDED TOTAL	872,247	275,582	(596,665)	589,022	(7,643)
ECONOMY & ENVIRONMENT					
Arboretum Events Field-drainage scheme (RCCO)	5,643	5,643	(0)	0	0
Broadway West Playing Fields (Council)	92,000	0	(92,000)	92,000	0
Clayhanger Playing Fields	53,713	53,674	(39)	0	(39)
Open Water	2,000	2,000	0	0	0
St Peter Church repairs to surrounding wall	36,431	3,647	(32,784)	32,784	0
Walsall Arboretum Car Park	4,896	0	(4,896)	4,896	0
Walsall Arboretum Restoration Programme - illuminated Park proposals	5,242	0	(5,242)	5,242	0
Willenhall Memorial Park	6,168	3,092	(3,076)	3,076	0
Headstone safety in Cemeteries (RCCO)	28,715	28,715	(0)	0	0
Installation of air conditioning & refurb of public toilets	215,351	39,521	(175,830)	120,581	(55,249)
Replacement cemeteries administration system	75,000	0	(75,000)	75,000	0
Replacement Fencing at Streetly Cemetery	37,000	35,716	(1,284)	0	(1,284)
Willenhall Lawn Cemetery Extension & land development	811,800	655,266	(156,534)	156,534	0
Oak Park Car Park	284,890	398,798	113,908	0	113,908

COUNCIL FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
Walsall Gala Baths-arrest system	15,000	15,000	0	0	0
Library Redesign - Lichfield Street Hub	143,708	103,169	(40,539)	40,539	0
Open Plus in Libraries	271,696	66,154	(205,542)	205,542	0
Single Library Management System	54,910	0	(54,910)	39,757	(15,153)
Community Dropped Crossings	20,000	5,772	(14,228)	14,228	0
District Town Centre's Public Realm Improvements	2,405,330	1,668,750	(736,580)	736,580	0
Highways maintenance	2,927,999	2,927,999	(0)	0	0
CCTV Enforcement Vehicle	44,310	44,310	0	0	0
Hatherton Road Car Park	255,093	29,906	(225,187)	225,187	0
Migration of Urban Traffic control analogue comm network	0	(511)	(511)	0	(511)
Promotion of Community Health & Safety	240,000	0	(240,000)	240,000	0
Replacement of obsolete analogue weather stations	30,000	0	(30,000)	30,000	0
Replacement of speed enforcement camera	175,000	29,684	(145,316)	145,316	0
A454 Black Country Route carriageway surface treatment	450,000	450,000	0	0	0
Hatherton Road MSCP structural maintenance	200,000	0	(200,000)	200,000	0
Challenge Block	881,668	67,863	(813,805)	85,000	(728,805)
New Homes Bonus	204,093	127,094	(76,999)	76,999	0
Regenerating Walsall	233,877	3,872	(230,006)	230,006	0
Rushall Olympic Football Club	5,833	0	(5,833)	5,833	0
Town and District Centres Public Realm	1,000,000	1,794	(998,206)	998,206	0
Walsall Market	40,516	0	(40,516)	40,516	0
Streetly Youth Club Demolition Works	22,000	22,000	0	0	0
Town Centre Masterplan	250,000	0	(250,000)	250,000	0
Town Centre Strategic Acquisition for Third Sector Hub & operational accommodation	1,530,480	899,549	(630,931)	630,931	0
DSDA	44,275	34,474	(9,801)	9,801	0

COUNCIL FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
New Rail Stations-local contributions	1,000,000	0	(1,000,000)	0	(1,000,000)
Walsall Town Centre Public Realm Improvements	229,500	0	(229,500)	229,500	0
Regional Materials Recycling Facility	632,000	278,619	(353,381)	353,381	0
Saddlers Centre Shopping Centre	468,444	0	(468,444)	468,444	0
ECONOMY & ENVIRONMENT COUNCIL FUNDED TOTAL	15,434,582	8,001,570	(7,433,012)	5,745,879	(1,687,133)
RESOURCES AND TRANSFORMATION					
Bentley Community Facility	10,000	0	(10,000)	0	(10,000)
CCTV	328,292	328,292	(0)	0	0
Improving security in local neighbourhoods	2,927	0	(2,927)	2,927	0
Refurbishment of Orchard Pavilion	148,350	202,882	54,532	0	54,532
Council Chamber Refurbishment	200,000	12,998	(187,002)	187,002	0
Procurement system for (HRMS) and Oracle EBS financials	5,289,374	2,183,835	(3,105,539)	3,105,539	0
Aids and adaptations (statutory element)	523,080	523,079	(1)	0	(1)
Health through warmth and related Retro Fit schemes	75,000	47,321	(27,679)	27,679	0
Data backup system replacement	50,000	0	(50,000)	50,000	0
Essential Microsoft upgrades & foundation for Office 365	274,336	131,689	(142,647)	142,647	0
Essential refurb Council's digital data storage facilities	41,588	41,588	(0)	0	0
Essential upgrade to current supported version of windows server	10,381	7,198	(3,183)	3,183	0
Essential warranty extension & eventual replacement of hardware for Council's finance system	16,325	12,825	(3,500)	0	(3,500)
ICT-Safe and Secure Environment	3,727,557	974,912	(2,752,645)	2,752,645	0
ICT-Safe and Secure Environment Wyse	1,810,892	495,999	(1,314,893)	650,000	(664,893)
ICT Wide Area Network	12,462	10,419	(2,043)	0	(2,043)
Proud - ICT	200,000	0	(200,000)	200,000	0
Resource & consultancy to upgrade Win2008 server	200,000	0	(200,000)	200,000	0
Single mobile devices for use within the new in-Tune platform	51,000	16,180	(34,820)	34,820	0

COUNCIL FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
Enabling Technology	1,500,000	0	(1,500,000)	1,500,000	0
Transformation Programme	455,000	0	(455,000)	455,000	0
COTAG Replacement	40,000	27,945	(12,055)	2,000	(10,055)
Asbestos Removal	9,834	9,834	0	0	0
Council House General Heating	50,000	43,640	(6,360)	6,360	0
Council House Smoke & Heat Detection Fire Alarm	333,000	6,080	(326,920)	326,920	0
Data Centre Power Backup	266,730	147,022	(119,708)	0	(119,708)
Operation Repair & Maintenance of Council Buildings	500,000	123,862	(376,138)	376,138	0
Planned property maintenance	91,786	91,786	(0)	0	0
Print & Design upgraded lighting & ventilation system	24,000	18,556	(5,444)	0	(5,444)
Safe water supplies	92,254	92,254	(0)	0	0
Statutory Testing	214,919	214,920	1	0	0
Civic Centre heating	1,146,646	0	(1,146,646)	1,146,646	0
Community Association Refurbishments	59,718	0	(59,718)	0	(59,718)
Council House BMS	68,296	68,296	0	0	0
Council House rewiring	983,542	10,748	(972,794)	972,794	0
Darlaston Town Hall-asbestos & fire safety works	18,400	1,829	(16,571)	0	(16,571)
Fire risk assessment	341,207	363,968	22,761	0	22,761
Schools Project	244,005	84,587	(159,419)	159,419	0
Walsall Council House-modern secure reception	44,550	18,322	(26,228)	26,228	0
Willenhall Lane Travellers Site	85,000	0	(85,000)	85,000	0
Capital Contingency	109,415	0	(109,415)	109,415	0
RESOURCES AND TRANSFORMATION COUNCIL FUNDED TOTAL	19,649,866	6,312,866	(13,337,000)	12,522,360	(814,640)
ADULT SOCIAL CARE					
All Age Disability Hub	65,488	28,619	(36,869)	36,869	0
Mosaic Implementation (Phase 3)	49,076	49,123	47	0	47

COUNCIL FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
Mosaic Mobile Working	71,835	71,834	(1)	0	(1)
ADULT SOCIAL CARE COUNCIL FUNDED TOTAL	186,399	149,576	(36,823)	36,869	46
TOTAL COUNCIL FUNDED SCHEMES	36,143,094	14,739,594	(21,403,500)	18,894,130	(2,509,370)

Appendix 2 – Pre-audit Capital Outturn by Scheme 2019/20 – externally funded schemes

EXTERNALLY FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
CHILDREN'S SERVICES					
Academies	407,438	61,308	(346,130)	346,130	0
Basic need	36,120,283	6,824,552	(29,295,731)	29,295,731	0
Capital maintenance	3,120,646	1,701,766	(1,418,880)	1,418,880	0
Devolved formula capital	2,405,985	825,892	(1,580,093)	1,580,093	0
Healthy Pupils Capital Fund	203,185	139,481	(63,704)	63,704	0
Section 106	486,421	105,151	(381,270)	381,270	0
Special Provision Fund	1,306,611	0	(1,306,611)	1,306,611	0
Universal infant free school meals	9,610	0	(9,610)	9,610	0
CHILDREN'S SERVICES EXTERNALLY FUNDED TOTAL	44,060,179	9,658,150	(34,402,029)	34,402,029	0
ECONOMY & ENVIRONMENT					
Growth Deal	26,026,204	26,026,204	(0)	0	0
LPIF	294,000	85,122	(208,878)	208,878	0
Fibbersley Local Nature Reserve	50,000	49,173	(828)	828	0
Pelsall Memorial Garden	29,909	24,540	(5,369)	5,369	0
Broadway West Playing Fields (External)	150,000	0	(150,000)	150,000	0
Rethinking Parks (Connecting Walsall Green Spaces)	119,000	0	(119,000)	119,000	0
Walsall arboretum restoration programme (PRU)	40,406	40,406	0	0	0
Waste infrastructure capital grant	226,980	0	(226,980)	226,980	0
Oak Park-Artificial Grass Pitch	300,000	0	(300,000)	300,000	0
Additional Highway Maintenance pothole funding	154,600	154,600	0	0	0
Development of Highways Asset Management Plan (HAMPS)	11,202	8,428	(2,774)	2,774	0
Footbridge Coalpool Lane	704,697	213,129	(491,568)	491,568	0
LTP including bridge strengthening 2010/11	123,271	17,950	(105,321)	105,321	0

EXTERNALLY FUNDED SCHEMES	2019/20 Budget £	2019/20 Outturn £	Variance £	Carry forward to 2020/21 £	(Underspend)/ overspend £
LTP Yorks Bridge	109,092	109,092	(0)	0	0
Zebra Crossing	54,560	0	(54,560)	54,560	0
Capital Block DFT Fund	3,126,269	3,063,796	(62,473)	62,473	0
M6 Junction 10 Highway Improvements	10,212,185	5,062,348	(5,149,837)	5,149,837	0
Regenerating Walsall - Private Contributions	8,746	0	(8,746)	8,746	0
Streetly Youth Club Demolition St Annes	26,503	26,503	0	0	0
M6 J10 Designated funds NMU Route	730,900	712,577	(18,323)	18,323	0
National Productivity Investment Fund	3,256,515	2,874,833	(381,682)	381,682	0
West Midlands Strategic Transport Plan (STP) 'Movement for Growth'	1,968,860	846,668	(1,122,192)	1,122,192	0
ECONOMY & ENVIRONMENT EXTERNALLY FUNDED TOTAL	47,723,899	39,315,369	(8,408,530)	8,408,529	0
RESOURCES AND TRANSFORMATION					
Affordable Housing Compulsory Purchase Scheme	255,000	0	(255,000)	255,000	0
Contribution Aids and Adaptations	82,931	82,923	(9)	0	(9)
Contribution Health Through Warmth	13,390	13,399	9	0	9
Disabled facilities grant	3,220,613	3,220,613	0	0	0
Off Gas Scheme	307,771	22,398	(285,373)	285,373	0
RESOURCES AND TRANSFORMATION EXTERNALLY FUNDED TOTAL	3,879,705	3,339,333	(540,373)	540,373	0
ADULT SOCIAL CARE					
Integrated Community Equipment	810,000	810,000	0	0	0
Better Care Fund Community Capacity Grant	0	0	0	0	0
Mosaic Implementation (Phase 3) External	51,878	51,878	0	0	0
ADULT SOCIAL CARE EXTERNALLY FUNDED TOTAL	861,878	861,878	0	0	0
TOTAL EXTERNALLY FUNDED SCHEMES	96,525,661	53,174,730	(43,350,932)	43,350,932	0

Appendix 3 - Financial Health Indicators 2019/20

Treasury Management	2018/19 Actual	2019/20 Target	2019/20 Actual
Average Interest Rate (Borrowing)	3.69%	3.69%	3.74%
- Excluding OLA	3.83%	3.93%	3.86%
- Including OLA			
Gearing Effect on Capital Financing Estimates	3.89%	5.00%	3.92%
Net Borrowing Costs / Council Tax Requirement and NNDR contribution	4.06%	12.50%	3.78%
Capital Financing Requirement (£m)	357.672	381.564	381.564
Authorised limit for external Debt (£m)	442.096	458.391	458.391
Investment Rate Average (excl Property fund)	1.05%	1.08%	1.20%

Balance Sheet Ratios	2015/16	2016/17	2017/18	2018/19	2019/20 (draft)
Current Assets : Current Liabilities	1.77	1.86	1.03	1.68	2.25
Useable Reserves : General Revenue Expenditure	0.57	0.63	0.65	0.72	0.73
Long Term Borrowing : Tax Revenue (Using both council tax and NNDR for tax revenue)	1.45	1.41	1.20	1.36	1.58
Long Term Assets : Long Term Borrowing	2.29	2.29	2.34	2.05	1.72
Total School Reserves : Dedicated School Grant	0.07	0.05	0.05	0.06	0.05

Revenues Performance % collected for financial year	2017/18 Actual Collected in total @ 31.03.20	2018/19 Actual Collected in total @ 31.03.20	2019/20	
			Profiled 2019/20	Actual 2019/20
Council tax %	97.4%	96.6%	94.5%	94.0%
Total Council Tax collected (£m)	£120,171,556	£127,142,661	£131,800,000	£131,183,761
National Non Domestic Rate %	98.7%	98.5%	97.5%	97.3%
Total NNDR collected (£m)	£69,890,254	£71,854,761	£72,950,000	£72,780,756

Debtors and Creditors Performance	2018/19 Actual	2019/20	
		Target	Actual
Sundry Debtors Collection – Average number of days to collect debt	25 days	30 days	25 days
Average number of days to process creditor payments	10 days	14 days	10 days

Management of Resources	2019/20		
Service Analysis	Target	Actual	Variance
Children's Services	74,413,853	75,564,514	1,150,661
Economy and Environment	59,391,898	59,513,597	121,699
Adult Social Care	63,323,488	63,500,820	177,332
Resources and Transformation	20,325,485	19,813,516	(511,969)
Council Wide	(6,188,857)	(7,417,927)	(1,229,070)
NNDR/Top Up	(89,892,422)	-89,892,422	0
Total Net Revenue Expenditure	121,373,443	121,082,098	(291,347)
General Reserves	Minimum £6.2m Maximum £15.5m	(14,410,205)	N/A
Council Funded Capital Expenditure	36,143,094	14,739,594	(21,403,500)
External Funded Capital Expenditure	96,525,661	53,174,730	(43,350,931)
Total Capital Expenditure	132,668,755	67,914,324	(64,754,431)
Capital Receipts	1,869,868	107,246	(1,762,622)

Management of Resources	2018/19		
Service Analysis	Target	Actual	Variance
Children's Services	70,664,015	71,669,960	1,005,945
Economy and Environment	61,914,032	61,985,735	71,703
Adult Social Care	63,562,891	63,818,184	255,293
Resources and Transformation	22,222,583	20,886,323	(1,336,260)
Council Wide	(5,722,918)	(6,157,256)	(434,338)
NNDR/Top Up	(97,654,687)	(97,654,687)	0
Total	114,985,916	114,548,259	(437,657)
General Reserves	Minimum £6.2m Maximum £15.5m	£15,668,960	N/A
Council Funded Capital Expenditure	39,841,056	22,345,885	(17,495,172)
External Funded Capital Expenditure	66,251,411	33,501,767	(32,749,645)
Total Capital Expenditure	106,092,467	55,847,652	(50,244,817)
Capital Receipts	2,081,800	1,130,132	(951,668)

What this tells us

Treasury Management

Average Interest Rate (Borrowing)	The average interest rate we are paying on the money we have borrowed compared to our target.
Gearing Effect on Capital Financing Estimates	Shows how a 1% increase in interest rates would affect the total interest cost to the council.
Net Borrowing Costs / Tax Requirement	Borrowing not financed by a grant from government, as a proportion of our Net Revenue Expenditure
Capital Financing Requirement (£m)	How much money we currently borrow to finance our capital programme.
Authorised limit for external Debt (£m)	The maximum amount of debt we should have at any one time
Investment Rate Average	The average interest rate we are receiving on the money we have invested.

Balance Sheet Ratios	
Current Assets : Current Liabilities	Our ability to meet our liabilities
Useable Reserves : General Revenue Expenditure	If our reserves are adequate to meet potential future variations.
Long Term Borrowing : Tax Revenue Using only council tax for tax revenue Using both council tax and NNDR for tax revenue	The effect of long term borrowing on our budget.
Long Term Borrowing : Long Term Assets	This allows us to understand the relationship between the money we borrow and the assets we have as they both change over time.
Total School Reserves : Dedicated School Grant	If schools reserves are at an appropriate level.

Revenues Performance

% Collected for Financial Year	As a percentage the amount of council tax we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that its related to, but this won't be included in this figure
Council Tax (%)	
National Non Domestic Rate (%)	As a percentage the amount of Business rates we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it related to.
Total Council Tax Collected (£m)	This tells us the amount of council tax we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it relates to, but this won't be included in this figure.
Total NNDR Collected (£m)	This tells us the amount of Business Rates we collected during the financial year that runs from 1 April – 31 March. We collect council tax after the year that it relates to, but this won't be included in this figure.
Sundry Debtors Collection Average number of days to collect debt	How long on average it takes us to collect money owed to us.
Average number of days to process creditors payments	How long on average it takes to pay our bills.

Management of Resources	
Service Analysis	
Children's Services Economy and Environment Adult Social Care Resources and Transformation Council Wide	Shows our forecast for how much we will spend on these services compared to what we planned and compared to how much we spent in the previous year.
General Reserves	Our forecast year end position on reserves against our opening balance.
Contingency	How much we have set aside and for unplanned expenditure, and how much we have left to spend.
Capital Expenditure	Forecast of our spend on capital programmes against our target
Capital Receipts	Forecast of how much money we expect to receive from selling some of our assets, against our target.

Appendix 4 – Pre-audit Prudential and Treasury Indicators 2019/20

National Indicators – as per CIPFA Prudential Code

Ref	Prudential Indicator Description	2018/19 Actual £m	2019/20 Target £m	2019/20 Actual £m	Variance to Target	
PrI 1	Capital Expenditure	57.07	132.67	67.92	-64.75	-49%
PrI 2	Ratio of financing costs to net revenue stream	4.46%	4.32%	4.31%	-0.01%	0%
PrI 3	Estimates of the incremental impact of new capital investment decisions on Council Tax	£24.14	£15.36	£15.36	0.000	0%
PrI 4	Capital Financing Requirement	357.672	381.564	381.564	0.000	0%
PrI 5	Authorised Limit for external debt	442.096	458.391	458.391	0.000	0%
PrI 6	Operational Limit for external debt	401.905	416.719	416.719	0.000	0%

Ref	Prudential Indicator Description	2018/19	2019/20
PrI 7	Gross Borrowing exceeds capital financing requirement	No	No
PrI 8	Authority has adopted CIPFA Code of Practice for Treasury Management	Yes	Yes

Ref	Prudential Indicator Description	2018/19 Actual £m	2019/20 Target £m	2019/20 Actual £m
PrI 9	Total principle sums invested for longer than 365 days must not exceed	15.0	25.0	14.0

Ref	Prudential Indicator Description	Upper Limit	Lower Limit	Actual 2018/19	Actual 2019/20
PrI 10	Fixed Interest Rate Exposure	95.00%	40.00%	93.51%	95.20%
PrI 11	Variable Interest Rate Exposure	45.00%	0.00%	6.49%	4.80%
PrI 12	Maturity Structure of Borrowing:				
	Under 12 months	25.00%	0.00%	12.91%	6.51%
	12 months and within 24 months	25.00%	0.00%	4.87%	6.55%
	24 months and within 5 years	40.00%	0.00%	26.41%	31.69%
	5 years and within 10 years	50.00%	5.00%	8.20%	1.89%
	10 years and above	85.00%	30.00%	47.61%	53.36%

Local Indicators – As recommended by Treasury Management Panel

Ref	Prudential Indicator Description	2018/19 Actual	2019/20 Target	2019/20 Actual	Numerical Variance to Target	% Variance to Target	Met
L1	Full compliance with Prudential Code.	Yes	Yes	Yes	N/A	N/A	Y
L2	Average length of debt.	18.37 years	15-25 years	19.05	N/A	N/A	Y
L3a	Net borrowing costs as % of net council tax requirement.	6.54%	20.00%	6.06%	-13.94%	-69.69%	Y
3b	Net borrowing costs as % of Tax Revenue.	4.06%	12.50%	3.78%	-8.72%	-69.78%	Y
L4	Actual debt vs. operational debt.	75.20%	85.00%	73.72%	-11.18%	-13.16%	Y
L5	Average interest rate of external debt outstanding excluding former WMCC debt	3.69%	3.69%	3.74%	0.05%	1.44%	N
L6	Average interest rate of external debt outstanding including former WMCC debt	3.83%	3.93%	3.86%	-0.06%	1.63%	Y
L7	Gearing effect of 1% increase in interest rate (expressed as the potential increase to the rate shown in L6 i.e. shows what the rate included in L6 would change to).	3.89%	5.00%	3.92%	-1.08%	-21.60%	Y
L8	Average interest rate received on STI vs. 7 day LIBID rate.	0.77%	0.75%	1.24%	0.49%	65.62%	Y
L9	Average interest rate received:						
L9a	AT call investments.	0.55%	0.60%	0.63%	0.03%	5.00%	Y
L9b	Short Term Investments.	1.09%	1.10%	1.24%	0.14%	12.73%	Y
L9c	Long Term Investments.	1.37%	1.40%	1.65%	0.25%	17.86%	Y
L9d	Property Fund Investments.	4.17%	4.14%	4.16%	0.02%	0.48%	Y
L10	Average interest rate on all ST investments (ST and AT call)	0.98%	1.04%	1.11%	0.07%	6.73%	Y
L11	Average rate on all investments (excluding property fund)	1.05%	1.08%	1.20%	0.12%	11.11%	Y
L11a	Average rate on all investments (including property fund)	1.37%	1.45%	1.50%	0.05%	3.45%	Y
L12	% daily bank balances within target range.	100%	99%	100%	1.00%	1.01%	Y

Cabinet – 17 June 2020

Corporate Plan 2018-21, refresh of performance measures for 2020-21

Portfolio: Councillor Bird, Leader of the Council

Related portfolios: All

Service: All

Wards: All

Key decision: No

Forward plan: No

1. Aim

To provide transparency for customers and services regarding the measures that will be utilised during 2020-21 to monitor delivery of the corporate priorities and outcomes as detailed in the Corporate Plan 2018-21 refreshed at Council in February 2020.

2. Summary

The report presents a basket of performance measures that will be used to track delivery of priorities and outcomes during 2020-21 and form the basis of regular reports to Cabinet. The monitoring of these measures provides Cabinet with oversight of progress being made against the corporate outcomes and priorities.

3. Recommendations

- 3.1 Cabinet note the revised measures that will be used during 2020-21 to monitor delivery of corporate priorities as detailed in Corporate Plan 2018-21.
- 3.2 Cabinet note the schedule for future reports to be presented during 2020-21.

4. Report detail - know

Context

- 4.1 The Corporate Plan 2018-21 sets out the council's priorities based on detailed needs assessments which by their nature are very broad in context. To deliver these priorities specific focus must be given to the resourcing of services to deliver improvements.

- 4.2 Initially a basket of 37 measures was identified when the Corporate Plan 2018-21 was launched. Reviewing and refreshing these measures on an annual basis in the context of what has been delivered, how services are being resourced and any specific focus for the next 12 months. This report is to present the basket of 49 measures which will be monitored during 2020-21. It is recognised that some of these measures are only reported on an annual basis and so will only be included in reports to Cabinet when they are available.
- 4.3 In addition to monitoring these measures reports to Cabinet will include contextual information regarding activity that has been delivered so to provide a more detailed view on the delivery of outcomes.
- 4.4 The development of this basket of measures is directly in relation to the corporate priorities and outcomes. It must be recognised that the delivery of activity related to some of these measures will be impacted by COVID-19, for example at the time of writing this report Active Living Centres remain closed and this impacts on what is reportable for measure number 16.
- 4.5 As reported in February 2020 when Cabinet approved the refresh of the Corporate Plan it is intended that Cabinet will receive reports on a quarterly basis. Due to COVID-19 currently the future dates of Cabinet meetings have not been published past August 2020. Based on previous reporting it is intended that reports to Cabinet will occur as soon as possible after the end of each quarter (quarters ending June, September, December and March).

Council Corporate Plan priorities

- 4.6 The report relates to all corporate priorities and outcomes and sets the focus of performance monitoring and activity for the delivery of services in 2020-21.

Risk management

- 4.7 There are no risks in relation to the contents of this report.

Financial implications

- 4.8 The budget for 2020-21 was set by Full Council in February 2020 in the context of the Corporate Plan 2018-21. The performance measures identified in this report align with the budget setting as such there are no financial implications in relation to the contents of this report.

Legal implications

- 4.9 This report seeks to provide direction for services in relation to corporate priorities and as such there are no legal implications in relation to the contents of this report.

Procurement Implications/Social Value

- 4.10 There are no procurement implications in relation to this report.

Property implications

- 4.11 There are no property implications in relation to this report.

Health and wellbeing implications

- 4.12 The Marmot objectives were taken into account when the corporate priorities were developed and agreed and specifically informed the following priorities:
- People have increased independence, improved health and can positively contribute to their communities.
 - Children have the best possible start and are safe from harm, happy, healthy and learning well.
- 4.13 The Corporate Plan outcomes focus on improving quality of life, increasing life opportunities and on ensuring those that require council services can access them easily, all of which connect to improvements to health and wellbeing.

Staffing implications

- 4.14 There are no staffing implications in relation to the contents of this report.

Reducing Inequalities

- 4.15 The overall vision for the council is that 'inequalities are reduced and all potential is maximised'. This is underpinned by our corporate priorities which the measures identified in this report support the delivery of. Equality impact assessments will be undertaken as required before any substantial change to services.

Consultation

- 4.16 The measures detailed in this report have been developed following extensive consultation with services and have been informed by the refresh of outcomes and the monitoring of service delivery against corporate priorities during 2019-20.

5. Decide

- 5.1 The measures detailed in appendix 1 have been proposed by services as supporting focussed improvements in 2020-21 in support of the delivery of corporate priorities within the available resources.

6. Respond

- 6.1 Cabinet are recommended to note the revised measures that will be used during 2020-21 to monitor delivery of corporate priorities as detailed in Corporate Plan 2018-21.

7. Review

- 7.1 Quarterly monitoring of the Corporate Plan will be revised to reflect these refreshed measures and also report on any additional data that is available.

Background papers

[Corporate Plan report to Cabinet February 2020](#)

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Deborah Hindson
Executive Director

17 June 2020



Councillor Bird
Leader of the Council

17 June 2020

Appendix 1 Corporate Plan measures 2020-21

Priority	Ref	Outcome	Measure No.	Measure
Economic Growth for all people, communities and businesses.	1	Creating an environment where business invests and everyone who wants a job can access one	1	Number of Businesses assisted / supported.
			2	New business registrations and closures
			3	Unemployment claimant count
			4	Gap in the employment rate between those with a long-term health condition and the overall employment rate (PHOF)
			5	Employment rates
	2	Education, training and skills enable people to fulfil their personal development	6	Percentage of care leavers in education employment or training (NEETs)
			7	Total number of young adults in employment/education or training as a result of engagement with employment services (cumulative over year with breakdown of category if required)
			8	People assisted by council programmes into education, training or employment (IMPACT & Walsall Works)
			9	Percentage of young people that are not in education, employment or training (NEET)
			10	Number of apprentices in Walsall
People have increased independence, improved health and can positively contribute to their communities.	3	People live a good quality of life and feel that they belong	11	Proportion of adults aged 18+ who were still at home 91 days after discharge from hospital into reablement / rehabilitation services
			12	Percentage of people subject to a safeguarding enquiry who expressed a desired outcome (Making Safeguarding Personal)
			13	Percentage of people subject to a safeguarding enquiry who achieved a desired outcome (Making Safeguarding Personal) a) Fully b) Partially
			14	Proportion of people using social care who receive self-directed support and those receiving direct payments
			15	Proportion of care homes in Walsall that are rated Good or Outstanding by CQC
	4	People know what makes them healthy and they are encouraged to get support when they need it	16	Active Living Centre's re class numbers and membership (illustrates our facilitation of people getting support)
			17	Park Run Participation
			18	People Counter Analysis of Walsall Parks (footfall/trends etc.)
			19	Self reported wellbeing (ONS annual population survey)
			20	Proportion of children in reception that are a healthy weight (annual measure)
			21	Proportion of children in year 6 that are a healthy weight (annual measure)
			22	% children walking or cycling to school (A*Stars data) – connected communities
Internal Focus – All Council services are efficient and effective.	5	Internal services deliver quality and adapt to meet the needs of customer facing services	23	Number of completed support plans which meet a change or newly emerging client need
			24	The proportion of people who use council services (adult social care) and carers who find it easy to find information about support a) Users b) Carers
			25	% Fols/EIR's responded to in statutory timescale (of those due to be responded to in qtr)
			26	Avg time taken to respond to Statutory Social Care complaints (Childrens)
			27	Avg time taken to respond to Statutory Social Care complaints (Adults)
	6	Services are efficient and deliver value for money	28	Total number of Social care service delivery reviews completed (this addresses effective and value for money services)
			29	Sundry Debtors Collection – Average number of days to collect debt
			30	Average number of days to process creditor payments
			31	The council outturns on budget with general reserves intact
Children have the best possible start, are safe from harm, happy, healthy and learning well.	7	Children thrive emotionally, physically, mentally and feel they are achieving their potential	32	The proportion of Education Health and Care Plans that are issued within 20 weeks
			33	Percentage of children excluded from school (Permanent and Fixed term exclusions for Primary and Secondary schools)
			34	School Attendance (Total absence and persistent absence for Primary and Secondary schools)
			35	Average SDQ score for children in care
	8	Children grow up in connected communities and feel safe everywhere	36	Number of children subject of a Child Protection Plan, number of Children in Care and number of children starting to be looked after (rate per 10,000 population age 0-17)
			37	Percentage of children who have become subject of a child protection plan for a second or subsequent time
			38	Percentage of children in care who are placed outside of the LA Boundary and more than 20 miles from home
			39	Percentage of Care Leavers aged 19 and 20 who remain with their Foster Carers (Staying Put)
			40	Number of first time offenders (youth justice)
Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.	9	Housing meeting all peoples' needs, is affordable, safe and warm	41	Total number of households in Temporary Accommodation per 1000 households.
			42	Percentage of dwellings with newly registered Energy Performance Certificates (EPCs) that are in the lowest bandings of F and G (most energy inefficient)
			43	Planned / approved / completed houses built across the borough and the proportion that are classed as 'affordable'
			44	Proportion of empty homes across the borough
			45	% of registered landlords
	10	People are proud of their vibrant town, districts and communities	46	Vacancy rates in centres
			47	Number of community events and attendance (where collected) E.G. Bonfires
			48	Satisfaction with Community groups (new measure, data to be collected via a survey through the VCS network)
			49	Visitors to NAG, Leather Museum

Cabinet – 17 June 2020

Award of new contract(s) for Installation of Disabled Facility Lifts, Hoists and Associated Works and Services.

Portfolio:	Councillor Adrian Andrew Deputy Leader Regeneration
Service:	Money Home Job – Housing Improvements
Wards:	Borough Wide
Key decision:	Yes
Forward plan:	Yes

1. Aim

To provide continuity of service for installation of Disabled Facility Grant (DFG) lifts, hoists and associated works up to 31 May 2025 through tendering for these items.

2. Summary

- 2.1 This report seeks Cabinet authority to delegate authority, in line with the Council's Contract and Procurement Rules, the award of contracts for contractors to undertake installation, repair maintenance and building works and services for domestic stair, step and vertical lifts and hoists. These are key works supported by the Council under DFGs and related assistance.
- 2.2 A public advertisement was placed on the Council's e-tendering portal 'Intend', on 7 January 2020 and closed 4 February 2020. An 'Open Procedure' procurement process was used to invite tenders for the provision of these services under 6 Lots:
- Lot 1 Straight stair lift
 - Lot 2 Curved stair lift
 - Lot 3 Through floor vertical lift
 - Lot 4 Powered Lifting Platform / Step Lift
 - Lot 5 Ceiling Track Hoist
 - Lot 6 Maintenance of lifts and hoists
- 2.2 This cabinet report should be read and considered in conjunction with the 'Award of new contract(s) for Disabled Facility Lifts, Hoists and Associated Works' Private Session Agenda cabinet report.
- 2.3 This is a key decision because it exceeds the threshold for significant expenditure and affects more than 2 wards.

3. Recommendations

That following consideration of this report and the 'Award of new contract(s) for Disabled Facility Lifts, Hoists and Associated Works' Private Session Agenda cabinet report, that Cabinet:

- 3.1 Approves the award of new contracts for the period 1 September 2020 to 31 May 2025 (based on an initial term of 3 years with an option to extend by two further periods of up to 12 months each) for the installation and associated works and services set out in Table 1, below:

Table 1

Lot 1	Straight stair lift	Dolphin Lifts Midlands Limited	Up to £529,600
Lot 2	Curved stair lift	Dolphin Lifts Midlands Limited	Up to £1,435,750
Lot 3	Through floor vertical lift	Dolphin Lifts Midlands Limited	Up to £1,814,977
Lot 4	Powered Lifting Platform / Step Lift	Terry Lifts	Up to £ 342,071
Lot 5	Ceiling Track Hoist	Prism Medical UK	Up to £273,319
Lot 6	Maintenance of lifts and hoists	Dolphin Lifts Midlands Limited	Up to £ 448,950

- 3.2 Delegates authority to the Executive Director of Economy and Environment, to enter into a new contract/s to deliver the 'Disabled Facility Lifts, Hoists and Associated Works' by using the most appropriate procedures and to subsequently authorise the sealing or signing of any contract, deeds or other related documents for such works and services.

4.1 Report Detail – Know

In September 2015 Cabinet agreed that the Housing Standards and Improvement Service could secure contractors for the delivery of various DFG lift installation works. The existing service (2016-2020), operated as a Council Framework, secured major savings to the Council on unit costs of lifts and hoists. This is highlighted in Table 2, below. The cost of a stair lift in Walsall reduced by 24% as a result of implementing the 2016-2020 framework which is due to end on 31 May 2020.

Table 2

Average cost of a straight stair lift	
2010/11 Walsall	£2,875
2014/15 Walsall	£1,961
2018/19 Walsall	£1,495
2016/17 West Midlands*	£2,635
2016/17 England*	£2,358

* Disabled Facilities Grant (DFG) and Other Adaptations – External Review, University of the West of England Dec 2018.

To provide continuity of service a new procurement process has been undertaken.

4.2 Council Corporate Plan priorities

The works and services being that are the subject matter of this report will directly help many vulnerable residents continue to live safely and for longer in their own homes and will have a direct positive impact on the Council's abilities to deliver its priorities, as stated in the Corporate Plan 2018-21 in particular:

People: *have increased independence, improved health and can positively contribute to their communities.*

4.3 Risk management

The principal risk was that the Council would not be able to secure suitable contractors to undertake the works and services. This risk was mitigated by the fact that the anticipated value of the works and services were at a scale that required advertising in the Official Journal of the European Union and as such resulted in a high level of interest from a wide range of contractors.

A further risk, of contractors ceasing to trade whilst in the process of completing DFG works and services for the Council, has been mitigated by the following measures:

- All bidders had to supply their financial details as part of the detailed tender process, including turnover. From this the Council can assess the maximum value of works that should be placed with any appointed contractor at any one time.
- The Council will not make interim payments to contractors unless an order value is below £10,000, in which case the Council may make interim payments up to a maximum of 90% of the order value.
- In the event of a contractor ceasing to trade the tender provides the flexibility for alternative contractor(s) to be used to complete the works using the retention sums indicated above.
- Prompt assessment of works and approval of payments by the Council to ensure cash flow for contractors. Payments to be made within 30 days of valid receipt.

4.4 Financial Implications

Funding for DFG works and services is principally from a government grant allocation for DFGs, awarded on an annual basis and in 2019/20 was up to £3,700,000 with a similar amount confirmed for 2020/21.

The process will assist with the delivery of more adaptations for less expenditure at key stages:

- a) Securing contractors for the period up to 1 June 2025 will reduce the revenue costs and time involved in repeated tendering on an annual basis and / or an individual scheme basis;
- b) Use of 'Lots' (specific independent sections, for example installation of lifts, installation of hoists, maintenance of existing lifts) to maximise the ability of a wider range of contractors to tender and therefore maximise the level of competition has encouraged a good response from contractors. For example, specialists in maintenance rather than manufacture and installation have been

able to tender for the Lot related directly to that element alone rather than being excluded from the whole process.

4.5 Legal implications

The legislation for offering DFGs is set out by the Housing Grants, Construction and Regeneration Act 1996, which places a statutory duty on local housing authorities to provide grant aid to people with disabilities (who meet the criteria) for a range of adaptations to their homes.

The author of this report has received advice from Procurement Services about the most appropriate form of contractual arrangement, who has recommend that an NEC3 Term Service Short contract is suitable; and the author will liaise with Procurement Services and Legal Services where necessary in order to enter into a contract on such terms.

4.6 Procurement Implications / Social Value

The tenders have been obtained in full compliance with the Council's Contract Rules and the Public Contract Regulations 2015 and European Procurement regulations. The process used for DFG lifts and hoist tendering has secured significant unit cost savings over the years which has meant that more adaptations have been able to be provided for the same money. The average cost of lifts to the Council is significantly below the national and regional averages.

The tender process included a requirement for contractors to indicate how they will support the Social Value Priorities as set out in the Council's Social Value Charter over and above the obligations of the contracted works and services set out in the specification provided by the Council in the tender process.

The tender made direct reference to the delivery of the Black Country Training and Employment strategies maximising the opportunity for social and economic benefits for residents and businesses within the borough. All contracts with appointed contractors for every Lot will incorporate clauses from the West Midlands Procurement framework for jobs and skills to further maximise the benefits achieved.

4.7 Property Implications

The services will be available for use by the Council in any residential or similar premises retained by the Council.

4.8 Health and Wellbeing Implications

The services will enable the robust and Best Value delivery of housing adaptations and will directly support the Council's key strategies including the Housing Strategy. Works will enable residents to remain living in their home longer and particularly reduce their risk of slips, trips and falls.

Previous research by the Council's housing service has shown that the impact of DFGs is also statistically significant in terms of improving applicant's mental wellbeing.

The DFG service directly promotes other assistance that vulnerable residents may benefit from such as schemes tackling fuel poverty and promoting take up of key public health messages including but not limited to flu vaccinations.

4.9 Staffing

The works and services will enable staff within the Resources Directorate to deliver a range of adaptation assistance for residents in line with the adopted Housing Renewal Assistance Policy.

4.10 Reducing Inequalities

The implications for reducing inequalities have been taken into account and assessed and are in full accordance with the over-arching EQIA produced for the adopted Housing Renewal Assistance Policy. The proposed works and services will continue to help vulnerable members of the community by providing significant support for residents with disabilities through maximising their ability to live independently, delivering a range of solutions that can be tailored to meet a person's individual needs.

All applicants for DFGs are within the protected characteristic group of 'disabled'. A significant number are also within the protected characteristic group of 'age' with a total of 64% of applicants whose DFG was completed in 2018/19 either being 17 or under in age or over pensionable age.

4.11 Consultation

The proposal is outside the statutory requirements and common law expectations for consultation under the Public Sector duty. The proposal relates to the continuation of a service that has been subject to formal advertising in accordance with Public Contract Regulations 2015 - maximising the potential for competition and Best Value and most competitive price for the council and customers.

The tender advert was also advertised on the Council website to afford maximum opportunity for companies within the borough to tender for the works

5. Decide

The alternative to the proposal to secure contractors to deliver these DFG services is for all DFG applicants to individually obtain their own contractors. This is expected to lead to:

- Delays for the residents
- Increased costs for the council – the current proposal provides for savings from economies of scale to be secured by contractors and these savings are passed onto the council.

The proposal is in line with national best practice.

6. Respond

Following recommendation by Cabinet, contracts will be entered into with the selected contractors.

7. Review

The performance of contractors will be reviewed on an ongoing basis with broader reviews every 6 months to ensure high quality services for the residents are maintained.

Background papers

None.

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9 June 2020



Councillor A Andrew
Deputy Leader & Portfolio Holder Regeneration

9 June 2020

Cabinet – 17 June 2020

New Independent Foster Care Contract for West Midland Authorities (April 2020 – April 2023)

Portfolio: Councillor Wilson – Children's

Related portfolios:

Service: Children's Services

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 To ensure our looked after children can live in safe, nurturing homes or settings that offer value for money, this report seeks approval to join the new West Midlands Regional Foster Care Framework (the 'new Framework') and to call off (order, arrange and pay) for foster placements.
- 1.2 Children's Services in the West Midlands region have a good history of working together and jointly commissioning services through frameworks for a range of services, including foster placements and this new Framework has been procured on behalf of the West Midlands region by Sandwell Children's Trust.

2. Summary

- 2.1 There are 674 Walsall children and young people who are looked after (as at 31st March 2020): 540 live with foster carers, of which 228 live with foster carers approved by Independent Fostering Agencies (IFAs). The previous West Midlands Regional Foster Care Framework ended in March 2020. Sandwell Children's Trust led the subsequent tender on behalf of the West Midlands Region to secure these subsequent arrangements, the tender exercise was compliant with the Public Contract Regulations 2015.
- 2.2 In order to continue to source foster placements compliantly with IFAs, Walsall Children's Services need to ensure continued access to the new Framework, offering placements with foster carers who have been subject to competition and

due diligence, with agreed terms and conditions and prices. The value of these arrangements is substantial with £8.108m spent by the Council on IFA foster placements during 2019/20. These new Framework arrangements will reduce the need to 'spot' purchase which often leads to more costly placements.

- 2.3 The Council has been party to the tender and is named in the tender documentation and OJEU notice along with 12 other West Midlands Local Authorities and 2 Children's Trusts.
- 2.4 Approval is sought in this report to call off foster placements from the new Framework, which commenced on 1 April 2020. The new Framework will last for three years with the provision to extend for up to an additional one year.
- 2.5 This is a key decision due to the estimated value of £23.9m over the initial 3 years of the Foster Care Framework.

3. Recommendations

- 3.1 That Cabinet authorise the Council to enter into the Access Agreement with Sandwell Children's Trust to join the new West Midlands Regional Foster Framework.
- 3.2 That Cabinet delegate authority to the Executive Director of Children's Services, **in consultation with the Portfolio Holder for Children's Social Care**, to enter into 'call off' contracts with Independent Fostering Agencies who are awarded 'Fostering Framework Agreement' contracts by Sandwell Children's Trust pursuant to the new West Midlands Regional Foster Care Framework for a period of 3 years from 1 April 2020 with the provision to extend the ability to call off for up to one further year.
- 3.3 That Cabinet delegate authority to the Executive Director for Children's Social Care, in consultation with the Portfolio Holder for Children's Social Care, to subsequently authorise the sealing of deeds and/or signing of contracts and any other related documents for the provision of such services, as appropriate, including any agreement with Sandwell Children's Trust to facilitate these services.
- 3.4 That Cabinet delegate authority to the Executive Director for Children's Social Care, in consultation with the Portfolio Holder for Children's Social Care, 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.
- 3.5 That Cabinet note that the Executive Director of Children's Services approved a waiver dated 29/05/2020 to enable placements to take place compliantly from the

new West Midlands Regional Foster Framework from 1 April 2020 pending full Cabinet approval set out in the above recommendations to access and use that framework.

4. Report detail – know

Context

- 4.1 Work was undertaken on a regional basis between April 2019 and September 2019 by various West Midlands Local Authorities to understand the changes which have taken place both at a national strategic level and in the local foster care market. This included analysing trends locally and regionally and participating in engagement events with providers, promoting effective joint working.
- 4.2 This work informed the development of the specification and contractual process for the new Framework. The key features of the new Framework are:
 - 4.2.1 Price cap – All providers that are part of the new Framework were required to tender a price below a set capped price.
 - 4.2.2 Existing placements – those existing placements with providers who have been accepted onto the new framework will not change just because updated contractual arrangements are in place. Children and young people will remain with their carers; with the most economically advantageous price applied at the point of transfer, being whichever is the lowest price of either the existing price or the newly tendered price.
 - 4.2.3 Price review – The new Framework includes a mechanism for annual price review capped at 2% or Consumer Price Inflation (CPIH), whichever is lower, to encourage providers join and remain on the framework. Analysis of existing foster placement costs has identified that ‘spot’ purchase prices for placements are on average 23% higher than framework placements generally.
 - 4.2.4 Price/Quality –All providers are ranked based on the scoring mechanism outlined in the tender document published by Sandwell Children’s Trust. Placements will be made with providers that are highest placed on the list and able to meet the needs of the child. Providers are only allowed to join the new Framework if they have obtained an Ofsted Inspection judgement of ‘Requires Improvement to be Good’ or above at the point of tender. Inadequate providers cannot be part of the new Framework.
 - 4.2.5 Annual tender submission – To enable providers that were not in a position to join the new Framework initially, it will be opened again at other dates. This will be in January of each year and will enable new entrants to the market and providers

that chose not to tender initially, to work with us under these arrangements. This will help us to maximise the effectiveness of framework arrangements.

- 4.2.6 Step down and residential avoidance specification – The new Framework includes a service focussing on children in residential care or on the edge of entering residential care that could be placed with foster carers with an enhanced package of support.
- 4.3 The contractual arrangements for the new framework include:
 - 4.3.1 Fostering Framework Agreement between Sandwell Children's Trust and each IFA.
 - 4.3.2 Access Agreement, between Sandwell Children's Trust and each Local Authority who has joined.
 - 4.3.3 'Call Off' contracts between a Local Authority and IFA, outlining the terms and conditions under which each Local Authority will order, arrange and pay for individual foster care placements under the new Framework.
- 4.4 In order to support Sandwell Children's Trust to lead on commissioning the new Framework, the West Midlands Association of Directors of Children's Services (WMADCS) agreed contributions from each Local Authority. These equate to a payment of £2,500 from each participating Local Authority to Sandwell Children's Trust for the development and procurement phase. These costs contribute to the commissioning, procurement and legal resource for the tender and ongoing management of the new Framework. This regional approach to commissioning and managing the new Framework delivers efficiencies and competitive costs for foster care placements.

5. The Procurement Process

- 5.1 Tenders were sought for the provision of foster care placements with IFAs through an open procurement process using Sandwell Council's e-tendering system. This is the procurement system used by Sandwell Children's Trust which now manages Sandwell Council's Children's Services.
- 5.2 The regional Fostering Task and Finish Group, which included representation from Walsall Children's Commissioning, oversaw the development of the tender and tender documents. The Group also undertook parts of the quality evaluation, including the evaluation of the enhanced foster placement service, supporting young people stepping down from residential placements or preventing them from moving into residential placements.

- 5.3 A total of 59 tender submissions were received and 58 IFAs have been awarded contracts by Sandwell Children's Trust.

The tenders were evaluated against the criteria included in the Invitation to tender as outlined below:

Price	80%
Quality	20%

The tenders for the Step Down and Residential Avoidance Service were evaluated against a 60% price and 40% quality criteria.

Officers from the Children's Services commissioning service were involved with both setting the evaluation criteria within the regional group and the evaluation on tenders to ensure that any bid accepted would be suitable to the Council.

- 5.4 This report seeks authority to join the new Framework from its commencement on 1 April 2020, so in order to ensure compliance from that date, the Executive Director of Children Services approved a waiver report to ensure foster placements were ordered compliantly pending approval by Cabinet. This Waiver report is **Appendix A**.

6. Council Corporate Plan priorities

- 6.1 The Council's Corporate plan: 2018-2021, sets out a commitment to give children and young people the best possible start in life ensuring they are safe from harm, happy, healthy and learning well. The provision of quality foster placements which keep children safe is central to this priority.

7 Risk management

- 7.1 Potential risk and liabilities as identified through the implementation and procurement process are managed through the development of and enforcement of the terms of the overall Framework, individual call off contracts and the Access Agreement, all developed by Sandwell Children's Trust.

8. Financial implications

- 8.1 The Council spent a total of £8,1098,000 (£8.108m) on foster placements for foster carers managed by IFAs in 2019/20. There are currently 225 young people in foster placements purchased through frameworks and 6 spot purchases. Work has been completed to maximise the use of our internal foster carers, however we

have more children and young people who are placed in IFAs due to overall demand increases. The average cost for internal foster care is £390 per week compared to the IFA average of £777 per week. Spot purchase placement costs are on average £955 per week, which is 23% higher than the cost of an IFA on the new Framework. The majority of IFA placements are made through the new Framework arrangements, with only 3% of IFA placements on more costly spot purchases. This evidences that the previous Framework arrangements are utilised comprehensively and highlight the importance of sustaining access to these arrangements.

- 8.2 The prices on the previous Framework had been in place since April 2016 and because there had been no uplift this led to several providers removing themselves from the Framework, with the risk of an increase in more costly spot purchases.
- 8.3 The tender process has led to an increase in prices tendered by IFAs and although these fall below the cap set as part of the new Framework, there will be an average increase of 9% on new placements from April 2020. Existing young people currently placed within an IFA prior to 1 April 2020 will remain at the existing rate and will not move to the new rate, unless it is cheaper. Based on the Medium Term Financial Outlook predictions for new starters and expected movers, the projected increase for 2020/21 is £131,000. This will be funded from the £2,800,000 (£2.8m) looked after children investment for 2020/21.
- 8.4 In addition to being the right care setting for the majority of our young people, IFA placements remain more cost effective than expensive residential placements even though there will be a slight increase in cost for new placements.

9 Legal implications

- 9.1 The new Framework contractual documents have been developed by Sandwell Council's Legal Services. The Access Agreement has been considered by Legal Services and Commissioning to review its provisions and identify impact for the Council.
- 9.2 While Sandwell Children's Trust will be contracting with each IFA, for each Council placement, the Council will enter into a 'call off' contract with an IFA, which will specify the terms on which each foster care placement is ordered, arranged and paid for. These call offs will meet the needs of Walsall children and young people who are looked after.
- 9.3 The overarching Framework and Access Agreement outline the responsibilities and accountability of Sandwell Children's Trust and each participating Local Authority in relation to their use of the Framework and include indemnities that

protect the Council from the actions of other participating Local Authority in their use of the new Framework.

10. Procurement Implications/Social Value

- 10.1 The procurement process has been conducted in accordance with the procurement rules which are set out in the Public Contract Regulations 2015, the Council's Contract Rules and Social Value Policy.
- 10.2 Collaborative procurement process have the benefit of shared resource, knowledge and experience however care has been taken protect the Council's interest and minimise any increased procurement related risk that may be associated with such arrangements. Procurement advice was sought to minimise procurement-related risk, however, there will always remain an inherent risk of legal challenge associated with any procurement undertaken by the Council.
- 10.3 Social value is an integral part of this contract and all tenders have been evaluated based on their ability to bring social value including employment and volunteering opportunities as part of their service delivery. The proposed successful bidders clearly demonstrated their social value through a commitment to create opportunities for local people and voluntary sector organisations.
- 10.4 The Executive Director of Children Services has approved a waiver report which enabled the Council to continue to place new packages compliantly pending further approval being granted by cabinet. The recommendation to award report is attached at **Appendix A**. This report provides full details on the procurement process followed and how the evaluation was carried out.

11 Property implications

- 11.1 There are no property implications.

12. Health and wellbeing implications

- 12.1 The provision of fostering placements will keep children safe and reduce the impact of adverse childhood experiences on the Looked After Childrens population and associated health inequalities. This is an explicit objectives of the Joint Strategic Needs Assessment, Walsall Plan – Health and Well Being Strategy 2017-2020. The proposals are tested against the Marmot Objectives.

13 Staffing implications

- 13.1 Foster placements are sourced by Walsall Children's Services Placements Team. These new Framework arrangements support this small team to source foster placements in a more effective, efficient and compliant way.

14. Reducing Inequalities

- 14.1 These new Framework arrangements will support looked after children and aim to maximise opportunities for them, reducing inequalities for this cohort of children and families.

15. Consultation

- 15.1 The tender was developed in consultation with key stakeholders, including IFAs at provider events to discuss the tender. These looked at gaining feedback from them on current provision and needs and also identified issues to be considered within the new Framework. The opportunity for price review was identified by several providers and this has been built into the new Framework. There are many opportunities for engaging with children and young people on an individual basis and these inform the ongoing management and delivery of services.

16. Decide

- 16.1 This report recommends approval to join the new Framework and to enter into 'call off' contracts with providers to ensure the purchasing of individual foster care placements which are compliant, subject to due diligence and quality checks and offer value for money. The report also outlines the action taken with regard to use of the new Framework to address the gap in time between the start of the new Framework on 1 April this year and Cabinet's decision.

17. Respond

- 17.1 The implementation and management of the new Framework is managed by Sandwell Children's Trust in partnership with all West Midlands regional authorities. This includes both individual authority and collective contract management as well as processes for addressing concerns. Walsall's Children's Placements Service are embedding the new Framework arrangements within their Placements Process, supported by the Children's Commissioning Team.

18 Review

- 18.1 The new Framework Arrangement is monitored and managed by Sandwell Children's Trust, with performance measured collaboratively across the region. Performance information will be reported to both the Operational and Strategic Regional Commissioning Groups at which Walsall Children's Services has consistent representation.

Background papers

Appendix A – Recommendation to award report

Author

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Commissioning Manager
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Sally Rowe
Executive Director

9 June 2020



Councillor Wilson
Portfolio holder

9 June 2020



Walsall Council

Procurement Recommendation to Award Report

The Provision of: Regional IFA Framework – Transitional Award/ Waiver

Project Ref: WP3624

Date: 29/05/2020

Proposed Contract Start	01/04/2020
Proposed Contract End	31/03/2023
Option to extend subject to approval	12 months

Walsall Council
Civic Centre
Darwall Street
Walsall WS1 1TP

This report complies with the requirements of Reg 84 of the Public Contracts Regulations 2015

Version History

Version no:	Description	Date
V0.1	Chris Wagner, Procurement Business Manager drafted and sent to Laura Wood, Commissioning Manager.	06/05/2020
V0.2	Following further information from Laura Wood, Chris Wagner redrafted report and circulated to legal services and Sharon Wright, Head of Procurement, when sending back to Laura Wood to seek sign off.	22/05/2020
V1.0	Comments received from Legal Services and document updated by Chris Wagner and Laura Wood	28/05/2020

Delete this note and rows that are not required

1. Purpose of the Procurement Report

The purpose of this report is to seek approval from the Nominated Officer (with delegated the relevant authority under the Council's Contract Rules) in order to progress to the access this regionally procured framework agreement on a transitional basis until Cabinet has approved this award at the cabinet meeting of 17 June 2020.

This report provides information to satisfy the Nominated Officer that the procurement process has been undertaken in accordance with Public Contract Regulations 2015, and details of the element of contract rules which will need waiving in order to award this agreement on a transitional basis, pending cabinet approval.

2. Introduction

There are 657 Walsall children and young people who are looked after (as of 09 March 2020.) 479 live with foster carers, with 213 living with foster carers who are approved by Independent Fostering Agencies ('IFA's) The previous West Midlands Regional Foster Care Framework ended on 31st March 2020. Sandwell Children's Trust have led the subsequent tender on behalf of the West Midlands Region to secure these subsequent arrangements.

In order to continue to source foster placements compliantly with IFAs, the Council's Children's Services need to ensure continued access to the new framework arrangements, offering placements with providers who have been subject to competition and due diligence, with pre-set prices and terms and conditions. The value of these arrangements is substantial with £7,952,000 spent on IFA placements during 2019/20 in Walsall. Framework arrangements should reduce the need to 'spot' purchase which often leads to more costly placements.

3. Procurement Process

A public advertisement was placed on through Sandwell Children's Trust's e-tendering portal (intend). An Open Procedure Procurement Process was used to invite tenders for the provision of West Midlands Fostering Framework 2020

The Council has been party to the tender and is named in the tender documentation and OJEU notice along with the following authorities: Birmingham Children's Trust, Coventry City Council, Dudley Metropolitan Borough Council, Herefordshire Council, Sandwell Children's Trust, Shropshire County Council, Solihull Metropolitan Borough Council, Staffordshire County Council, Stoke-On-Trent City Council, Borough of Telford & Wrekin, Walsall Council, Warwickshire County Council, Wolverhampton City Council and Worcestershire County Council.

Work was undertaken on a regional basis between the West Midlands local authorities to understand the changes which have taken place both at a national strategic level and in the foster care market. This included analysing trends on local and regional basis and participating in engagement events with providers, promoting effective joint working.

This work informed the development of the specification and contractual process. The key features of the New Framework are:

- Price cap – All providers were required to tender at a price below a set capped price.

- Existing placements - existing placements transferred to the terms and conditions of the New Framework but at the most economically advantageous price, whichever is lower out of the existing or newly tendered price.
- Price review – The New Framework includes a mechanism for annual price review capped at 2% or Consumer Prices Index (CPIH), whichever is lower, to encourage providers join and remain on the framework. Spot prices for placements are on average 16% higher than framework placements.
- Price/Quality – All providers are ranked based on the score they achieve. When placements are sourced, the provider that is highest placed on the list and able to meet the needs of the child will be contracted with. Providers are only allowed to join the New Framework if they hold an OFSTED rating of requires improvement or above. Providers with an Inadequate OFSTED rating cannot be part of the framework.
- Annual tender submission – In order to enable providers that were not in a position to join the New Framework, it will be re-opened in January of each year to enable new entrants to the market and providers that chose not to tender initially to work with us under these arrangements. This will help us to maximise the effectiveness of the New Framework arrangements.
- Step down and residential avoidance specification – The New Framework includes a service focussing on children in residential care or on the edge of entering residential care that could be placed with foster carers with an enhanced package of support.

A total of 58 tender submissions were received and all have been awarded contract by Sandwell Children's Trust. A full list of the organisations who have submitted a tender is attached at appendix A.

4. Evaluation

4.1 Evaluation Process

Submissions were evaluated using the following price/quality split and successful bids would be ranked in separate 'Age Bands'.

OVERALL EVALUATION CRITERIA FOR STANDARD AND SOLO PLACEMENTS		
SELECTION CRITERIA	AWARD CRITERIA	
Stage 1	Stage 2	Stage 3
Supplier Information	Quality	Pricing Summary
Pass / Fail	20%	80%

OVERALL EVALUATION CRITERIA FOR STEP DOWN & RESIDENTIAL AVOIDANCE		
SELECTION CRITERIA	AWARD CRITERIA	
Stage 1	Stage 2	Stage 3
Supplier Information	Quality	Pricing Summary
Pass / Fail	40%	60%

The Quality Assessment was undertaken as per the following methodology:

Quality will be assessed for each Tenderer and will account for 20% or 40% in total of the tender evaluation, as per the overall split. The highest Quality score will be given 100% for Quality. Other Quality scores will then be expressed as a proportion of the highest score. This gives the adjusted Quality score. The % weighting for Quality is then applied to each adjusted Quality score to give the Weighted Quality Scores.

The breakdown of Quality is shown in the tables below:

STAGE TWO – QUALITY (20%) – Standard and Solo Placements	
Criteria	Overall Weighting
Regulatory Body Inspection Reports	20%

STAGE TWO – QUALITY (40%) – SDRA	
Criteria	Overall Weighting
Regulatory Body Inspection Reports	20%
Quality Questions	20%

Full details of the quality criteria and how they were evaluated was provided in the following tables:

QUALITY SCORED QUESTIONS - ASSESSMENT METHODOLOGY Standard and Solo Placements			
Question No.	Question/Requirement		Assessment Methodology
8.1	Assessment of Regulatory Body Report Report will be required to be uploaded to Intend		<p>The most recent full regulatory body report, where available, will be assessed and then scored, as detailed below.</p> <p>The total scores will be aggregated and then divided by the number of reports assessed to give a final Regulatory Body Report score.</p> <p>The score will then be converted into a weighted percentage using the following formula: (Your Regulatory Body Report score ÷ 4) x 20% = % (your awarded percentage)</p>
Criterion for Question 8.1	Score	Evaluation Measure	Definition
Assessment of last full Regulatory Body Report	5	Excellent	a service of exceptional quality that significantly exceeds the minimum requirements in the provision of foster care
	3	Good	a service of high quality that exceeds the minimum requirements in the provision of foster care
	1	Adequate	a service that only meets the minimum requirements in the provision of foster care or has not yet been inspected

QUALITY SCORED QUESTIONS - ASSESSMENT METHODOLOGY SDRA			
Question No	Question/Requirement		Assessment Methodology
8.1	Assessment of Regulatory Body Report Report will be required to be uploaded to Intend		<p>The most recent full regulatory body report, where available, will be assessed and then scored, as detailed below.</p> <p>The total scores will be aggregated and then divided by the number of reports assessed to give a final Regulatory Body Report score.</p> <p>The score will then be converted into a weighted percentage using the following formula: $(\text{Your Regulatory Body Report score} \div 5) \times 20\% = \% \text{ (your awarded percentage)}$</p>
Criterion for Question 8.1	Score	Evaluation Measure	Definition
Assessment of last full Regulatory Body Report	5	Excellent	a service of exceptional quality that significantly exceeds the minimum requirements in the provision of foster care
	3	Good	a service of high quality that exceeds the minimum requirements in the provision of foster care
	1	Adequate	a service that only meets the minimum requirements in the provision of foster care or has not yet been inspected
	0	Poor	a service that does not meet the minimum requirements in the provision of foster care
Question No	Question/Requirement		Assessment Methodology
8.2	Providers model of delivery for step down and residential avoidance service		<p>The providers submitted response for this question will be assessed and scored utilising the scoring below.</p> <p>The score will then be converted into a weighted percentage using the following formula: $(\text{Your score} \div 5) \times 20\% = \% \text{ (your awarded percentage)}$</p>

Criterion for Question 8.2	Score	Evaluation Measure	Definition
Panel scoring of submitted question	5	Excellent	a service of exceptional quality with a model of delivery that that significantly exceeds the minimum requirements in the provision of Step Down or Residential Avoidance
	3	Good	a service of High quality with a model of delivery that that exceeds the minimum requirements in the provision of Step Down or Residential Avoidance
	1	Adequate	a service that meets the minimum requirements in the provision of Step Down or Residential Avoidance
	0	Poor	a service that does not meet minimum requirements in the provision of Step Down or Residential Avoidance

The pricing evaluation was undertaken using the following methodology:

Price assessment will be assessed for each age band and accounts for 60% or 80% of the tender evaluation for that age band, as per the overall split. The Trust shall require suppliers to explain their price or cost proposed in the tender where tenders appear to be abnormally high or low in relation to the services. The Trust may reject tenders where evidence supplied does not satisfactorily account for the high or low level of price or cost submitted.

If a Tenderer submits prices in excess of the set caps to access the framework for any given Age Band or service type, the Council will as an absolute minimum withdraw the tender from the evaluation of that age band, but may at its discretion find the whole tender non-compliant.

The Tenderer will submit the component costs for standard, solo and SDRA placements, as outlined in the pricing summary for each age band.

The Tenderer will also submit a range of discounts and a range of costs for additional services and variations, for all placement types.

As part of the assessment costs and discounts will be evaluated against the sample cohort detailed below.

The lowest total cost will be given 100% for price in each age band. Other tender prices will then be expressed as a proportion of the lowest total cost. The % weighting for Price is then applied to give the weighted price score.

Bidders were provided the following placement profile (and details of the age bands')

PLACEMENT PROFILE				
Type of Placement	Age Band 1 (0-4yrs)	Age Band 2 (5-10yrs)	Age Band 3 (11-15yrs)	Age Band 4 (16-17yrs)
Standard Placement	107	178	264	112
Long Term Placement	65	174	336	159
Sibling Group Placement	145	256	206	48
Long Term Sibling Group Placement	19	249	258	52
Solo Placement	2	19	39	22
Solo Placement Long Term	1	11	26	9
Step down from residential/ Residential avoidance placements	1	22	33	8
Reservation Fee	1	8	6	0
Retainer Fee	1	3	16	7
Parent and One Child Placement			18	
Parent and Two Children Placement			1	

The final tender scores were calculated using the following methodology with a minimum threshold that each bidder had to score a minimum of 50% overall to achieve a place on the framework agreement:

The weighted quality score and the weighted price score for each tender will be added to produce a total score for each age band. The Providers will be ranked for each age band for each service type based on the total score and recommended for acceptance onto the framework.

Officers from Walsall Council participated in the evaluation of the quality questions and our involvement in the process was undertaken by Laura Wood, Commissioning Manager.

Tender evaluation results were collated by Sandwell Children's trust and approved by Sandwell Children's Trust Executive Management Team in January 2020

The final list of successful bidders are set out below:

Abacus Fostering Limited
Acorn Fostering
Acorn House (Fostering Services) Limited
Active Care Solutions (Acs)
Anchor Foster Care Services Ltd
Barnardo's
Capstone Foster Care Se Ltd
Care Today / Parallel Parents
Caretech Community Services (Park Foster Care)
Child Care Bureau Ltd
Children Always First Limited
Children's Family Trust
Clifford House Fostering
Compass Fostering Central Limited
Compass Fostering West Limited
Credo Care Ltd

Dmr Services
Elite Fostering
Ethical Fostering Service
Family Care Fostering Limited
Family Foster Care
Familyplacement.Com
Father Hudson's Society - New Routes Fostering
Five Rivers Child Care Limited
Foster Care Associates Limited
Foster Care Cooperative
Foster Care Link
Fostering Dimensions Ltd
Fostering Options
Fostering People Limited

Fostering Solutions
Fosterplus Ltd
Foundation Fostering
Freedom Fostering Ltd
Fusion Fostering
Ideal Fostering Limited
Ikon Fostering Limited
Jay Fostering
Match Foster Care Ltd
National Fostering Agency
New Chapters Foster Care
New Life Fostering Agency Ltd
Nexus Fostering
Olive Branch

Orange Grove Fostercare Ltd
Paramount Foster Care
Perpetual Fostering
Priory Education Services Limited T/A Priory Fostering Services
Progress Children Services Ltd
Quality Fostering Ltd
Rainbow Fostering
Social Work Assessment Partners Ltd (Swap Foster Care)
St Christophers Fellowship
Sunbeam Fostering Agency Ltd
Swiis Foster Care Ltd
The Adolescent Children's Trust (Tact)
Uk Fostering
Voice Fostering
Wholistic Fostering Ltd

4.2 Evaluation Outcomes

The outcomes from the tender evaluation process are through having a comprehensive list of IFAs to use means that the Council will be less likely to require to use spot

purchasing arrangements, which following some analysis across the region on average cost 16% more than using the framework agreement.

5. Waiver of Contract Rules

The Executive Director for Children's services is asked to waive the Council's Contract Rules to enable this framework to be joined on a transitional basis, from 1st April until the decision is ratified by the Council's cabinet.

The value of the existing business under the previous framework agreement is £7.9m per year (approximately £658k per month), which would transfer under this agreement once the Council signs up to it, however new business is more ad hoc and is expected to be in the region of 20 placements per month at an average cost of £830 per week.

The Council's Contract Rule 9.1.2 (Waivers of or Exemptions from the Contract Rules) state that contract rules can be waived if 'A breach of statutory duty will occur', and it is requested that rule 12.9 (Strategic Contracts) is waived to enable this transitional award to occur (pending full cabinet approval).

The contract rule being waived is:

12.9 One or more tenders shall be accepted following a resolution of the Cabinet. Cabinet may resolve to delegate acceptance of tenders for individual contracts to a Chief Officer.

This will enable the Executive Director of children's services to award the contract on a transitional basis until a full report goes to Cabinet on 17th June 2020.

6. Recommendation

The recommendations set out in Section 6 of this report are made on the following basis:

The Bid(s):

- Were fully compliant
- Passed the Due Diligence Checks
- Demonstrated value for money in the tender proposal including social value
- Demonstrated the ability to fulfil the requirements of the tender for the relevant LOT
- That the cost of the contract can be met within the existing budget


A report is going to Cabinet on 17th June 2020 to approve the contract award for Walsall Council for placements over the full 3 year term (with an option to extend for another 12 months).

It is recommended that Sally Rowe, Executive Director of Children's Services, approve:

- To waive Contract Rule 12.9 as per section 5 of this report.
- The transitional award of this framework pending cabinet approval following the successful running of this collaborative procurement with Sandwell Children's trust, to the providers listed in the table above.

The contract period is 1st April 2020 until 31st March 2023 (with a 12 month extension option). Based on current utilisation levels the lifetime value of this contract is anticipated to be in the region of £23.856 million for Walsall Council over the three year initial term (however the whole framework has an advertised value of £133m per annum).

7. Approval

Recommendation approved by:	I, Sally Rowe, Executive Director Children's Services approve the recommendations set out in paragraph 6 of this report
Signature:	
Date:	29/05/2020
Alternative Decisions/Instructions:	I, Insert Name –Insert Job Title, Insert Service Area authorise and instruct the following alternative decisions/actions

Cabinet – 17 June 2020

Safer Walsall Partnership – Governance update.

Portfolio: Councillor Perry, Community Leisure and Culture

Related portfolios:

Service: Resilient Communities

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

- 1.1 The aim of this report is to inform Cabinet of the changes made to the Governance of the Safer Walsall Partnership (SWP) and the continued progress of the work of the partnership.

2. Summary

- 2.1 The SWP has been through a redesign exercise in terms of governance, priorities and working practices. This report provides an update to the Council of those changes and seeks confirmation that the Council, as the Statutory Accountable body for the SWP are appropriately sighted on the changes in the partnership.
- 2.2 The work undertaken has led to a greater focus on key priorities driven by evidence. In addition the work around the redesign of the SWP board has allowed for a greater level of resource and agility in developing responses to those priorities.
- 2.3 The partnership champions the changes made and there is a renewed sense of collaboration and energy in the way the partnership operates.

3. Recommendations

- 3.1 That Cabinet accepts the Terms of Reference for the Safer Walsall Partnership.
- 3.2 That Cabinet notes the progress made by the Safer Walsall Partnership in these difficult times.

- 3.3 That Cabinet requests the Safer Walsall Partnership to produce an annual report on progress against the SWP plan 2020 and presented to statutory partners of the SWP.

4. Report detail - know

Context

- 4.1 The Safer Walsall Partnership is a thematic group within the borough management structure. Its statutory responsibility is to discharge the duties of responsible authorities under the Crime and Disorder Act 1998, and support delivery by partners of the Police Reform Act 2002, Anti-Social Behaviour Crime and Policing 2014, Police and Justice Act 2006, Police and Crime Act 2009 and other associated legislation.

- 4.2 The report to Cabinet on 23 October 2019 was submitted to Full Council on the 4th November 2019 and the following resolution was passed.

“That the Safer Walsall Partnership Plan 2020 be approved as the Community Safety Plan for the borough.”

The report to Council is attached as appendix (a) and the Safer Walsall Partnership Plan titled “Our Partnership Plan for a Safer Walsall, 2020 and beyond is attached as appendix (b).

- 4.3 The Safer Walsall Partnership Plan sets out the partnerships ‘20-20 Vision’ to tackle crime and disorder and create a safer Walsall, aspiring for strong and resilient communities where people are safe from harm and feel they belong.

The overarching objective of The Partnership is to make our communities safer. In doing so, it has a statutory duty to produce a Community Safety Plan that is informed by a comprehensive annual strategic assessment. It is essential to draw on this data from across The Partnership to identify trends, patterns, and drivers relating to crime, victims of crime and anti-social behaviour. This enables partners to establish themes and key priorities that will protect communities from crime and help people feel safer. These are set out in the Safer Walsall Plan 2020, with the priorities reviewed on an annual basis.

The Partnership, as the responsible body, recognises its ‘duty to consult’ with the public and during June 2019, a consultation exercise took place seeking views on community safety. This covered a sample population of Walsall residents, businesses, partners and voluntary groups covering all demographics. These themes are included in the plan.

- 4.4 The original priorities in the Safer Walsall Partnership are:

- **Reducing Violence** Tackle Domestic Abuse; reduce youth violence
- **Prevent Violent Extremism** - Increase ability to prevent and strengthen relationships with our communities and challenge hate crime
- **Reducing Substance and Alcohol Misuse** - Increase the number of people completing drug and alcohol treatment

- **Reduce Offending and Reoffending** - Design out the opportunity for crime and reduce repeat offending
- **Serious Organised Crime** - Reduce exploitation of vulnerable people, antisocial behaviour and serious crimes involving weapons.

These were to be underpinned by a sixth priority which is to 'Value and listen to the voice of the communities' underpin the priorities. This links it closely to the Resilient Communities approach being developed by the Council.

4.5 Key recent improvements in the performance of the partnership include:

- SWP 2020 plan provide a clear focus of what is to be delivered by whom, when and how. The partners have grasped their responsibility with true commitment and there are shared priorities across all the statutory partners. Partners provide leads to drive the performance plans.
- We have established a SWP Information Sharing Agreement.
- The first SWP Web site went live March 2020, we have seen over 27,000 hits since March and the partnership have received positive feedback.
- In Jan 2020, we also completed the statutory Strategic Assessment, data that informs the Priority Leads on emerging trends, gaps all of which enable improved future planning of priorities, resources and capacity.

SWP board members are showing high levels of commitment to our agreed priorities however the onset of the COVID-19 crisis is a risk to forward momentum but this risk is being mitigated as much as possible by ensuring clarity of governance, using new technologies and investing in resources when needed.

4.6 An example of the effectiveness of the partnerships new structure is the work undertaken by the SWP Violence reduction Priority Lead, Kim Madill who secured £100k funding from West Midland Violence Reduction Unit (VRU). The overall focus was to reduce violence with young people through education and learning. Over the coming months and by the end of March 2020, we were able to deliver a Place Based pilot through the Anchor Intuition 'Walsall College'. The scheme accessed students (4000 young people and 7000 adults) and 750 members of college staff in order to produce sectoral guidance on the approach to long-term violence reduction through further education establishments & their reach back to local communities. Due to this success the VRU confirmed they want to continue funding this project for 2020/21 and are currently appointing a Navigator Coordinator to work and support SWP in reducing Violent crime.

All 750 staff at Walsall College were trained in Trauma Informed Practice and subsequently deliver ACE awareness sessions to young people. This approach was specifically linked to the Restorative Practice work being delivered across all Primary and Secondary provision in Walsall in order to impact across the whole life course.

Public Service Students at Walsall College were also trained in Mentoring for Violence Prevention (MVP) for delivery at the college and as outreach in youth provision in the community. This was to build on protective elements within communities and empower young people as bystanders, not victims or perpetrators and to challenge their peers in a safe way.

The Place Based pilot was so successful, the VRU has continued its funding for 2020/21 and the evidence based outcomes will continue to inform the YJS Board and SWP of its learning and processes. Looking at what works and what are the gaps and embracing a better future with further education in colleges and employment

4.7 At the January Meeting of the Safer Walsall Partnership a new priority was agreed to Reduce Domestic Violence. This had previously been included in the Reducing Violence priority but it was seen that the issue was key to the borough and should be a focused priority. It was further agreed that Gary Brookes from WHG be the priority lead.

4.8 Since the decision of the partnership to have the additional domestic abuse priority work commenced immediately to establish a more focused DA plan on a page to be included within the SWP 2020 plan. Activity to date:

- DA Strategy Group set up with its first meeting on the 26 May 2020;
- Draft TOR established and priority performance work plans set to be compiled by the partners;
- Marac steering group set up and held its first meeting;
- Increased resource across the council and the partnership focusing on domestic abuse;
- Planned for increases in domestic abuse during the COVID crisis including additional housing capacity.

In addition focused resource within the Council had already improved performance in certain key areas including the completion of Marac action where we are performing at the highest level in the west midlands.

4.9 The new governance structure for the Community Safety Partnership reduced the participants to the statutory partners that comprise:

- West Midlands Police
- Walsall Council
- West Midlands Fire and Rescue Service
- Walsall Clinical Commissioning Group
- National Probation Service
- Community Rehabilitation Company

In addition Walsall Housing Group sit as a Co-opted body.

4.10 The Chair of the Safer Walsall Partnership has agreed that the Director of Adult Social Care and the Director of Children's Services be invited to the Safer Walsall Partnership and this decision will be ratified at the next safer Walsall Partnership meeting. The voting arrangements for the Safer Walsall Partnership remain unchanged.

4.11 The terms of reference were formally approved by the partnership on the 28th January 2020 and are attached as appendix (c).

- 4.12 The members of the Safer Walsall Partnership have welcomed the positive changes to the governance arrangements of the SWP and the new plan. The changes have created a more effective environment and more focus on key priorities.
- 4.13 The COVID-19 crisis has had an impact across the Council and this includes the work of the Safer Walsall Partnership. However progress is still being made across all of the priorities.

Council Corporate Plan priorities

- 4.14 The Safer Walsall Partnership and its plan for 2020 supports the Council's Corporate Plan in relation to Communities. Communities that feel safe are more likely to be better placed to build resilience. The Community Safety Partnership have a pivotal role in building a safer Walsall.

Risk management

- 4.15 Risks around the delivery of the SWP plan are managed through the SWP partnership however appropriate governance links to statutory partners is key to ensuring risks are managed appropriately

Financial implications

- 4.16 There are no direct financial implications relating to this report. For information, this board does have decision-making authority on funding for the council for specific schemes where appropriate. The Early Intervention Youth Fund circa £95k and The Community Safety Fund 20/21 circa £135k are funded via the PCC to Walsall Council, both schemes currently managed through this board.

Legal implications

- 4.17 There are no legal implications relating to this report.

Procurement Implications/Social Value

- 4.18 There are no procurement implications relating to this report.

Property implications

- 4.19 There are no property implications relating to this report.

Health and wellbeing implications

- 4.20 This is a report covering matters of structure and there are no Health and Wellbeing implications relating to this report. It is recognised that there are strong links between people feeling safe and their general health and wellbeing so strong links need to be maintained between the Community Safety and Health and Wellbeing.

Staffing implications

- 4.21 There are no staffing implications relating to this report.

Reducing Inequalities

- 4.22 The implications for reducing inequalities have been taken into account and assessed as set out below.

Consultation

- 4.23 There was extensive public and partner consultation in June 2019 on the Community Safety Plan informed by the statutory annual strategic assessment (undertaken in January 2019).

5. Decide

- 5.1 That Cabinet accepts the Terms of Reference for the Safer Walsall Partnership.
- 5.2 That Cabinet notes the progress made by the Safer Walsall Partnership in these difficult times.
- 5.3 That Cabinet requests the Safer Walsall Partnership to produce an annual report on progress against the SWP plan 2020 and presented to statutory partners of the SWP.

6. Respond

- 6.1 After the key work of re-designing the governance and approach of the SWP, the partnership is in a better place to ensure delivery against its agreed priorities and be able to respond to new priorities.
- 6.2 The priority work streams will be held to account for progress against their priorities and the board, with its new agile approach, will ensure priorities remain focussed and current.

7. Review

- 7.1 It is good practice for the SWP board to review its Terms of Reference on a regular basis and then get sign off with all the partners represented on the board.
- 7.2 It is good practice and as part of the Borough's governance arrangements to ensure clear reporting back to the SWP board partners and others. It is recommended that an annual report on performance against the plan is prepared by the SWP board and presented to statutory partner organisations.

Background papers

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Simon Neilson
Executive Director
Economy Environment &
Communities

9 June 2020



Councillor Perry
Portfolio holder

9 June 2020

Cabinet 23 October 2019

Safer Walsall Partnership Plan 2020

Portfolio: Councillor Perry – Community, Leisure and Culture

Related portfolios:

Service: Community Safety

Wards: All wards

Key decision: Yes

Forward plan: Yes

1. Aim

Safer Walsall Partnership (The Partnership) is a statutory body, to set up and help make their communities safer. It aims to support communities develop solutions that help tackle crime, fear of crime and anti-social behaviour.

This report provides a strategic update on the Safer Walsall Partnership Plan 2020. It aims to explain its key priorities to tackle the most challenging issues for maintaining and improving community safety in Walsall, as detailed in the body of this report.

2. Summary

The Safer Walsall Plan sets out its '20-20 Vision' to tackle crime and disorder and create a safer Walsall, aspiring for strong and resilient communities where people are safe from harm and feel they belong. (See draft plan **Appendix A**)

The overarching objective of The Partnership is to make our communities safer. In doing so, it has a statutory duty to produce a Community Safety Plan that is informed by a comprehensive annual strategic assessment. It is essential to draw on this data from across The Partnership to identify trends, patterns, and drivers relating to crime, victims of crime and anti-social behaviour.

This enables partners to establish themes and key priorities that will protect communities from crime and help people feel safer. These are set out in the Safer Walsall Plan 2020, with the priorities reviewed on an annual basis.

The Partnership, as the responsible body, recognises its 'duty to consult' with the public and during June 2019, a consultation exercise took place seeking views on community safety. This covered a sample population of Walsall residents, businesses, partners and voluntary groups covering all demographics. These themes are included in the plan.

On 30 July 2019 and 3 September 2019, The Partnership agreed the plan format and structure, together with the following priorities. 'Valuing and listening to the voice of the communities' underpin the priorities.

- **Reducing Violence** Tackle Domestic Abuse; reduce youth violence
- **Prevent Violent Extremism** - Increase ability to prevent and strengthen relationships with our communities and challenge hate crime
- **Reducing Substance and Alcohol Misuse** - Increase the number of people completing drug and alcohol treatment
- **Reduce Offending and Reoffending** - Design out the opportunity for crime and reduce repeat offending
- **Serious Organised Crime** - Reduce exploitation of vulnerable people, anti-social behaviour and serious crimes involving weapons.

The Partnership agreed to do a one-year plan for 2020, and this will then be reviewed in line with the West Midlands Police and Crime Commissioner's (PCC) new Crime Plan for 2021, together with the annual strategic assessment.

The detailed plan in **Appendix A** is still in draft form and is currently being developed with our Partners. For example, pages 13 – 23 are with each of the identified priority lead partners for their completion - action for 'one year' and 'three years', in preparation for the Cabinet and Full Council deadlines.

3. Recommendations

- i) That Cabinet recommend to Council that the Safer Walsall Partnership Plan 2020 is approved as the Community Safety Plan for the borough.
- ii) Cabinet notes the Safer Walsall Partnership Plan 2020 priorities made in response to the key issues of the communities.
- iii) Cabinet considers the information provided in the Safer Walsall Partnership Plan 2020, in their discussions on the Council's wider operational developments aligned to existing challenges and progress.

4. Report detail

Like other towns and cities in the West Midlands, Walsall faces significant challenges and pressures to tackle existing, new and emerging threats. To illustrate this, rates of serious violent crimes continue to be a concern across the country, including in the West Midlands. In 2018/19 there were 3700 recorded crimes of public placed violence in Walsall, with a trend of increasing offences. We have also seen an increase in domestic abuse, with 3275 offences in 2018/19, and knife crime 216 offences in the same year. Increased numbers of people exploited for labour, sex work, human trafficking, modern slavery and serious organised crimes continue to be a priority for residents, schools and businesses.

To tackle this, the Partnership strongly believes they are better when working together. It is the responsibility of the partnership to do their very best in making Walsall and its communities safer.

With a renewed optimism and determination and a new partnership structure as illustrated in page 24 of the plan, a new forward-looking 2020 plan has been developed that tackles the key issues our communities most care about. The Partnership is confident that this plan will enable Walsall to thrive and create a safer resilient borough in which to live, work and visit.

4.3 New Governance structure

The Partnership is the responsible authority board for setting and delivering community safety priorities in Walsall. It represents a significant commitment by partners that comprise: West Midlands Police, Walsall Council, West Midlands Fire & Rescue Service, NHS Walsall Clinical Commissioning Group, Probation Service, Youth Justice, West Midlands Community Rehabilitation Company and Walsall Housing Group.

The Partnership Board meet quarterly working closely with the PCC, Walsall College and One Walsall. Progress reports will be submitted to The Partnership Board by a designated lead for each priority. Rigorous performance evaluation will monitor progress looking for clear evidence based outcomes and learning from what works.

The new Partnership structure gives responsibilities for implementing the priorities to named strategic leads. Each priority lead is responsible for operational plans and the delivery of a number of actions and outcomes. Pages 13 – 23 of the plan outline the commitment from all partners. Page 23 illustrates the delivery governance of these actions, which are updated quarterly and reported to the Partnership Board.

The plan aims to tackle issues with the communities, which are supported by and connected with the Council's new 'Resilient Communities' model, Walsall for All long-term strategy and One Walsall. Together, we will involve people in the decisions that affect them through local businesses, schools and colleges, community and voluntarily groups. 'We all have a part to play'.

At The Partnership board meeting on 30 July 2019, it was agreed that there is joint accountability for tackling Domestic Abuse and this will be a common theme within the 2020 Plan. The Partnership has shared duties to provide care and support for victims, and pursue civil and criminal enforcement for perpetrators. It was recognised that all Boards and Chairs across services and partners are responsible for connecting with other Boards to ensure that each understand how they can influence and contribute to this work. The Partnership's commitment to approach these issues and create change, is outlined throughout the 2020 Plan.

5. Corporate plan

This plan supports the Council's Corporate Plan priorities in relation to Communities. It also aligns with Health and Wellbeing, Safeguarding, Supporting young people through schools and colleges, Youth Parliament, Youth Justice, Victim Support and many more.

A general duty on each local authority, which is embedded within section 17 Crime and Disorder Act 1998, is to take account of the community safety dimension in all of its work. All policies, strategies, plans and budgets will need to be considered from the standpoint of their potential contribution to the reduction of crime and disorder.

6. **Risk management**

There are no significant risks associated with endorsing The Partnership plan other than the risk to the Council's reputation if it fails to deliver. Effective risk management practice is incorporated into the planning of all projects and initiatives that will support the delivery of the plan and this helps mitigate any risk of not delivering.

The Partnership plan fulfils the Council's statutory duty, combined with the annual Strategic Assessment and consultations (see legal implications item 8).

7. **Financial implications**

All costs identified with this plan will be met from existing budgets.

8. **Legal implications**

The Crime and Disorder Act 1998 as amended by section 97 and 98 of the Police Reform Act 2002, requires the Council, in partnership with other agencies to develop and publish a Community Safety Partnership plan. To inform this plan, a Strategic Intelligence Assessment is required annually, as detailed in the body of this report.

There is also a requirement on the Council and The Partnership to keep the plan under review on an annual basis to ensure that they continue to provide accurate strategic focus to the partnership.

The Partnership has statutory responsibilities to:

- Discharge the duties of Responsible Authorities under the Crime and Disorder Act 1998, section 17

- Support the delivery by partners of:

- The Police Reform Act 2002

- Anti-Social Behaviour Crime and Policing Act 2014

- Police & Justice Act 2006

- Police & Crime Act 2009 and other associated legislation.

9. **Procurement Implications/Social Value**

There are no direct procurement decisions arising from the plan.

A safer and stronger Walsall will attract much needed new investment and business to our town centre. This plan will be integral to the Council's town centre regeneration where people feel proud and have a part to play.

Renewed confidence and a more vibrant economic growth will be our legacy for a safe, secure, happy and proud Walsall.

10. **Health and wellbeing implications**

The Partnership aims to create a culture where health and wellbeing plays an integral part of our strategic priorities. Being a safer Walsall will help improve and influence people's health and wellbeing, so everyone feels that together, we can make our communities and lives better.

We want to ensure that the casualty is no longer the victim, where integration and understanding flourishes and that those good old-fashioned values of neighbourliness and pride win back the streets of Walsall. These values and actions will be aligned to the Walsall plan (Health and Wellbeing strategy).

Similarly, rates of serious violent crimes continue to be of concern across the country including in the West Midlands. The Partnership has made it their key focus to support the development of a West Midlands Police multi agency Violence Reduction Unit, to protect the most vulnerable from abuse in Walsall.

We want to empower communities and young people to contribute to be more resilient as set out in page 12 of this plan and, linked to the Council's Resilient Communities PROUD programme.

11. **Staffing implications**

The Partnership plan helps to provide partners and staff with a clear understanding of their roles and responsibilities in delivering our agreed actions. It provides a strong vision of what the priorities are and what is expected. Connecting all agent and service roles to the new 2020 plan will ensure that together, we continue to develop integrated planning with greater clarity of how the plan connects to other priorities and activities.

All Council staff must consider their own work in the context of section 17 of the Crime and Disorder Act 1998, and identify within their directorate all existing and planned activity that may have an impact on crime and community safety.

12. **Reducing Inequalities**

The implications for reducing inequalities have been taken into account and assessed as set out below.

Delivery of the plan will help the council and partners to address known inequalities relating to community safety. Due regard has been given to equality of opportunity, human rights, prevention of crime and disorder, environmental and risk management considerations as appropriate.

An Equalities Impact Assessment was carried out 18 June 2019 for the Safer Walsall Partnership plan – see **Appendix B**.

The strategic aim of The Partnership plan is to foster a safer cohesive borough. It seeks to do so by tackling specific community safety issues, including violent crime, domestic abuse, exploitation, modern slavery, low public confidence, repeat victimisation, and reoffending, experienced more often in more deprived communities.

The Partnership embraces its achievements through working together, but it knows there is more to do to ensure Walsall is as safe and free from harm as it can be. That is why the Partnership is committed to a plan of reducing inequalities and embracing early intervention and prevention.

13. **Consultations**

The five priorities are informed by the statutory annual strategic assessment (undertaken in January 2019) and consultation with our partners, local communities and businesses, held June 2019. Further detail in relation to each priority is outlined within the plan as **Appendix A** of this report.

The Partnership came together to review findings from a variety of public consultations and identify relevant vulnerabilities and threats derived from the data within the strategic assessment. This has enabled us to understand what our collective data is telling us so that we could shape and identify our themes and strategic priorities.

The Partnership Board, at their meeting on 30 July 2019, approved the five priorities.

On 29 August 2019, Scrutiny and Overview Committee welcomed the outline of The Partnership plan 2020 and, endorsed the five priorities.

The Partnership Board meeting on 3 September 2019, approved the 2020 plan structure and format and agreed the lead partners for each priority. Work is now underway to develop the five priority actions with each lead.

The Partnership from extensive engagement with our partners, communities and young people identified that there is a high demand for action to tackle issues relating to serious youth violence. We have set out our approach to tackling these issues working closely with the Youth Justice team. The Youth Justice Strategic priorities are aligned with The Partnership action plans, to ensure they are cross-referenced in order to prevent duplication.

14. **Decide**

Endorse and recommend to Full Council the Safer Walsall Partnership plan 2020 attached at Appendix A, having regard to the Safer Walsall Partnership Equality Impact Assessment Appendix B.

15. **Respond**

After consideration by Cabinet of this report the approved recommendations will be reported back to The Partnership, with further Briefings provided to the Portfolio Holder and Cabinet Members at appropriate timescales.

The new 2020 plan will communicated to residents via web site, social media and press releases as appropriate to ensure residents and businesses are aware of The Partnership priorities and commitment.

16. **Review**

The 2020 plan is a live document and is reviewed annually, alongside the strategic impact assessment. It will also go to Scrutiny and Overview Committee around May 2020, to evaluate the five priorities progress and outcomes.

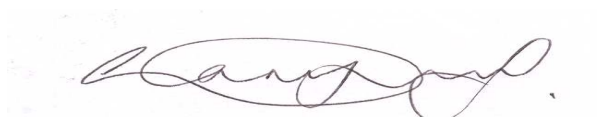
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James Walsh
Executive Director

23 October 2019



Councillor Perry
Portfolio Holder

23 October 2019



Our Partnership Plan for a Safer Walsall

2020 and beyond

Creating neighbourhoods you want to live in



“Working together to create inclusive communities where every voice is heard, listened to and valued, ensuring people feel safe, secure, happy and proud in Walsall”

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Introduction from the Chair Councillor Garry Perry

From feeling secure in your home to feeling confident when you are out in your local neighbourhood, community safety is one of the most important things for any resident living in the borough of Walsall.

This is why the Safer Walsall Partnership works with a number of key organisations to reduce crime and the fear of crime across Walsall and within the communities that live and work here.

Our plan for a Safer Walsall – 2020 and beyond, sets out a bold vision for maintaining and improving community safety in Walsall. Through listening to and involving our community, this has helped us identify our priorities, aspiring for safe, strong and resilient communities where people are safe from harm.

We will achieve this by ensuring the community remains a vital part of the solution and works with partners to:

- Violence reduction and Prevent extremist activity
- Reduce serious and organised crime, Offending and re-offending
- Reduce drugs and alcohol misuse

Since the last Community Safety Strategy in 2014, there have been a number of changes to the community safety landscape, and a number of factors that have presented significant challenges to making Walsall Safer. These include a challenging economic climate, changes to the way offenders are managed in the community through the National Probation Service, and of course the threat and use of violence.

Our 2020 vision is just the start, where we also hope to bring to life a new model of working that will provide a coordinated effort in resolving some of these key challenges. Time and time again I continue to be impressed with the strength of our communities. Through organisations such as Neighbourhood Watch and Victim Support dedicated volunteers support the work of the police and others by stepping in to promote personal responsibility and resilience.

Our plan re-commits ourselves to the innovative approaches being undertaken, whether that is through the use of technology to prevent crime and the availability of CCTV to provide reassurance in vulnerable areas or where emerging activity takes place. We want to create a culture where the casualty is no longer the

victim, where integration and understanding flourishes, and that those good old fashioned values of neighbourliness and pride win back our streets.

Finally, at its heart, Safer Walsall means full commitment to collaborative working both locally and at a regional level, recognising that both fighting crime and tackling the underlying causes of it are linked to our success and we will do it together in Partnership.

Councillor Garry Perry

Chair of Safer Walsall Partnership



**Message from Vice Chair
Walsall Borough Commander
Andy Parsons**



This is Our Plan - No single agency can deliver on the complexities of keeping communities safe and the involvement and support of the people within those communities is vital to its overall success.

Safer Walsall Partnership (SWP) brings agencies together to facilitate a joined-up approach, creating capacity by working across organisational boundaries to deliver the best possible service to the people who live and work here.

Listening to our communities, we aim to understand what it is that causes people concern, giving them the confidence, ability and resilience to tackle these issues, enabling agencies to focus resources on matters which require their intervention and that we do this in a manner that is evidence based and outcome driven.

The SWP has faced some significant new challenges in recent years; most significantly, there has been a change in the issues presented to partners to address, compounded by substantial resource pressures. This plan reflects those changes.

That being said, this is a very safe borough in which to live and work and we are confident that this Plan will enable Walsall to continue to thrive. The Plan is a living, working document. It underpins and drives the work we do to keep people safe in Walsall - our families, our friends, our colleagues. The priorities represent a real but realistic challenge for the lead partners and other groups and organisations participating alongside them.

The priorities and objectives set out in this plan are based upon an assessment of crime and disorder issues across the borough and reflect the views of the community on matters that need to be prioritised.

Andy Parsons

Walsall Borough Commander

Introduction



You told us and we listened

This document sets out our '20-20 Vision' to tackle crime and disorder and create a safer Walsall.

You told us you wanted us to make your streets and communities safer. You also told us that you wanted to be at the heart of local decision making to fix the issues we face together. By using tried and tested methods that work and by sharing information¹ and resources, we will work with our partners across Walsall to target the crime and disorder issues that you care about the most².

A safer and stronger Walsall will also attract much needed new investment and business to our town centre. Renewed confidence and a more vibrant economy will be our legacy for a safe, secure, happy and proud Walsall. We embrace our achievements through working together, but we know there is more to do to ensure Walsall is as safe and free from harm as it can be. That is why the Partnership is committed to a plan of early intervention and prevention.

Like other towns and cities, in the West Midlands, we face significant challenges and pressures to tackle existing, new and emerging threats – we strongly believe we are better when we work together. It is the responsibility of us all to play our part in making Walsall and our communities safer.

¹ Section 115 Crime and Disorder Act 1998

² Section 17 Crime and Disorder Act 1998

Our aims and priorities



Our aims

- Creating safe, strong and resilient communities
- Keeping people safe from harm
- Reducing offending and preventing reoffending

Our priorities

- Violence reduction
- Preventing violent extremism
- Reduce drugs and alcohol misuse
- Reduce serious and organised crime
- Reduce offending and re-offending

Setting our priorities

The partnership is required to produce a Community Safety Plan and has a statutory duty to produce an annual assessment. This enables partners to set themes and strategic priorities to protect communities from crime and help people feel safer. These are set out within this Safer Walsall Partnership Plan, with the priorities reviewed on an annual basis.

Two key areas of consultation have taken place, the strategic assessment and the public consultation. The Partnership recognises that it has a 'duty to consult' with the public and during June 2019, a consultation took place seeking views on community safety, and those themes are included within the priorities. This consultation covered a sample population of Walsall residents, businesses, partners and voluntary groups covering all demographics.

What the data tells us

The Partnership came together to review findings from a variety of public consultations and identify relevant vulnerabilities and threats derived from the data within the strategic assessment. This has enabled us to understand what our collective data is telling us so that we could shape and identify our themes and strategic priorities. This data tells us what makes people feel safe and unsafe, what concerns regarding crime and anti-social behaviour the people have and what we can do better together to improve community safety.

How we will deliver our priorities



Our plan

A performance delivery plan (see example **Appendix A**) has been designed, which shows the journey of how we will achieve our aims and deliver on our priorities. This live document will evolve each year and will reflect the people and partners plans moving forward.

Our promise is to support victims and witnesses and lead on enforcement, where together, we will respond to the issues that matter the most to local residents and businesses. All victims have the right to be supported under the 'Victim's code'³, to cope and recover from harm they have experienced regardless of whether they report it to the police.

Why a one year plan?

The Safer Walsall Partnership agreed to do a one-year plan for 2020, and this will then be reviewed in line with West Midlands Police and Crime Commissioner's (PCC) new Police and Crime Plan for 2021, together with the annual strategic assessment.

³ Ministry of Justice Code of Practice for Victims of Crime
Page 133 of 163

Our legal responsibility



The **Crime and Disorder Act 1998** as amended by section 97 and 98 of the Police Reform Act 2002, requires the Council, in partnership with other agencies to develop and publish a Community Safety Partnership plan. To inform this plan, a Strategic Intelligence Assessment is required annually.

There is also a requirement on the Council and The Partnership to keep the plan under review on an annual basis to ensure that they continue to provide accurate strategic focus to the partnership.

Section 17 of the Crime and Disorder Act 1998 requires responsible authorities to consider crime and disorder in the exercise of **all** their duties, activities and decision-making. This means that in all policies, strategies and service delivery, there is a need to consider the likely impact on crime and disorder.

Each authority in exercising its various functions need to do all that it reasonably can to prevent crime, disorder and the fear of crime in its area.

Information Sharing

Section 115 of the Crime and Disorder Act 1998 empowers responsible authorities to share relevant and appropriate information for the purposes of reducing or detecting crime, disorder and the fear of crime.

For the full details of the Crime and Disorder Act 1998 (as amended) go to www.legislation.gov.uk/contents

Victim's Code

The Code of Practice for Victims of Crime (the Victims' Code) is the statutory code that sets out the minimum level of service that victims should receive from the criminal justice system. The Victims' Code applies to all criminal justice agencies, including the police, Crown Prosecution Service (CPS), Courts Service and the Probation Service. It sets out what each criminal justice agency must do for victims and the timeframe in which they must do it.

Our shared successes



The Partnership has delivered a number of activities to make Walsall safer. Here are some of the successes we have achieved with you.

**Raised awareness
to over
4000 staff &
volunteers on
Modern Slavery
& Human
Trafficking**

**Creation of
Community
health and well-
being hubs in
Pelsall,
Brownhills,
Harden and High
Heath.**

**In 2019-2020
we were successful
in gaining
Home Office funding
to hold local
'Prevent' projects
in our communities,
Schools & staff**

**Night shelter set up
to help support
homeless people in
Walsall**

**57 individuals housed
in last 12 months who
were previously
homeless**

**Walsall police
joined forces with
partners and
the community
to support
'Operation Guardian'**

**'Saving lives'
Fire Service
completed over
2000 'Safe and
Well Visits'
within our
communities
over the last
12 months**

**Established the Youth
of Walsall
'Real Knives, Real
Lives' campaign
(local and regional)**

**Led by young people
around the dangers of
carrying a knife**

**'One Walsall'
support
neighbourhood
Watch – with over
50 members
providing high
visibility patrols
in the Park Hall
area leading to
reduced levels of
crime**

**CCTV team proven
track surveillance
record helped
victims by catching
offenders of crime
and anti-social
behaviour in Walsall.
Supporting
community cohesion,
safety and
reassurance**

About Walsall



283,400
Population

Feeling safe, secure, happy and proud

Walsall is a large industrialised market town. Covering 40 square miles, it is located 8 miles north-west of Birmingham, 6 miles east of Wolverhampton and 6 miles to the north is Cannock.

The population of Walsall stood at 283,400 in mid-2018 and it is expected to increase by 5% to 297,700 over the next 10 years. Growth of the over 65 population is expected to grow by 12.3%. Reception aged children grew by 11.34% between 2012 -2017. 23% of residents are described as belonging to the Black and Minority Ethnic groups (BAME). Unemployment rates were at 3.6% in March 2019.

Walsall has the third lowest crime rate in the West Midlands after Solihull and Dudley. Overall, we have seen a 15.3% increase in total recorded crime in comparison to 2016/7 with Walsall having a higher increase in comparison to the rest of the West Midlands. The majority of offences committed in Walsall are shown to be local re-offenders from the highest deprived areas within Walsall. Walsall is committed to multi-agency working, and works closely with the thriving Voluntary, Community and Social Enterprise sector.

About the Safer Walsall Partnership



The Partnership

The Safer Walsall Partnership (The Partnership) is the responsible authority for setting and delivering community safety priorities in Walsall. It comprises: West Midlands Police, Walsall Council, West Midlands Fire Service, NHS Walsall Clinical Commissioning Group, Probation Service, West Midlands Community Rehabilitation Company, Public Health and Walsall Housing Group.

The Partnership has a Board that meets quarterly, working closely with West Midlands PCC, Walsall College and One Walsall. Progress reports will be submitted to The Partnership by a designated lead partner for each priority. Rigorous performance evaluation will monitor progress looking for clear evidence based outcomes and learning from what works.

The governance structure

With a renewed optimism, determination and a new partnership governance structure (see **Appendix B**), we have developed a forward-looking plan that tackles the key issues we most care about. We are confident this plan will enable Walsall to thrive and create a safer resilient borough in which to live, work and visit.

This plan aims to complement the West Midlands Police and Crime Plan issued by the PCC.

Enabling resilient communities to thrive



Walsall resilient communities model

As we continue to move towards the resilient model above, we need to put in place appropriate solutions for different circumstances. If a Police response is needed you should get one and if you report child abuse, it should be dealt with swiftly and appropriately. To ensure that help is given when needed, The Partnership want to support individuals and communities, as they are the strongest part of our response to this plan to deliver appropriate activities.

More and more communities are playing an active and effective part in looking after their areas. As a partnership we will utilise community skills and commitment to deliver our outcomes differently. We also want to ensure that personal responsibility plays its part, communicating over issues such as doorstep scammers. We believe that turning your back on issues such as hate crime or bullying should not be acceptable in a modern society. Challenging unacceptable behaviour and reporting inappropriate activity must become part of our culture.

We will encourage communities to be empowered and come together to make their areas safer. Initiatives such as Neighbourhood Watch, Streetwatch, Community Watch and Speedwatch all give support to individuals and groups to make their communities safer. This will continue and be supported.

Of course when help is needed, be it violent crime, modern day slavery, domestic abuse, neglect or preventing extremism we need to ensure the appropriate and effective response is available. Still we rely on support from the public, but we must also ensure the right level of support is available. To illustrate our commitment to the resilient communities, we will involve community members in our work and to be part of delivering the outcomes to this plan. We will also facilitate a Safer Walsall Youth Partnership to raise the voice of young people.

Priority: Violence reduction

Lead partner: West Midlands Police



3700

recorded crime
of 'public place
violence' in
2018/19

Why is this a priority?

You told us that anti-social behaviour, youths with knives, muggings, robbery and assault are your key concerns in Walsall. Walsall saw the main increase in violent offences, particularly through violence without injury and through possession of weapons.

Rates of serious violent crimes continue to be of concern across the country including in the West Midlands and there is a focus at a regional and national level with the development of a West Midlands Violence Reduction Unit (VRU). In 2018/19, there were 3700 recorded crimes of 'public placed violence' with a trend of increasing offences. Increases have also been seen in domestic abuse (3275 offences in 2018/19) and knife crime (261 offences in 2018/19).

Our aim

Is to reduce violence on the streets of Walsall and build resilient communities by raising awareness; work with victims and perpetrators of domestic abuse; reduce youth violence through a model based on Prevention, Diversion, Enforcement and Rehabilitation.

Success will be measured by

1. A developed and embedded shared organisational and community response to violence prevention and reduction in Walsall
2. Stopping violence in Walsall before it starts
3. Protecting the most vulnerable in Walsall from abuse.

Over the coming year we will

- Continue to listen to our communities to understand the root causes of the challenge in Walsall in order to effectively address the problem including community perceptions of safety relating to violent crime
- Develop a co-ordinated approach across the Safer Walsall Partnership to prevent violence through multi-agency delivery, drawing on the expertise from the newly established Violence Reduction Unit (VRU) focussing on violence, vulnerability and exploitation
- Start a conversation with communities to build awareness and understanding about how positive childhood experiences can influence life chances and build resilient communities in Walsall
- Safeguard vulnerable victims and witnesses and improve their confidence and satisfaction, embedding the Victims Code and working with the Victims' Commission
- Address safer Walsall priorities, threats and anticipated peaks in demand, delivering interventions that utilise the full capability of the partnership
- Work together to lessen the risk and demand associated with mental ill health.

Over the next three years we will

- Consider how our services contribute to building resilient communities in Walsall & ensure effective enhancements are put in place where needed
- Apply our key principles for collaboration, governance and scrutiny; make use of what we know and generate new knowledge where required
- Tackle the root causes of violence and stop it before it starts
- Stop the progression of violence through early detection, intervention, support and enforcement for both victims and perpetrators.

Priority: Prevent extremist activity

Lead partner: Walsall Council



7000 Staff
trained in
'Workshop to
Raise Awareness
of Prevent'

Why is this a priority?

You told us that you want to promote integration and create a sense of community and, that you would like more awareness about protecting our children and vulnerable people from becoming radicalised.

Our aim

Is to support local communities and institutions to challenge and reject the message of extremism. Prevent in Walsall is delivered in partnership by a wide range of organisations including the Police, Council, NHS, Fire services and a number of community groups. Together we recognise that the best long term solution to preventing terrorism is to stop people becoming terrorists in the first place. To deliver this message effectively, we are fully committed to working alongside community groups and organisations within Walsall.

Success will be measured by

1. Identifying potential vulnerabilities related to extremism or radicalisation
2. Securing support mechanisms to prevent individuals from being drawn into terrorism
3. Reducing 'hate crime' through Prevent and integration related activity in our schools and communities.

Over the coming year we will

- Increase the understanding of partners of the local threats and vulnerabilities in relation to extremism and terrorism
- Increase the community role in tackling extremism
- Develop an early intervention and identification process which raises potential concerns of extremism or radicalisation
- Increase Hate Crime awareness and reporting
- Ensure that the service for victims and perpetrators of hate crime is fully rolled out, where a network of reporting organisations work to consistent standards
- Ensure that Partners consider a complete approach when implementing the Prevent Duty
- Continue to ensure that support offered by partners is appropriate for each individual
- West Midlands Fire Service will provide access to a range of training materials through E Learn on Prevent
- Identify third sector capacity to increase the range of support available.

Over the next three years we will

- Continue to respond to actions of those promoting violent extremism wherever it may present
- Develop positive relationships with our community by using Prevent projects
- Ensure that information is shared between partners to address any concerns
- Ensure that staff are aware of the actions of potential extremist or terrorist and know how to respond
- Support partners to embed the Prevent Duty across all relevant organisations
- Ensure that the service for victims and perpetrators of hate crime is fully rolled out and a network of reporting organisations work to consistent standards.

Priority: Reduce drug and alcohol misuse

Lead partner: Walsall Council Public Health



1,619

In structured
drug and alcohol
treatment

Why is this a priority?

You told us that you want to reduce the number of people taking drugs on our streets including alcohol and street drinking. Adult offenders are in the main motivated by Class A substance addiction. The younger population shows that lower level drug and alcohol use, peer pressure and gang recruitment via county lines is on the increase.

The link between reducing re-offending and drug and alcohol treatment is long established. The West Midlands Police and Crime Commissioner reports that each drug using offender, not in treatment, annually commits £26k in crime to support their addiction. In Walsall in 2018/19 there were 1,227 drug users in structured treatment (out of an estimated 1,915 users) and 392 in alcohol treatment (out of 3,360). The integrated drug and alcohol treatment services is an essential part of Walsall's crime reduction/offender management programme. It is aimed at engaging drug and alcohol using offenders in treatment, to optimise their recovery from addiction and to deliver an associated reduction in crime.

Our aim

Is to reduce drug and alcohol related offending and anti-social behaviour and prevent or delay the onset of drug and alcohol misuse in young people.

Success will be measured by

1. Engaging drug and alcohol related offenders in to treatment at each stage of the criminal justice system (arrest, court, probation and post custody)
2. The rate of people successfully completing drug and alcohol treatment
3. The number of Drug Rehabilitation Requirements (DRR) and Alcohol Treatment Requirements (ATR) sentences made and completed.

Over the coming year we will

- Reduce offending by increasing the number of people entering drug and alcohol treatment services
- Develop an effective licensing policy with partners to reduce alcohol-related health harms and offending
- Prevent the early onset of drug and alcohol use in young people through a coordinated partnership approach
- Reduce repeat drug and alcohol related offending by contributing to Walsall's offender management processes
- Develop universal, selective and targeted prevention work with schools, community and youth services to work with young people who are at risk, or are already engaging in drug and alcohol offending related behaviour
- Establish a Family Drug and Alcohol Court Service with Children's Services and the Judiciary.

Over the next three years we will

- Deliver the best outcomes for Walsall residents by aligning the drug and alcohol service's offer to the Walsall Plan and Safer Walsall Partnership priorities
- Promote evidence-based approaches to reduce drug and alcohol related offending through effective use of data, research and good practice guidance
- Build resilience and reduce drug and alcohol misuse and related offending through partnerships with key agencies to impact positively upon individuals, families and communities
- Reduce offending by supporting and promoting recovery from addiction through establishing peer-led and mutual-aid support groups
- Optimise opportunities to identify and train young people to become drug and alcohol peer educators in Walsall secondary schools.

Priority: Serious and organised crime

Lead partner: Clinical Commissioning Group



3700

recorded crime
of 'public place
violence' in
2018/19

Why is this a priority?

You told us that you have seen an increase in serious crime committed in your area and want to reduce the number of cases seen regarding anti-social behaviour, drug dealing, exploitation, knives and guns. Increased numbers of people exploited for sex work, modern slavery and criminal activities like begging also remains a priority for residents, businesses and visitors alike.

Analysis of organised crime within the West Midlands show generations of criminals have taken advantage and caused harm to some of our most deprived communities. They evade justice in many cases because they operate like a business that rapidly adapts to the changing environment. The layers of complexity that they create often mean they exist hidden in plain sight. The symptoms of serious and organised crime include violence, narcotics, fraud and cyber-crime, organised acquisitive crime and exploitation. The National Crime Agency advocates all partners working together and moving from 'tackling the symptoms of serious and organised crime to dismantling the underlying systems'.

Our aim

Is to provide a local response to improve the quality of life for our communities through a partnership approach that tackles persistent criminal behaviour. We will continue to raise awareness within our communities in order to reduce the risk of exploitation, neglect and/or criminal activities. Working with the Voluntary & Community Sector (VCS), we aim to minimise labour exploitation. It is our aim to make Walsall hostile to slavery and provide the best possible support for victims and potential victims.

Success will be measured by

1. Reducing serious and organised crime
2. Reducing the exploitation of vulnerable people
3. Reducing serious crime involving weapons.

Over the coming year we will

- Ensure a comprehensive understanding of organised crime including who is involved and where it takes place
- Raise awareness, across staff and the community of all elements of serious and organised crime and how to identify and report it
- Gather and share information and intelligence from all partners, including the community, helping to raise awareness of the threat posed by serious and organised crime and exploitation
- Develop appropriate partnership interventions to deter people from becoming involved in serious and organised crime
- Develop a delivery model of excellence for modern slavery and human trafficking in order to meet the Modern Slavery Act 2015 statutory requirements including: operational pathways, pursuance, disruption and awareness
- In association with West Midlands Fire Service, identify risks and vulnerabilities by ensuring that all staff have mandatory training in Safeguarding awareness, Modern Slavery, Self-Neglect and Dementia
- To progress multi-agency interventions to rehabilitate those caught up in criminality – ensuring all agencies are stronger working together.

Over the next three years we will

- Expand our understanding of the increase number of children, young people and adult with vulnerabilities being exploited to commit crimes
- Work closely with neighbouring towns, especially in relation to County Lines issues
- Design and commission support services for those that are victims and or those that are affected by neglect, serious and organised crime and anti-social behaviour
- Work closely with local, regional and national partners to expand the operating model of excellence for Modern Slavery and Human Trafficking to ensure Walsall becomes a 'slavery free community'
- Fully engaged in the Home Office and National Crime Agency endorse the "Four P" approach to tackling serious and organised crime: A fifth P, "**Partnership**" is embedded across Walsall.
 - **Prepare:** Reducing the impact of this criminality where it does occur
 - **Prevent:** Preventing and deterring people from engaging in serious and organised crime
 - **Pursue:** Exploiting opportunities to disrupt and where possible prosecute those engaged in serious and organised criminality
 - **Protect:** Taking measures to increase protection for individuals, businesses and communities from serious and organised crime and safeguarding those most at risk from it.

Priority: Reduce offending and re-offending

Lead partner: Community Rehabilitation Company



Why is this a priority?

You told us that you are concerned about the increased levels of crime and anti-social behaviour in the communities. Analysis shows that the vast majority of offenders committing crimes in Walsall are from the Walsall area, suggesting intervention should focus on self-containment rather than travelling offenders from other local authorities.

We recognise the challenges faced in Walsall, and nationally, from youth violence and knife crime and remain committed to working with our young people to keep them, victims of crime and the community safe from violence.

Analysis for the Safer Walsall Partnership strategic assessment 2019, found that 479 individuals were repeat offenders (with two or more offences recorded in the last 12 months) accounting for 27.5% of individuals offenders. This is a higher proportion of repeat offenders than the previous year therefore suggesting that there is a key cohort of individual offenders who are continuously offending.

Our aim

Is to create a better future for the children and youth of today. It is our responsibility to give them the best start in life and that starts with the best possible education.

Alongside this, we will work with Head Teachers and our designated Safeguarding Leads in schools to ensure that violent crime triggers are understood by schools.

Success will be measured by

1. Reducing offending and reoffending
2. Reducing anti-social behaviour and the risk of harm
3. Improve prevention support to access Education / Training / Employment.

Over the coming year we will

- Manage high-risk offenders and target key cohorts to reduce rates and seriousness of offences committed
- Strengthen pathways to prevent the cycle of reoffending, by ensuring that all children and young people working with the youth justice service receive their full entitlement to education and that is tailored to their specific needs and interests for job opportunities
- Develop and promote victim and witness centred practice with a focus on youth offending
- Develop a model to provide early identification and interventions preventing offending and reoffending – with a particular emphasis on youth offending
- Explore Adverse Childhood Experiences (ACEs) and the effect they have on offending behaviours
- Improve the provision and accessibility of mental health services
- Increase access to stable and sustainable accommodation, especially for those leaving custodial settings
- Ensure that appropriate risk management is in place to protect victims of abuse, neglect and exploitation
- Reducing the number of young people entering the criminal justice system for the first time.

Over the next three years we will

- Increase focus on screening cases that may be responsive to interventions via the Personality Disorder Pathway
- Continue to develop children and young people's pathways and profile
- Continue to provide high quality Restorative Justice Services that support victims of crime and provide confidence to the community
- Work to build sustainable relationships between offenders and their families/children, creating support networks to deter offending
- Safeguard, protect and divert vulnerable young people away from gang criminality and knife crime
- Maximise successful completions of community orders and custodial licences; to increase the opportunity for offenders to complete offence focused work
- Work closely with the head teachers of our local schools and academies, with parents and MP's to get the government to make the necessary investment into our schools to aid prevention of offending and reoffending.

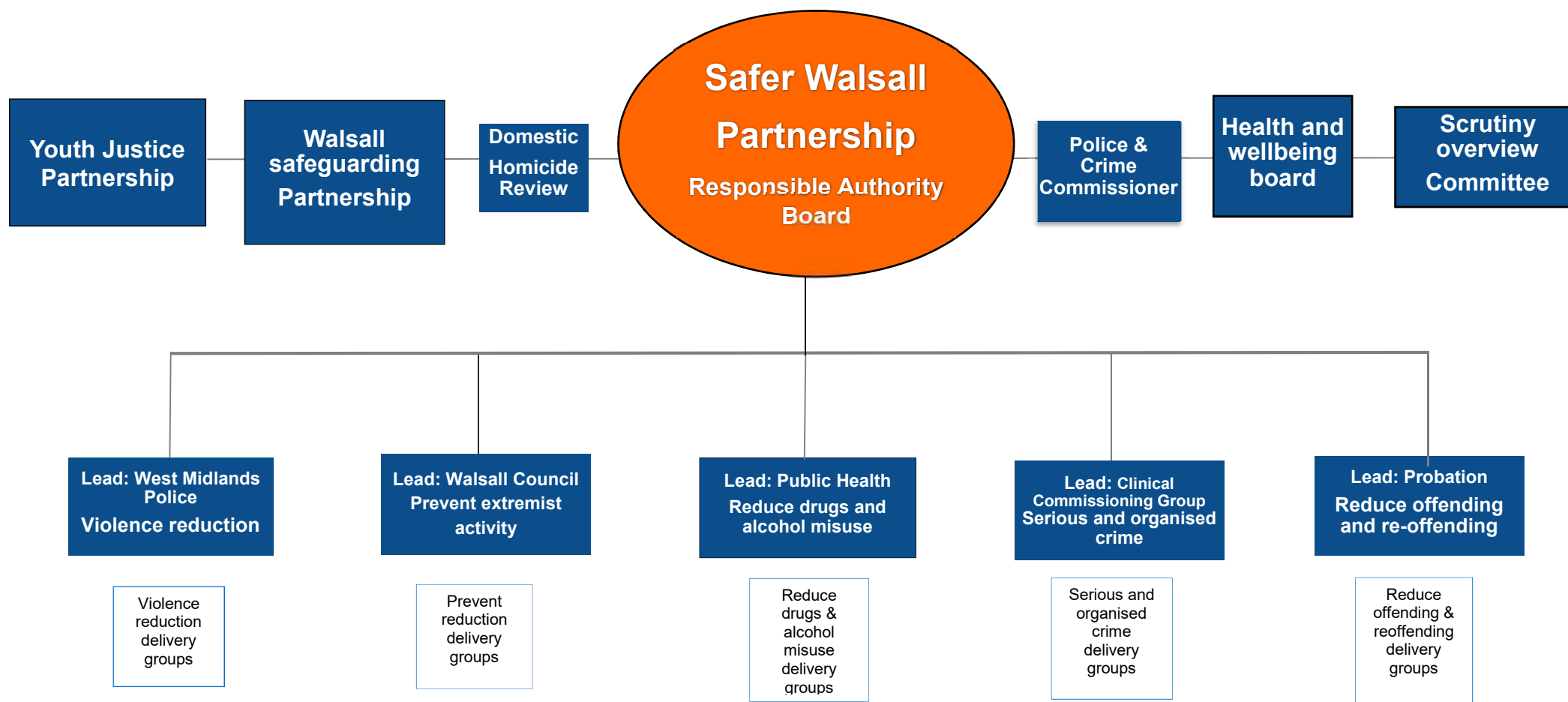
APPENDIX A – Performance delivery plan

(Example)

Priority:		Violence reduction					
Strategic Lead:		West Midlands Police					
Lead support officer:		Name					
Measures:		<ol style="list-style-type: none"> 1. A developed and embedded shared organisational and community response to violence prevention and reduction in Walsall. 2. Stopping violence in Walsall before it starts. 3. Protecting the most vulnerable in Walsall from abuse. 					
Jan 2019 - Strategic assessment		Walsall saw the main increase in violent offences, particularly through violence without injury and through possession of weapons. In 2018/19, there were 3700 recorded crimes of 'public placed violence' with a trend of increasing offences. Increases have also been seen in domestic abuse (3275 offences in 2018/19) and knife crime (261 offences in 2018/19).					
Item No.	Overall objective	Objective	Responsible Officer	Start Date	Deadline	Actual outcomes of specific actions	RAG Evaluation On Target?
1	Continue to listen to our communities to understand the root causes of the challenge in Walsall in order to effectively address the problem including community perceptions of safety relating to violent crime						
2	Develop a co-ordinated approach across the Safer Walsall Partnership to prevent violence through multi-agency delivery drawing on the expertise from the newly established VRU focusing on violence, vulnerability and exploitation						
3	We will start a conversation with communities to build awareness and understanding about how positive childhood experiences can influence life chances and build resilient communities in Walsall						

Appendix B: Safer Walsall Partnership Governance structure

The Safer Walsall Partnership Plan 2020 is one of the thematic partnerships working towards achieving a safer Walsall for all.



Valuing and listening to our communities



Walsall Housing Group



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

Proposal name	Community Safety Plan 'working together for a safer borough'		
Directorate	Resources and Transformation		
Service	Localities & Partnerships		
Responsible Officer	Helen Kindon		
Proposal planning start	18/6/19	Proposal start date (due or actual date)	5/11/19
1	What is the purpose of the proposal?	Yes / No	New / revision
	Show which category the proposal is and whether it is new or a revision.		
	Policy	No	New
	Procedure	Yes	New
	Guidance	No	New
	Is this a service to customers/staff/public?	Yes	Yes
	If yes, is it contracted or commissioned?	No	No
	Other - give details	None	No
2	What is the business case for this proposal? Please provide the main purpose of the service, intended outcomes and reasons for change?		
	<p>Every three years the Safety Walsall Partnership is required to produce a three year Community Safety Plan and has a statutory duty to produce a strategic assessment annually. This enables partners to set themes and strategic priorities to protect communities from crime and help people feel safer. These are set out within this Community Safety Plan, with the priorities reviewed on an annual basis.</p> <p>The Safer Walsall Partnership is made up of statutory representatives from West Midlands Police, Walsall Council, West Midlands Fire Service, NHS Walsall Clinical Commissioning Group, National Probation Service, Public Health England, Staffordshire & West Midlands Community Rehabilitation Company and NHS Trust, who work together to protect communities from crime and to help people feel safe.</p> <p>The Partnership came together to review findings from a variety of public consultations and identify relevant vulnerabilities and threats derived from the data within the strategic assessment. This has enabled us to understand what our collective data is telling us so that we could shape and identify our themes and strategic priorities.</p> <ul style="list-style-type: none"> • Creating safe, strong and resilient communities • Keeping people safe from harm • Reducing violence • Reducing offending and preventing reoffending • Preventing violent extremism • Serious organised crime 		

The Safer Walsall Partnership have statutory responsibilities to:

- Discharge the duties of Responsible Authorities under the Crime and Disorder Act 1998
- Support the delivery by partners of:
 - The Police Reform Act 2002
 - Anti-Social Behaviour Crime and Policing Act 2014
 - Police & Justice Act 2006
 - Police & Crime Act 2009 and other associated legislation

The Partnership recognises that collaborative working with other key partners and agencies is essential to the successful delivery of projects and initiatives to protect communities. With that in mind, Black Country Chamber of Commerce, West Midlands Police and Crime Commissioner, Walsall College, Walsall Housing Group and One Walsall are active members of the Partnership and jointly tackle key issues and address our strategic priorities.

In line with Walsall Cohesion and Integration Strategy and the it shows Walsall need to be able to provide care and support for those who are in protected characteristics of:

- Age
- Disability
- Sex
- Race

Others are included however these are the main characteristics affected.

We also need to be mindful that those who are key in the Corporate Plan for People – Quality of Life and Customer First outcomes

The most vulnerable are protected from avoidable harm, including treating and caring for people in a safe environment.

The Community Safety Plan is one of the thematic partnerships working towards achieving the multi-agency Walsall Plan: Our Health and Wellbeing Strategy 2019 – 2021

The Police and Crime Commissioner for the West Midlands produced a Police and Crime Plan 2016-2020 and the Partnership Plan aims to compliment the work of the Commissioner in making the borough of Walsall a safer place to live

3	Who is the proposal likely to affect?		
	People in Walsall	Yes / No	Detail
	All	Yes	Our plan is aimed at all people, customers and visitors in Walsall in order to keep people safe from harm. Consulting with our residents, businesses and visitors on what it important to their safety. Including our key priorities of reducing violence; Reducing offending and preventing reoffending; Preventing violent extremism; Serious organised crime
	Specific group/s		
	Council employees		
	Other (identify)		

4	<p>Please provide service data relating to this proposal on your customer's protected characteristics.</p> <p>Consultation will take place in June-July in order to establish the plan for 2019-22 which will be approved by Council in November 2019.</p> <p>A random selection by postcode has been chosen offering all the following equalities to take place.</p> <p>Age – Elderly burglary/distraction burglary/fraud Young people – violent crime, knife crime, gang membership, sexual exploitation, all forms of abuse in the family or home</p> <p>Gender - Women – domestic abuse/sexual assaults - Men – violence (perpetrators or victims), domestic abuse (victims and perpetrators) organised drug supply</p> <p>Disability - Hate crime – learning disabilities – exploitation / financial abuse by carers and family/friends/violence</p> <p>Marriage/Civil Partnership – domestic abuse / organised sham marriages / forced marriage</p> <p>Sexual orientation – hate crime / domestic abuse</p> <p>Race = Hate crime/ risks of gang involvement / domestic abuse /forced marriage / human trafficking / exploitation / organised drug supply</p> <p>Religious belief/Religion = hate crime / extremism</p> <p>Pregnancy – domestic abuse</p> <p>A variety of options will be made available including large print, braille, moon, audio, various languages and other options online or via paper/picture.</p>
5	<p>Please provide details of all engagement and consultation undertaken for this proposal. (Please use a separate box for each engagement/consultation).</p> <p>Consultation will take place via online, paper with a variety of groups:</p> <p>Council Prevent & Contest Group Board Disability Forums Walsall Society for Blind and Deaf society Equalities and cohesion groups Inc. race, religious, hard to reach communities Walsall for All Nash Dom Localities groups within Walsall Libraries Community Associations Victim Support Councillors West Midlands Police Schools & Education Local businesses Walsall Economic Board: Homeserve, One Walsall, WHG Accord</p>

Consultation Activity Complete a copy of this table for each consultation activity you have undertaken.			
Type of engagement/consultation	Consultation with public	Date	June-July 2019
Who attended/participated?	Random selection of residents from each postcode, plus all listed above		
Protected characteristics of participants	equality monitoring will take place as part of the consultation		
Panel set up representing all key areas for the working party to monitor and evaluate the plan			
6	Concise overview of all evidence, engagement and consultation		
There should be no impact on the organisation at this stage.			
7	How may the proposal affect each protected characteristic or group? The effect may be positive, negative, neutral or not known. Give reasons and if action is needed.		
	Characteristic	Affect	Reason
	Action needed	Yes / No	
	Age	This proposal will tackle all groups in the main age, disability, race and sex however the other areas will not be left out as it is the aim of the Safer Walsall Partnership Board (SAPB) to improve services for all users and languages. SAPB will put in governance to ensure the impact is measured and communicated. This will have a positive impact on citizens of Walsall by the improvement of services. Consultation engagement will influence this and future questions.	
	Disability		
	Gender reassignment		
	Marriage and civil partnership		
	Pregnancy and maternity		
	Race		
	Religion or belief		
	Sex		
	Sexual orientation		
	Other (give detail)		
	Further information		
8	Does your proposal link with other proposals to have a cumulative effect on particular equality groups? If yes, give details.		(Delete one) Yes /
Yes all			
9	Which justifiable action does the evidence, engagement and consultation feedback suggest you take?		

	B	Adjustments needed to remove barriers or to better promote equality Adjustments to existing plan need reviewing and adding in the results from the consultation process in order to form the new plan		
Action and monitoring plan				
Action Date	Action	Responsibility	Outcome Date	Outcome
21/8/19	Sign off Plan	Helen Kindon	21/8/19	Approved by Working Party
29/8	Approval	Helen Kindon	29/8/19	Overviewed by Scrutiny Committee
3/9/19	Approval	Helen Kindon	3/9/19	Approval of Safer Walsall Partnership Board
18/9/19	Approval	Helen Kindon	20/9/19	Draft report to Executive Director
23/9/19	Approval	Helen Kindon	26/9/19	Draft Report to CMT
5/10/19	Approval	Helen Kindon	9/10/19	Agenda Planning CMT Cabinet
20/10/19	Approval	Helen Kindon	23/10/19	Cabinet recommendations
Autumn	Feedback	Helen Kindon	November/ December	Feedback results of consultation to public
12 month	Review	Helen Kindon	9/20	Prepare revised transparency statement for 2020/1
6 months	Set up Governance	Walsall Safer Partnership Board	30/12/19	Set up measurement and monitoring of impact on characteristics and numbers to see how Walsall are improving in comparison to other areas.

Update to EqIA	
Date	Detail

Contact us

Community, Equality and Cohesion
Resources and Transformation

Telephone 01922 655797

Textphone 01922 654000

Email equality@walsall.gov.uk

Inside Walsall: http://int.walsall.gov.uk/Service_information/Equality_and_diversity

Safer Walsall Partnership Board Terms of Reference 2020

1. Purpose

- 1.1 The Safer Walsall Partnership (The Partnership) is the responsible body for delivering the priorities and outcomes within the Community Safety 2020 plan, which relate to the prevention and reduction of crime, fear of crime, anti-social behaviour, harm caused by drug and alcohol misuse and reoffending. The priorities are:
- Violence reduction
 - Prevent extremist activity
 - Domestic abuse
 - Reduce drugs and alcohol misuse
 - Reduce serious and organised crime
 - Reduce offending and re-offending
- 1.2 The Partnership Board is a thematic group within the borough management structure. Its statutory responsibility is to discharge the duties of responsible authorities under the Crime and Disorder Act 1998, and support delivery by partners of the Police Reform Act 2002, Anti-Social Behaviour Crime and Policing Act 2014, Police and Justice Act 2006, Policing and Crime Act 2009 and other associated legislation.
- 1.3 In addition, the Board supports local delivery of strategic requirements across the thematic governance groups/Boards, as well as those of local partners and the Office of the West Midlands Police and Crime Commissioner (OPCC).

2. Responsible authorities (voting members)

- | | |
|---|---------------------------|
| • Walsall Council | Portfolio Cabinet Member |
| • West Midlands Police | Walsall Borough Commander |
| • West Midlands Fire Service | Walsall Station Manager |
| • Walsall Clinical Commissioning Group | Director |
| • National Probation Services | Chief Officer |
| • Community Rehabilitation Company | Chief Officer |
| • Walsall Housing Group (Co-operating body) | Director |

- 2.2 Invited membership will be non-voting.

3. Chair and vice chair

- 3.1 The Chair's will be elected from the responsible bodies for a two-year term rota as follows. Vice chairs will succeed the chair.

Chair	Vice chair	Dates of term
Walsall Council	West Midlands Fire Service	2019-2021
West Midlands Fire Service	Walsall Clinical Commissioning Group	2021-2023
Walsall Clinical Commissioning Group	National Probation Service	2023-2025
National Probation Service	Walsall Housing Group	2025-2027
Walsall Housing Group	West Midlands Police	2027-2029
West Midlands Police	Community Rehabilitation Company	2029-2031

- 3.2 The Chair has specific responsibilities in relation to Domestic Homicide Reviews as set out in the relevant Home Office statutory guidance.

4. The Board will have responsibility for:

- 4.1 Preparing a 12 month strategic assessment and agreeing priorities.
- 4.2 Producing The Partnership plan and its delivery.
- 4.3 Ensuring partnership organisations take responsibility for providing data to the Board for the quarterly performance monitoring reports and annual strategic assessments.
- 4.4 Receiving quarterly performance delivery reports from the strategic priority leads and regular monitoring of progress.
- 4.5 Ensuring the priority delivery plans set SMART clear objectives and targets and provide evidence based outcomes.
- 4.6 Sharing best practice between partner agencies and organisations both locally and nationally, ensuring lessons learned are embedded.
- 4.7 Promoting equality of opportunity both in the operation of the Board and the work commissioned by it.
- 4.8 Cascading information through their own agency as appropriate, and updating the Board on the progress.

5 Decision making and governance

- 5.1 Respective responsible Board members shall have decisions making powers on behalf of their organisation. If there are equal numbers of votes for and against, the Chair will have the casting vote. Other regular attendees and observers do not have voting rights.
- 5.2 The Board will also be responsible for the allocation of any community safety-related funding given through the OPCC and any other funding.
- 5.3 Key governance responsibility will be to hold partners accountable under s.17 of the Crime and Disorder Act 1998. This will include advice and recommendations to individual partners in appropriate circumstances.
- 5.4 To ensure effective sharing of information in line with s.115 of the Crime and Disorder Act 1998 and General Data Protection Regulation (GDPR).

6 Working Arrangements

- 6.1 The Board will meet quarterly.
- 6.2 Meetings will be scheduled twelve months in advance.
- 6.3 Agendas and papers will be despatched at least five working days prior to the meeting. Additional late items will be at the discretion of the chair.
- 6.4 Representatives will be responsible for disseminating all key issues back to their organisations, ensuring compliance with any actions required and reporting back progress to the Board.
- 6.5 Members of the Board should be of sufficient seniority within their organisation and sector to make strategic decisions.
- 6.6 Members must declare any personal and/or pecuniary interests with respect to agenda items or finance, and must not take part in any decision required with respect to these items.
- 6.7 If a statutory agent is unable to attend, a suitable representative must attend the meeting.
- 6.8 The Head of Community Safety will ensure the group is supported with expert guidance, advice and administrative support in liaison with the Chair.
- 6.9 Minutes/actions will be circulated within three weeks following the date of the meeting to enable partners to take forward actions as required.
- 6.10 All actions from the minutes will be completed and returned back to the administration support officer two weeks prior to the meeting.

7 Inquorate meetings

- 7.1 The Board will be required to have four of the seven responsible members present to be quorate and make any policy, programme or financial decision, of whom at least three will be representative of a named responsible authority.

8 Finance

- 8.1 Funds will be allocated upon a strategic decision by the full Board. Should this not be practical or when an urgent decision is required, the Chair and Vice Chair will hold delegated authority. Decisions will then be ratified at the first available full Board meeting thereafter.
- 8.2 To ensure financial accountability and responsibility through regular quarterly reporting on commissioning, performance and financial governance.

9. Review

- 9.1 These terms of reference will be reviewed annually by the Board to ensure they are fit for purpose.

Terms of Reference

Safer Walsall Partnership

Strategic priority leads and themed groups

1. Introduction

- 1.1 Following the Safer Walsall Partnership 2020 Plan, thematic strategic leads have been established at senior level, and are responsible for the delivery of each designated priority actions.
- 1.1 Progress reports will be submitted to the Board quarterly, by all strategic partnership leads for each priority.

2. Aims and objectives

- 2.1 Rigorous performance evaluation will monitor progress looking for clear evidence based outcomes and learning from what works.
- 2.2 Leads will set up SMART performance delivery action plans in line with the 2020 plan eg delivery what we said we would.
- 2.3 Each Lead will be responsible for maintaining an oversight of the work conducted by partners against their specific priority.
- 2.4 Each Lead will also be required to contribute towards the overall end-of-year Safer Walsall Partnership review plans and strategic assessment.

3. Reporting

- 3.1 Leads will be directly accountable to the Board and information may be shared, as necessary and appropriate, across the priority leads, sub groups and Boards within its sphere of influence.
- 3.2 Leads will ensure all reports are updated quarterly and returned back to the administration support officer two weeks prior to the meeting.

4. Working methods

- 4.1 The approach will be at the discretion of each Strategic Lead. Existing groups may be utilised, or additional groups formed, depending upon requirements.
- 4.2 The Head of Community Safety will provide guidance as required.

5. Information sharing

- 5.1 Sharing of information will be in accordance with the Safer Walsall Partnership overarching Information Sharing Agreement.

6. Review

- 6.1 These terms of reference will be reviewed annually, in tandem with those of the Safer Walsall Partnership Board, in order to ensure they remain fit for purpose.