

**Budget and Corporate
Scrutiny Management Board**

**Wednesday 19 February, 2020 at 5.15 pm
in Committee Room 1
at the Sandwell Council House, Oldbury**

Agenda

(Open to Public and Press)

1. Apologies for absence.
2. Members to declare:-
 - (a) any interest in matters to be discussed at the meeting;
 - (b) the existence and nature of any political Party Whip on any matter to be considered at the meeting.
3. To confirm the minutes of the meeting held on 4 December 2019 as a correct record.
4. Budget 2020-21 to 2022-23 Provisional Settlement.
5. Corporate Plan 2020 - 2025 and Budget.

D Stevens
Chief Executive

Sandwell Council House
Freeth Street
Oldbury
West Midlands

Distribution:

Councillors L Giles (Chair);

Councillors E M Giles, Moore, Rollins and Singh.

**Agenda prepared by Alex Goddard
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Budget and Corporate Scrutiny Management Board

Apologies for Absence

The Board will receive any apologies for absence from the members of the Board.

Budget and Corporate Scrutiny Management Board

Declaration of Interests

Members to declare:-

- (a) any interest in matters to be discussed at the meeting;
- (b) the existence and nature of any political Party Whip on any matter to be considered at the meeting.

Minutes of the Budget and Corporate Scrutiny Management Board

**4th December, 2019 at 5.45pm
at Sandwell Council House, Oldbury**

Present: Councillor L Giles (Chair);
Councillors E M Giles and Rollins.

Apology: Councillors Moore and Singh.

In attendance: D Carter (Executive Director – Resources);
R Griffiths (Head of Finance);
S Knowles (Head of ICT and Revenues and Benefits);
N Biddle (ICT Operational Lead – Digital Transformation);
A Saunders (ICT Service Manager).

22/19 **Minutes**

Resolved that the minutes of the meeting held on 6th November 2019 be approved as a correct record.

23/19 **Quarter 2 Budget Monitoring 2019/20**

The Cabinet, at its meeting on 20th November 2019, had referred the Council-wide budget monitoring report for Quarter 2 for consideration by the Budget and Corporate Scrutiny Management Board.

Details of the Council's revenue and capital expenditure as at the end of September 2019 were received by the Board.

At a service level, excluding Public Health and the Housing Revenue Account, there was a forecast year-end overspend of £2.209m made up as follows:

Corporate Management – deficit of £0.040m;
Resources – deficit of £1.109m;

[ILO: UNCLASSIFIED]

Budget and Corporate Scrutiny Management Board – 4th December, 2019

Adults Social Care – deficit of £0.914m;
Children’s Services – balanced budget;
Regeneration and Growth – surplus of £0.092m;
Housing and Communities – deficit of £0.004m.

In addition, there was a projected year end surplus of £1.907m within Public Health. Including Public Health and Central Items, the directorate-level forecast outturn position was an overspend of £0.302m.

The Board noted the reasons for the variances at the end of Quarter 2 for each service area.

It was reported that the increased pressure on Special Needs Transport was due to the complexity of the needs of young people requiring home to school transport. In addition, one of the transport providers had ceased trading, meaning that there was more demand on the remaining providers causing prices to increase.

In relation to the overspend within the Resources directorate, members were informed that these related to pressures within Law and Governance:

- difficulty in recruiting to vacant Solicitor roles on a permanent basis, with agency staff filling posts instead;
- demand for Legal Services by Sandwell Children’s Trust that was higher than estimated;
- an increase in the volume of Subject Access Requests and Freedom of Information requests that were complex and resource-intensive to respond to.

Over the last five years other local authorities had faced particular pressures in their Adult Social Care services. Although Sandwell’s financial management practices had minimised the impact of these pressures over that time, it was not possible to avoid the pressures completely.

The Executive Director – Resources advised the Board that he was holding weekly meetings with representatives of Sandwell Children’s Trust and that the first draft of the Trust’s medium term financial strategy was expected this month. This would be brought to the Board for scrutiny in due course.

Budget and Corporate Scrutiny Management Board – 4th December, 2019

Following comments and questions from members of the Board, the following responses were made and issues highlighted:-

- Sandwell was experiencing similar difficulties as other local authorities in recruiting to some posts. Approval had been given for five Trainee Accountants in Finance; while the trainees would take several years to become fully qualified it was felt that developing staff was an effective approach to meeting future staffing demands.
- Work was underway to reprofile the performance measures for Council Tax collection rates to take into account the option for residents to pay 12 monthly instalments rather than 10. It was expected that yearly performance figures would be comparable to 2018/19.

24/19 **ICT Update**

The Head of ICT and Revenues and Benefits attended the meeting and presented to the Scrutiny Management Board on the services delivered and improvements made by the ICT Service as well as an overview of the Council's ICT Strategy and Digital Strategy.

The ICT Service provided and supported ICT at 77 sites including the Council's four residential centres. The Service also provided ICT for Sandwell Children's Trust under a Service Level Agreement. The Service did not provide the ICT for schools in Sandwell.

The Board was informed that during the BT joint venture contract there had been no investment in Sandwell's ICT infrastructure. This had led to outdated devices that performed poorly, creating high levels of demand for ICT support and meaning that ICT was viewed as a failing service.

In 2018 the Cabinet improved an annual investment fund of £1.2million for ICT. By the end of December 2018 every end user device had been upgraded. This helped to reduce numbers of calls and improve the reputation of the Service. The Peer Review in 2019 recognised the transformation of the Service.

Also in 2018 the Cabinet approved two key strategic documents – the ICT Strategy and the Digital Strategy.

Budget and Corporate Scrutiny Management Board – 4th December, 2019

Following comments and questions from members of the Board, the following responses were made and issues highlighted:-

- The Council had begun the process of adopting a range of Office 365 tools to enable more agile and collaborative working.
- The Council was migrating its ICT infrastructure to Microsoft's Cloud-based services. This was considered a more cost-effective method than the Council purchasing its own servers and hardware.
- The MySandwell platform had over 110,000 account sign-ups, with over 40% of the Council's tenants having an account. Work was ongoing to launch more services through the platform including reporting anti-social behaviour and applications for finance grants.
- It was planned to roll-out standardised laptop devices to all councillors to help them to carry out their roles. Standardised devices would also make ICT support easier.


The Chair thanked officers for attending the meeting and commended the ICT staff for the improvements that had been made over the last two years.

(Meeting ended at 6.57 pm)

Contact Officer: Alex Goddard Democratic Services Unit 0121 569 3178
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REPORT TO BUDGET AND CORPORATE SCRUTINY MANAGEMENT BOARD

19 February 2020

Subject:	Budget 2020/21 to 2022/23 – Provisional Settlement
Cabinet Portfolio:	Councillor Ali – Cabinet Member for Resources and Core Services
Director:	Executive Director – Resources – Darren Carter
Contribution towards Vision 2030:	
Exempt Information Ref:	The information contained in this report is not exempt from publication.
Contact Officer(s):	Alex Goddard, Democratic Services Officer alexander_goddard@sandwell.gov.uk

DECISION RECOMMENDATIONS

That Budget and Corporate Scrutiny Management Board:

1. considers the Budget 2020/21 to 2022/23 – Provisional Settlement report;
2. identifies any recommendations it wishes to make to Cabinet.

1 **PURPOSE OF THE REPORT**

- 1.1 At its meeting on 5 February, 2020 the Cabinet received, considered and agreed the Budget 2020/21 to 2022/23 – Provisional Settlement report. The Cabinet also referred the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.

1.2 Any recommendations arising from the consideration of this report will be reported to the Cabinet.

2 IMPLICATION FOR VISION 2030

2.1 The Council's sound financial management, which is strengthened through the Scrutiny Management Board's consideration of budget-related reports, underpins all of the ambitions within the Vision for the borough.

3 BACKGROUND AND MAIN CONSIDERATIONS

3.1 This is contained within the appended report to Cabinet.

4 THE CURRENT POSITION

4.1 The current position is detailed in the appended report.

5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

5.1 This is addressed in the appended report.

6 ALTERNATIVE OPTIONS

6.1 Alternative options are detailed in the report to Cabinet.

7 STRATEGIC RESOURCE IMPLICATIONS

7.1 These are set out in the appended report to Cabinet.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

8.1 The appended report contains the legal and governance matters relating to budgetary matters.

9 EQUALITY IMPACT ASSESSMENT

9.1 This is addressed in the appended report.

10 DATA PROTECTION IMPACT ASSESSMENT

10.1 This is set out in the appended report to Cabinet.

11 CRIME AND DISORDER AND RISK ASSESSMENT

11.1 This is addressed in the appended report.

12 SUSTAINABILITY OF PROPOSALS

12.1 Sustainability of the proposals is included in the report to Cabinet.

13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

13.1 These are addressed in the appended report.

14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

14.1 This is included in the appended report to Cabinet.

15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 The Cabinet referred the Budget 2020/21 to 2022/23 – Provisional Settlement report to the Scrutiny Management Board for further consideration and review in line with good practice for the Council's overview and scrutiny function. This provides an opportunity for the Scrutiny Management Board to seek clarity or further information and to make any recommendations it wishes to Cabinet.

16 BACKGROUND PAPERS

16.1 All relevant papers are included in the appendix to this report.


17 APPENDICES:

The report to Cabinet on Budget 2020/21 to 2022/23 – Provisional Settlement is appended to this report.

Darren Carter
Executive Director – Resources

REPORT TO CABINET

5 February 2020

Subject:	Budget 2020/21 to 2022/23 – Provisional Settlement
Presenting Cabinet Member:	Cllr Ali, Cabinet Member for Resources and Core Services
Director:	Darren Carter, Executive Director of Resources
Contribution towards Vision 2030:	
Key Decision:	Yes
Cabinet Member Approval and Date:	Yes
Director Approval:	Yes
Reason for Urgency:	Do not apply
Exempt Information Ref:	Do not apply
Ward Councillor (s) Consulted (if applicable):	Boroughwide
Scrutiny Consultation Considered?	Scrutiny consultation has not been undertaken
Contact Officer(s):	Rebecca Griffiths, Head of Finance Rebecca_Griffiths@sandwell.gov.uk

DECISION RECOMMENDATIONS

That Cabinet:

1. Note the impact of the 2020/21 provisional Local Government Finance Settlement announced by the Secretary of State for Housing, Communities and Local Government on 20 December 2019.
2. Approve the proposed Directorate net revenue target budgets for 2020/21 to 2022/23 detailed in Appendix A.

3. Require Chief Officers to develop detailed budget plans and for these to be submitted to Cabinet alongside the Corporate Plan later this month.
4. Approve the movement of the following budgets to central items: -
 - Contract sum payment for Sandwell Children's Trust from Children's Services.
 - Business Rates Growth payment to West Midlands Combined Authority from Corporate Management.
5. Authorise the Executive Director - Resources to submit an application for funding to the Black Country LEP for development costs for the proposed scheme at Birchley Island.
6. Authorise the Executive Director - Resources to accept the Towns Deal capacity funding of £486,058.

1 PURPOSE OF THE REPORT

- 1.1 This report informs Members of the 2020/21 provisional Local Government Finance Settlement announced by the Secretary of State for Housing, Communities and Local Government on 20 December 2019. Additional information and its impact on target budgets will be incorporated into the report to Cabinet later this month following the final settlement announcement.
- 1.2 This report also requires Council to approve the net revenue target budgets for 2020/21 to 2022/23.

2 IMPLICATION FOR VISION 2030

- 2.1 Each of the Council's ten ambitions are engaged across this report; the Council's financial status helps to underpin the Council's Vision 2030 and associated aspirations.
- 2.2 The integration of the business planning and budgetary processes ensures that limited resources available to the Council are directed to corporate priorities to achieve maximum impact. Members will receive further reports later this month outlining details of service budgets and how they develop and contribute to the Vision 2030 ambitions.

3 BACKGROUND AND MAIN CONSIDERATIONS

3.1 The main purpose of this report is for Cabinet to approve the net target budgets for directorates. This will enable Directors to decide how these budgets will be spent and incorporate these decisions into the Corporate Plan.

Provisional Settlement

3.2 The provisional settlement was announced on 20 December 2020. The key headlines include: -

- Additional £1.5bn of funding for social care.
 - £1bn of this is additional grant funding through the Social Care Grant which replaces the Adult Social Care Grant and Winter Pressures grant.
 - £0.5bn is through the ability for councils to increase the Adult Social Care Precept by another 2%.
- Revenue Support Grant and Business Rates Baselines increase in line with inflation.
- General Council Tax referendum limit has been reduced from 3% to 2%.
- New Homes Bonus baseline continues at 0.4% and a consultation will be issued during 2020 on the future of this funding stream.
- Continuation of the Independent Living Fund.

3.3 The provisional settlement is broadly in line with the prudent planning assumptions contained in the council's Medium-Term Financial Strategy and will not require any changes to the 2020/21 budget plan.

Core Spending Power

3.4 National figures for Core Spending Power for next year are shown in the table below.

Table 1: Core Spending Power (England)		
	2019/20 (£m)	2020/21 (£m)
Settlement Funding Assessment	14,559.6	14,796.9
Compensation for under-indexing Business Rates multiplier	400.0	500.0
Council Tax	25,877.2	26,892.2
Council Tax for Adult Social Care	1,799.7	2,373.3

Table 1: Core Spending Power (England)		
	2019/20 (£m)	2020/21 (£m)
Council Tax £5 Referendum	90.8	104.2
Better Care Fund	1,837.0	2,077.0
New Homes Bonus	917.9	907.3
Winter Pressures	240.0	0.0
Rural Services Grant	81.0	81.0
Social Care Support Grant	410.0	0.0
Adult Social Care Grant	0.0	0.0
Social Care Grant	0.0	1,410.0
Total	46,213.3	49,141.9

3.5 The overall spending power figures show a **6.3%** increase in funding.

3.6 The provisional Core Spending Power figures for Sandwell are as follows:

Table 2: Core Spending Power (Sandwell)		
	2019/20 (£m)	2020/21 (£m)
Settlement Funding Assessment	133.8	136.0
Compensation for under-indexing Business Rates multiplier	3.3	4.1
Council Tax	96.2	100.2
Council Tax Adult Social Care	7.7	10.2
Better Care Fund	20.5	22.3
New Homes Bonus	2.9	1.6
Winter Pressures	1.8	0.0
Social Care Support Grant	3.2	0.0
Adult Social Care Grant	0.0	12.3
Total	269.4	286.7

3.7 Sandwell's total funding across the two years will increase by **6.4%**.

Settlement Funding Assessment & Retained Business Rates

3.8 The Settlement Funding Assessment is broken down in Table 3 below: -

Table 3: Settlement Funding Assessment (Sandwell)		
	2019/20 (£m)	2020/21 (£m)
Revenue Support Grant	0.0	0.0
Baseline Funding Level	133.8	136.0
Business Rates Top Up	40.9	41.6
Total	174.7	177.6

- 3.9 Sandwell will not receive any Revenue Support Grant in 2020/21 due to our inclusion in the 100% Business Rates pilot.
- 3.10 On 8 January 2020, Cabinet considered officers' estimates of the Business Rates income for 2020/21 (based on 100% Business Rates retention). The latest position as set out in Table 4 shows estimated Business Rates income for SMBC of **£99.8m**: -

Table 4: Estimated Business Rates	£
Business Rates	100.8
Central Government 50%	0.0
Fire 1%	1.0
Retained by SMBC	99.8

- 3.11 These figures have not been adjusted for the increase in small business rates relief for the retail sector (from 33% to 50%) which was announced recently as this has not yet been legislated for. This will reduce the collectible Business Rates but will be compensated for through Section 31 grants therefore would have no overall impact on the council's funding.

Council Tax

- 3.12 In line with the settlement announcement, Council Tax is projected to increase by 1.99% for the general element and 2% for the Adult Social Care precept.

New Homes Bonus

- 3.13 Provisional 2020/21 allocations of New Homes Bonus were announced by MHCLG as part of the settlement on 20 December 2010; a total of £907.3m for English local authorities which has been funded primarily through the top slicing of overall funding totals. Sandwell will receive an estimated £1.6m of New Homes Bonus in 2019/20 although actual grant payment will depend on housing delivery. This is a reduction of £1.3m compared to 2019/20.

- 3.14 The government also announced that they will be issuing a consultation in Spring 2020 about the future of this funding stream which will include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes needed, and which is aligned with other measures around planning performance.

Expenditure Projections – Sandwell

- 3.15 The expenditure projections included in the Medium-Term Financial Strategy approved by Council in March 2019 have been updated to reflect current available information and use the roll forward budget assumptions detailed in Table 5 below.
- 3.16 The resultant forecast expenditure and funding over the next 3 financial years is shown in table 7 below. Appendix A provides forecast net target budget requirements for each Directorate.
- 3.17 Projected expenditure also includes provision for the anticipated supported borrowing requirements over the 3 years and resultant revenue debt charges.
- 3.18 Work will continue on finalising these figures however, final information is not currently available. Details of the Fire and Civil Defence and Police and Crime Commissioner precepts will also not be finalised until February 2020.
- 3.19 The provisional budget allocations for the next 3 financial years include the assumptions below. Note – the assumption that the general inflation rate will be held at 1% will be kept under review as there may be a need to revise this and other inflationary assumptions due to pressures in the wider economy: -

Table 5: Corporate Budgetary Parameters			
	2019/20	2020/21	2021/22
	(%)	(%)	(%)
Pay Award - APT&C	2.45	3.00	2.50
Pay Award - Teachers & Chief Officers	2.45	3.00	2.50
General Inflation	1.00	1.00	1.00
Contractual Commitments	1.00	1.00	1.00
Fuel – Gas	5.00	5.00	5.00
Fuel – Electricity	15.00	15.00	15.00
Income – Fees & Charges	2.00	2.00	2.00
Income - Internal Recharges	1.00	1.00	1.00
Income - Other	2.00	2.00	2.00

3.20 Levies, including transport and environment, are based on up to date information.

Forecast Funding - Sandwell

3.21 Table 6 below shows the current funding levels forecast for the council over the next 3 years. These are based on the following information and assumptions: -

- Retained Business Rates are as per the 2020/21 estimates presented to Cabinet adjusted for an increase in reliefs which will be compensated for through Section 31 grants
- Business Rates Top Up is as per the provisional settlement and remains stable thereafter;
- Council Tax increases of 1.99% in each year plus an Adult Social Care precept of 2% in 2020/21;
- Council Tax Collection Rate of 99%;
- Assumed growth in Council Tax base of 1% pa.

	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)
RSG	0.0	0.0	0.0	0.0
Business Rates	96.6	99.8	102.9	106.0
Business Rates Top Up	40.9	41.6	41.6	41.6
Council Tax	96.6	98.8	101.5	104.7
Adult Social Care CT	7.4	9.5	9.5	9.6
Collection Fund Surplus/Deficit	1.8	0.2	0.0	0.0
Total	243.3	249.9	255.4	261.9

3.22 Table 7 compares the projected net revenue expenditure to the forecast council funding included above in Table 6.

	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)
Forecast Expenditure	243.3	249.9	256.1	261.2

Table 7: Forecast Funding compared to Expenditure (Sandwell)				
	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)
Forecast Funding	243.3	249.9	255.4	261.9
Annual Shortfall	0.0	0.0	-0.7	1.4
Cumulative Shortfall	0.0	0.0	-0.7	0.7

This shows that it is possible to achieve a balanced budget for 2020/21 without the need to use council reserves. Future year funding is still uncertain and will be reviewed once more information on this is received.

Housing Revenue Account

- 3.23 The budget plan and available funding for the Housing Revenue Account will be presented alongside the Corporate Plan to Cabinet later this month.

Schools and Education Funding

- 3.24 The school funding settlement was announced by the Education and Skills Funding Agency (ESFA) on 19 December 2019 and confirmed that Sandwell's total Dedicated Schools Grant (DSG) allocation for 2020/21 is £348.985m. This is broken down between the following blocks: -

Table 8: DSG Blocks	
	2020/21 (£m)
Schools Block	274.031
Central School Services Block	2.020
High Needs Block	48.583
Early Years Block	24.351
Total	348.985

- 3.25 The government has recognised the budget pressures faced by schools in general and particularly children with special education needs.
- 3.26 There will be a multi-billion-pound investment in primary and secondary education including high needs, investing an additional £2.6 billion in 2020/21; £4.8 billion in 2021/22 and 7.1 billion. This total includes £780 billion extra in 2020/21 to help children with Special Education Needs and Disabilities. (SEND). There will also be an extra £1.5 billion per year to fund additional pension costs for teachers.
- 3.27 For Sandwell this has meant the following:

- School block funding (prior to recoupment) increased from £260.894m in 2019/20 to £274.031m in 2020/21. This is due to an increase in funding as mentioned above, but also an increase in pupil numbers.
- High Needs Block funding (prior to recoupment) increased from £42.035m to £49.681m, as a result the LA will be increasing top up rates for pupils with EHCP's in mainstream school by 7% from 2020/21.
- Early years Block increased from £23.538m to £24.351m.
- Central School Service Block increased from £2.008m to £2.020m

3.28 The DfE have stated they will be progressing the implementation of the National Funding Formula.

Central Items

3.29 The following items are held as budgets within service areas in 2019/20: -

- The contract sum payment to Sandwell Children's Trust – Children's Services (£63m in 2019/20)
- The payment of 'Business Rates Growth' to the West Midlands Combined Authority – Corporate Management (0.6m in 2019/20)

3.30 Both of these amounts are considered to be outside of the control of the directorate in which they are currently located and therefore it is recommended that they be reported as central items from April 2020.

Birchley Island Capital Project

3.31 On 13 June 2018 Cabinet approved the submission of the A4123 Birchley Island/M5 Junction 2 Improvement Major Scheme Business Case to the Black Country Local Enterprise Partnership and West Midlands Combined Authority, with acceptance of funding being subject to a full Strategic Investment Unit appraisal and Cabinet approval.

3.32 As part of the continued development of this scheme, funding of £1.4m is available from the Black Country LEP. This report seeks approval to receive that funding ahead of the full business case.

Budget Process & Medium-Term Financial Strategy (MTFS)

- 3.33 The MTFS will be presented to Cabinet later this month and will include details of the council's key financial objectives as well as a number of strategic and operational principles which align to the 2030 Vision ambitions.
- 3.34 This year's budgetary planning process has continued to ensure that there is an integrated approach towards business, budget and performance planning through the development of the Corporate Plan which clearly sets out the vision, outcomes and focus for the council. This will include full budget details and be considered by Cabinet later this month.

Town Deal Funding

- 3.35 During 2019, the government announced a £3.6bn Towns Fund which can be used to redevelop vacant buildings and land, drive private sector investment and ensure young people have the skills to get good jobs. Each place selected will have the opportunity to bid for funding of up to £25m.
- 3.36 In order to assist with preparing bids, capacity funding has been allocated for each selected town. In Sandwell the towns are Rowley Regis, Smethwick and West Bromwich and the total funding allocated is **£486,058**.

4 THE CURRENT POSITION

- 4.1 The latest budget monitoring for the council (as at September 2019) shows a projected overspend of **£0.302m** against service areas and central items. Services are also utilising **£4.653m** of reserves and one-off corporate resources that have previously been earmarked for use by those services. When this is taken into account, the overall position for the Council is a projected overspend of **£6.862m**.
- 4.2 The main budget pressures relate to SEND transport, Legal and Governance and Adult Social Care. Sandwell Children's Trust also remains a significant financial risk but is independent of the council and is therefore not included within these figures.

5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

- 5.1 Directors and Cabinet Members have been consulted in the setting of the provisional net target budgets.

6 ALTERNATIVE OPTIONS

- 6.1 The alternative option is for directorates to not be informed of their agreed target budgets which would mean it is not possible for Members to have assurance that the council has a balanced budget by the statutory deadline of 11th March. It is therefore vital that these target budgets are notified to directorates as early as possible.

7 STRATEGIC RESOURCE IMPLICATIONS

- 7.1 These are contained in the main body of the report.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The Council has a statutory duty to set a balanced budget by 11 March each year prior to the start of the relevant financial year. Further detailed reports will be presented to Cabinet and Council later this month and in March to ensure this requirement is met.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 There is no requirement to conduct an Equality Impact Assessment as the decisions required do not impact on any community groups in a different way.

10 DATA PROTECTION IMPACT ASSESSMENT

- 10.1 Any information used to compile this report is subject to information governance legislation and is managed in accordance with the Council's policies and protocols. A Data Protection Impact Assessment is not required.

11 CRIME AND DISORDER AND RISK ASSESSMENT

- 11.1 There no requirement to carry out a Crime and Disorder and Risk Assessment.

12 SUSTAINABILITY OF PROPOSALS

- 12.1 This information is contained within the main body of the report.

13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

- 13.1 The financial prosperity of the Council provides a foundation for health and wellbeing across the remit of the Council.

14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

14.1 There is no direct impact on any land or assets.

15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 The report contains accurate expenditure and funding projections based on the most timely and relevant information available. It is vital that directorates are informed of their provisional net target budgets as soon as possible in order for spending decisions to be made and incorporated into business plans.

16 BACKGROUND PAPERS

Provisional Local Government Settlement 2020/21 and supporting documents.

17 APPENDICES:

Appendix A – Provisional Target Budgets 2020/21 to 2022/23


Darren Carter
Executive Director - Resources

SANDWELL METROPOLITAN BOROUGH COUNCIL**General Fund Summary****Provisional Service Target Budgets 2019/20 to 2024/25**

<u>Service Target Budgets</u>	Target Budget 2019/20	Target Budget 2020/21	Target Budget 2021/22	Target Budget 2022/23
	£	£	£	£
<u>Performance</u>				
Corporate Management	954,000	1,128,000	1,141,000	1,154,000
Resources	15,464,000	16,707,000	16,534,000	16,360,000
<u>People</u>				
Adult Social Care	82,285,000	86,381,000	86,547,000	86,707,000
Childrens	85,748,000	82,706,000	84,327,000	85,971,000
Public Health	97,000	97,000	97,000	97,000
<u>Place</u>				
Regeneration & Growth	21,317,000	22,654,000	22,955,000	23,360,000
Housing & Communities	18,181,000	18,709,000	18,649,000	17,596,000
Total Service Target Budgets	224,046,000	228,382,000	230,250,000	231,245,000

REPORT TO BUDGET AND CORPORATE SCRUTINY MANAGEMENT BOARD

19 February 2020

Subject:	Corporate Plan - The Sandwell Plan 2020 - 2025 and Budget
Cabinet Portfolio:	The Leader Cabinet Member for Resources and Core Services
Director:	Chief Executive, David Stevens Executive Director – Resources, Darren Carter
Contribution towards Vision 2030:	
Exempt Information Ref:	The information contained in this report is not exempt from publication.
Contact Officer(s):	Alex Goddard, Scrutiny Officer alexander_goddard@sandwell.gov.uk

DECISION RECOMMENDATIONS

That Budget and Corporate Scrutiny Management Board:

1. considers the Corporate Plan 2020 - 2025 and Budget;
2. identifies any recommendations it wishes to make on the Corporate Plan 2020 – 2025 and Budget.

1 PURPOSE OF THE REPORT

- 1.1 The Budget and Corporate Scrutiny Management Board is invited to review the Corporate Plan for evidence of value for money and contribution towards achieving the council's Vision 2030 and ambitions.

2 IMPLICATION FOR SANDWELL'S VISION

- 2.1 Each of the Council's ten ambitions are engaged across the Corporate Plan; the Council's financial status helps to underpin the Council's Vision 2030 and associated aspirations.

3 BACKGROUND AND MAIN CONSIDERATIONS

- 3.1 This is contained within the appended report to Cabinet.

4 THE CURRENT POSITION

- 4.1 The current position is detailed in the appended report.

5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

- 5.1 This is addressed in the appended report.

6 ALTERNATIVE OPTIONS

- 6.1 Alternative options are detailed in the report to Cabinet at Appendix 1.

7 STRATEGIC RESOURCE IMPLICATIONS

- 7.1 These are set out in the appended report to Cabinet.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 This is included in the appended report.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 This is addressed in the appended report.

10 DATA PROTECTION IMPACT ASSESSMENT

- 10.1 This is set out in the appended report to Cabinet.

11 CRIME AND DISORDER AND RISK ASSESSMENT

- 11.1 This is addressed in the appended report.

12 SUSTAINABILITY OF PROPOSALS

12.1 Sustainability of the proposals is included in the report to Cabinet at Appendix 1.

13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

13.1 These are addressed in the appended report.

14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

14.1 This is included in the appended report to Cabinet.

15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 This report provides an opportunity for the Scrutiny Management Board to seek clarity or further information and to make any recommendations on the Corporate Plan.

16 BACKGROUND PAPERS

16.1 All relevant papers are included in the appendix to this report.

17 APPENDICES


The report to Cabinet on the Corporate Plan 2020-25 is appended to this report.

David Stevens
Chief Executive

Darren Carter
Executive Director - Resources

REPORT TO CABINET

19 February 2020

Subject:	Corporate Plan - The Sandwell Plan 2020 - 2025 and Budget
Presenting Cabinet Member:	The Leader Cabinet Member for Resources and Core Services
Director:	Chief Executive, David Stevens Executive Director – Resources, Darren Carter
Contribution towards Vision 2030:	
Key Decision:	Yes
Cabinet Member Approval and Date:	The Leader, Cllr Y Davies date TBC Cabinet Member for Resources and Core Services 10 February 2020
Director Approval:	David Stevens
Reason for Urgency:	Urgency provisions do not apply
Exempt Information Ref:	Exemption provisions do not apply
Ward Councillor (s) Consulted (if applicable):	Member engagement events were run on 10 and 17 February, all members were invited to attend.
Scrutiny Consultation Considered?	Budget and Scrutiny Management Board is due to be consulted on: 19/02/2020
Contact Officer(s):	Rebecca Griffiths, Head of Finance Sarah Sprung, Senior Lead Officer Jane Alexander, Senior Lead Officer

DECISION RECOMMENDATIONS

That, subject to the comments and consideration of any recommendations arising from the Budget and Corporate Scrutiny Management Board, the Council be recommended to:-

1. approve and adopt the Council's corporate plan – The Sandwell Plan - Big Plans for a Great Place, as set out in Appendix 1;
2. approve the budget and associated documents outlining how Directorates will direct resources to meet the priorities set out in the Sandwell Plan, as set out in Appendix 2.

1 PURPOSE OF THE REPORT

1.1 The purpose of this report is for the Cabinet to consider the Council's draft Corporate Plan and the Budget and to recommend it for approval to the Council. The Budget attached at Appendix 2 identifies how resources will be directed to meeting corporate priorities to achieve maximum impact.

1.2

The Budget and Corporate Scrutiny Management Board will be considering the proposals on 19 February 2020.

2 IMPLICATIONS FOR VISION 2030

2.1 Each of the Council's ten ambitions are engaged across this report; the Council's financial status helps to underpin the Council's Vision 2030, associated aspirations, and will be the vehicle to deliver the strategic outcomes in the Corporate Plan.

2.2 The integration of the corporate planning and budgetary processes ensures that limited resources available to the Council are directed to corporate priorities to achieve maximum impact.

3 BACKGROUND AND MAIN CONSIDERATIONS

3.1 Over the last two years, the Council has invested time and resources in working with local people and our partners to create a shared vision of our borough for 2030. It is now time to begin the next phase of our journey.

3.2 Our Corporate Plan The Sandwell Plan – Big Plans for a Great Place, sets out what the Council will do to deliver Vision 2030, and Sandwell's 10 ambitions, over the next five years.

- 3.3 The Plan is not intended to be an exhaustive list of everything we do as a council, but simply sets out our strategic outcomes which will guide us in making sure our people and communities thrive and prosper.

OUR STRATEGIC OUTCOMES



- 3.4 The driving theme of the Corporate Plan is One Team: One Council, this reflects the culture change that will be delivered through strong leadership in an open, honest and transparent environment.
- 3.5 The six strategic outcomes cannot be delivered by one directorate alone. This approach moves away from our previous system of individual directorate business plans and seeks to unite the Council to deliver the best results.
- 3.6 To deliver the Plan, the Council will have to use resources and influence to meet the strategic outcomes. To achieve this, we will have to adapt our business structure to ensure that the two elements support one another. Current council structures have to evolve to meet the demands that Big Plans for a Great Place puts upon it.
- 3.7 The plan cannot be delivered by the Council alone; we have to develop strong links with local people and businesses, and we must have great partnership relationships to make sure these strategic outcomes become a reality. We will be outcome led and work hard to ensure that as we transform the borough the benefits are shared by all and no one is left behind.
- 3.8 Detailed delivery planning will drive forward our strategic outcomes, work on this phase will commence in March 2020 and will offer opportunity for all staff to engage and help shape our way forward.

- 3.9 There is a robust communication and engagement plan in place, attached at Appendix 3. This focuses on the One Team: One Council approach and maximises opportunities for staff and members to collaborate in shaping our way forward.

4 THE CURRENT POSITION

- 4.1 At present the Council has four directorate business plans in place.

5 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

- 5.1 Our engagement with local people and partners on the borough's Vision 2030 has helped to shape this Corporate Plan.
- 5.2 Individual Directors have consulted with the relevant stakeholders about the impact of any changes to service provision.

6 ALTERNATIVE OPTIONS

- 6.1 Cabinet has considered a wide range of options around budget savings at Cabinet Summits and workshops during 2019.

7 STRATEGIC RESOURCE IMPLICATIONS

- 7.1 The Cabinet, at its' meeting on 5 February 2020, received a report about the provisional local government finance settlement and approved net revenue target budgets for services. The approved funding for each service, including the use of underspends brought forward from previous years, is as follows:

Service	Target Budget	Carry Forwards	2020/21 Budget
	£m	£m	£m
Resources	16.707	0.000	16.707
Adult Social Care, Health & Wellbeing	86.478	5.022	91.500
Children's Services	82.706	0.000	82.706
Regeneration & Growth	22.654	0.000	22.654
Housing & Communities	18.709	0.000	18.709

- 7.2 Those services how now submitted detailed financial plans. These are shown in the appendices attached to this report and can be summarised as follows:

Service	Gross Expenditure £m	Income £m	Net Expenditure £m
Resources	39.549	22.842	16.707
Adult Social Care, Health & Wellbeing	238.518	147.018	91.500
Children's Services	101.717	19.011	82.706
Regeneration & Growth	50.817	28.163	22.654
Housing & Communities	36.946	18.237	18.709

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The Council has a statutory duty to set a balanced budget by 11 March each year prior to the start of the relevant financial year.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 Throughout the development of the Corporate Plan and savings proposals, an assessment has been undertaken of the equalities impact of each of the budgetary proposals. Equalities assessments (EA) have been undertaken and a corporate EA will be presented to Cabinet in February 2020 together with detailed budget proposals before recommendations to full Council in March 2020.

10 DATA PROTECTION IMPACT ASSESSMENT

- 10.1 Any information used to compile this report is subject to information governance legislation and is managed in accordance with the Council's policies and protocols. A Data Protection Impact Assessment is not required.

11 CRIME AND DISORDER AND RISK ASSESSMENT

- 11.1 There is no requirement to carry out a Crime and Disorder and Risk Assessment.

12 SUSTAINABILITY OF PROPOSALS

- 12.1 This information is contained within the main body of the report and directorate business plans.

13 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

- 13.1 This information is contained within the main body of the report and the Corporate Plan.

14 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

14.1 This information is contained within the main body of the report and directorate business plans.

15 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 The Corporate Plan contains details about future service provision and how each directorate will spend the target budget available to them. Further review of these plans is required in order to assess that value for money will be achieved and progress is made towards achieving the council's Vision 2030 ambitions.

15.2 The Corporate Plan is therefore to be considered by the Budget and Corporate Scrutiny Management Board.

16 BACKGROUND PAPERS

16.1 Provisional Local Government Settlement 2020/21
Report to Council: 14 January Budget 2020/21

17 APPENDICES:

Appendix 1: Big Plans for a Great Place – the Sandwell Plan 2020-2025
Appendix 2: Budget
Appendix 3: Communication and Engagement Plan

David Stevens
Chief Executive

Darren Carter
Executive Director - Resources

BIG PLANS FOR A GREAT PLACE

...FOR THE PEOPLE OF SANDWELL

THE SANDWELL PLAN
2020 – 2025





BIG PLANS FOR A GREAT PLACE... FOR THE PEOPLE OF SANDWELL



FOREWORD BY THE LEADER OF SANDWELL COUNCIL, COUNCILLOR YVONNE DAVIES AND CHIEF EXECUTIVE, DAVID STEVENS

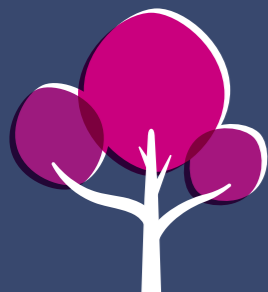
Sandwell will be a fairer, more optimistic and resilient place in future if we all work together and take control of our destiny. Big Plans for a Great Place sets out our ambitious plan to deliver Vision 2030, creating a healthier, more successful future for the people of Sandwell – working as one council and one team with our residents, businesses and partners.

**Councillor
Yvonne Davies**

Leader of the Council

**Chief Executive
David Stevens**

Sandwell Council



We want to create opportunities to put Sandwell on the map, creating a borough where people are proud of their local area, have better paid jobs and opportunities, supported by increased skills for our workforce and more opportunities for young people.

Our 2020 State of the Borough report tells us that Sandwell offers fantastic investment opportunities and a great array of assets to exploit. Big Plans for a Great Place details how we are going to deliver and capitalise on opportunities over

the next five years, including the new Sandwell Aquatics Centre, new housing developments and using new infrastructure such as the West Midlands Metro extension and the Midland Metropolitan Hospital as catalysts for wider regeneration.

We're also developing an exciting new Inclusive Economy Deal which uses collaborative ways of working with residents, businesses, the voluntary and community sectors to commit to our shared priorities. Building community wealth is at the heart of this – growing wealth in

Sandwell, for Sandwell – creating and sharing growth.

We are committed to co-designing solutions together. We promise to listen, learn and respond to our communities and engage them in our decision-making so that everyone is a part of making our plans a success. We promise to be open and transparent in everything we do.

Join us in making these exciting plans a reality...

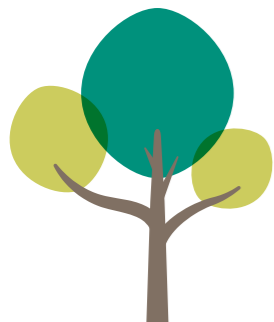




OUR BOROUGH

Sandwell is a metropolitan borough in the Black Country made up of six towns: Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich. Located in the West Midlands, Sandwell borders Birmingham, Dudley, Walsall and Wolverhampton. Sandwell is divided into 24 wards and is represented by 72 ward councillors.

Our comprehensive **State of the Borough** report sets out the challenges and opportunities facing Sandwell.



PEOPLE

With 327,378 residents, Sandwell has the third largest population in the West Midlands Combined Authority area and is the 34th biggest local authority in Great Britain. It is predicted to grow faster than the West Midlands and the national average.

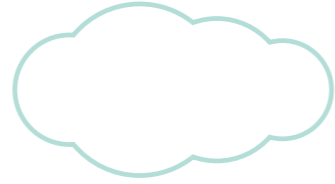
We have a young and diverse population with more than 40% of residents under the age of 30, compared to around 30% across the UK. Almost 40% of residents are from an ethnic minority, making us more diverse than the regional and UK average of 18.8% and 14% respectively.

However, Sandwell performs below the national average on many indicators relating to skills and education across people's lives. A third of our children are not ready for school and, although children make progress when they are in school, this early underachievement has an impact throughout their school lives where attainment at both KS2 and KS4 are below the national average.

As adults, we have a high proportion of low skills and qualifications which translates into lower earnings and in-work poverty.

We want every child to have a successful life but the impact of poverty on children is significant in terms of their life chances. Healthy life expectancy of our older people is also lower than nationally.





BUSINESS

We have many growing and productive businesses and a higher than average proportion of our businesses are small. Sandwell has 136,000 jobs and 8,775 businesses but residents are not always able to take up those opportunities. We are incredibly proud of being the supply chain centre of the UK but this great strength also potentially exposes us to risks in particular sectors. Our businesses need a better skilled workforce to grow and they need support to accelerate innovation. We also have a limited amount of quality land for businesses to expand and grow in the borough's industrial core.

PLACE

Sandwell is made up of six historic boroughs covering a patchwork of towns and townships, urban villages and localities that developed with industrialisation. People very much identify with their local community. Sandwell is characterised by widespread deprivation with pockets of prosperity, for instance in Wednesbury and Smethwick. The borough is the 12th most deprived English local authority out of a total of 317.



OPPORTUNITIES

Although Sandwell has many challenges, we also have a significant number of opportunities that we aim to build on over the next five years, including the new Midland Metropolitan Hospital, the new Sandwell Aquatics Centre which will host the swimming and diving events for the 2022 Commonwealth Games, the extension to the West Midlands Metro line, HS2, many planned new homes, being part of the 5G testbed and bidding for major funding for three of our towns through the Stronger Towns Fund. This plan and our Inclusive Economy Deal will be focusing on the challenges for people, place and business and the opportunities we have to make a difference.





OUR TOWNS



OLDBURY

The population of Oldbury has grown by 3.9% since 2012. This is the same as the regional average and similar to the UK average, but slightly slower than the borough as a whole. Of the six towns, it is mid-rank in terms of population density, close to the borough average. It remains an industrial centre with

suburban neighbourhoods in the south. It includes the administrative centre of Sandwell. Oldbury has the highest number of jobs (38,600 jobs) and has experienced the highest job growth of all the towns over the past five years with 4,800 new jobs.

DID YOU KNOW?

Oldbury began as an Iron Age settlement and hill fort on the south-eastern slopes of the Rowley Hills, until its move to the current site of the town centre in the 15th century to take advantage of the improved road built between Birmingham, Dudley and Wolverhampton.

ROWLEY REGIS

Rowley Regis includes Rowley Village and settlements ringing the Rowley Hills including the towns of Blackheath, Cradley Heath and Old Hill. Its population is growing slowly at 1.4% – far below the borough, regional and UK averages. It has an older age profile than the West Midlands and UK and has the highest

proportion of over 65-year-olds and lowest proportion of under 19-year-olds of all the towns. Job growth in Rowley Regis has been modest at around 5%, bringing job numbers to 12,225. Rowley Regis has the lowest jobs density of the towns at 917 jobs per square kilometre.

DID YOU KNOW?

The highest point of the Black Country is Turners Hill, part of the Rowley Hills, now the location of digital radio transmission aerials. During WW2 it was the site of a heavy anti-aircraft battery protecting the Black Country and Birmingham from German air attack.

SMETHWICK



Smethwick was influenced by heavy post-war population loss after housing clearance in places like Windmill Lane, the town has grown by 7.5% since 2012, far outstripping the borough, regional and national average. It is the most densely populated town in Sandwell. It has a strong travel to work and retail relationship to Birmingham which is adjacent. It is ethnically highly diverse. Smethwick has the

youngest population with the highest proportion of young people aged 25 to 34 (22.7%) and lowest proportion of over 65-year-olds (10.7%), making it younger than the region and UK. With 19,900 jobs, employment growth in Smethwick has been lower than average at 4.5%, although it has the highest jobs density of the towns.

DID YOU KNOW?

Many of the Birmingham ironmasters moved to Smethwick and built grand houses with extensive gardens to escape the growing pollution of the city. Few survived the 19th century industrial growth, one noted exception being Lightwoods House and Park, now splendidly restored by the council.

TIPTON

Tipton is the second smallest town by population. It has grown by 4.4% since 2012, slightly under the borough average but higher than the West Midlands and UK. Tipton is the smallest town by area and has a relatively high population density. New build housing has been significant over the past 25 years. Demographically, Tipton is young

with a higher than average proportion of young residents and lower than average proportion of older residents. Employment growth in Tipton has been lower than the average at 5.1%, bringing the number of jobs to 11,950. Since 2013, there are an additional 255 businesses.

DID YOU KNOW?

Being about as far from the sea as anywhere in the UK (it's about 70 miles to the nearest coast) it is perhaps remarkable that the world's first iron ocean-going steamship was built in Tipton. This was the *Aaron Manby*, designed by Aaron Manby, owner of the Horseley Ironworks, in 1822.



OUR TOWNS



WEDNESBURY

Wednesbury is the smallest town and is growing slower than the regional and national average at 3%. Its population is slightly older than the Sandwell average, although it is still younger than the West Midlands and UK overall.

Despite being the smallest town by population, Wednesbury has a higher number of jobs than Rowley Regis and Tipton at 16,450. There has been very low employment growth of 2.7%, and business growth of 30.6% is slightly lower than the borough average.

DID YOU KNOW?

The earliest evidence for coal mining in the Black Country comes from Wednesbury, showing the industry was well-established in the town by the early 1300s. Extensive iron and pottery industries developed through the 1400s and 1500s, with Wednesbury's ceramic production so prolific the term 'Wedgework' ware came to be applied to a specific type of pottery produced not only in Wednesbury but across the Black Country.

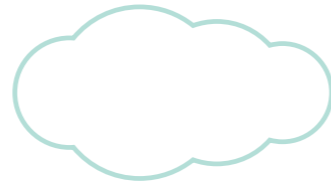
WEST BROMWICH

West Bromwich is the largest town by population size by area, giving it the lowest population density. It includes the main commercial and retail centre of Sandwell. Its housing markets include older terraced housing in the town centre, extensive council-built neighbourhoods to the north and the more affluent

suburban Great Barr area. It has the second oldest age profile with 16.6% of its population aged over 65. It has the second highest number of jobs at 36,400 and has experienced 6% employment growth since 2012. Its 2,430 businesses have experienced similar growth.

DID YOU KNOW?

West Bromwich was originally a scattered series of hamlets (known locally as 'ends') where pottery and metal working – nails, springs, locks and buckles and latterly guns – developed as cottage industries, exploiting the coal clay and ironstone found just beneath the surface.



SANDWELL VISION 2030

Sandwell has a clear vision for what the borough should look and feel like by 2030: **In 2030, Sandwell is a thriving, optimistic and resilient community.**

It's where we call home and where we're proud to belong - where we choose to bring up our families, where we feel safe and cared for, enjoying good health, rewarding work, feeling connected and valued in our neighbourhoods and communities, confident in the future, and benefiting fully from a revitalised West Midlands.

This plan sets out what the council will do to deliver Vision 2030 and Sandwell's 10 ambitions over the next five years. It is not intended to include an exhaustive list of all the functions of the council but sets out our priorities over the next five years.

Our Vision and everything we do is underpinned by our values - **Trust, Unity and Progress.**



Sandwell is a community where our families have high aspirations and where we pride ourselves on equality of opportunity and on our adaptability and resilience.



Sandwell is a place where we live healthy lives and live them for longer, and where those of us who are vulnerable feel respected and cared for.



Our workforce and young people are skilled and talented, geared up to respond to changing business needs and to win rewarding jobs in a growing economy.



Our children benefit from the best start in life and a high quality education throughout their school careers with outstanding support from their teachers and families.



Our communities are built on mutual respect and taking care of each other, supported by all the agencies that ensure we feel safe and protected in our homes and local neighbourhoods.



We have excellent and affordable public transport that connects us to all local centres and to jobs in Birmingham, Wolverhampton, the airport and the wider West Midlands.



We now have many new homes to meet a full range of housing needs in attractive neighbourhoods and close to key transport routes.



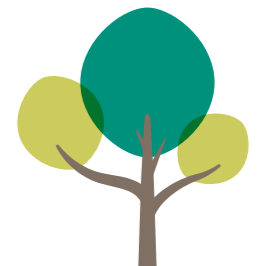
Our distinctive towns and neighbourhoods are successful centres of community life, leisure and entertainment where people increasingly choose to bring up their families.



Sandwell has become a location of choice for industries of the future where the local economy and high performing companies continue to grow.



Sandwell now has a national reputation for getting things done, where all local partners are focused on what really matters in people's lives and communities.





THE PLAN

Our engagement with local people and partners in developing Vision 2030 has been invaluable in helping the council shape this five year business plan – Big plans for a Great Place. The plan is not intended to provide an exhaustive list of everything we do as a council but sets out those outcomes that are strategically important for delivering Vision 2030.



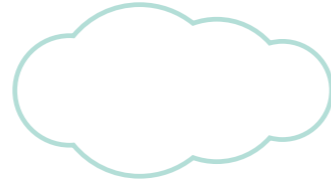
Big plans for a Great Place sets out six strategic outcomes. This is supported by our vision for one team, one council to create a modern efficient council to deliver this exciting agenda. This plan will provide the framework for delivery plans.

THE SIX OUTCOMES:

- The best start in life for children and young people
- People live well and age well
- Strong, resilient communities
- Quality homes in thriving neighbourhoods
- A strong and Inclusive Economy
- A connected and accessible Sandwell

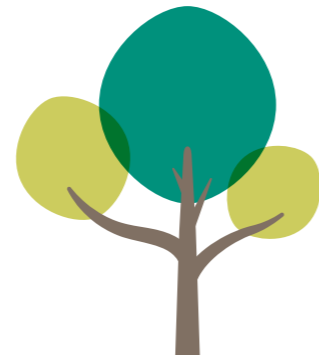
Realising our vision in Big Plans for a Great Place is a huge undertaking and will mean breaking the cycle of poverty, improving support and outcomes in a child's early years, increasing skills and education attainment, reducing health inequalities, creating an environment for more inclusive economic growth and ensuring all residents are able of benefiting from new opportunities.





OUR PARTNERSHIPS

One of our great strengths in Sandwell is our partnerships. We work with our partners to ensure our vulnerable residents are safe, to make sure our services are meeting people's needs and to look at how our services can be improved. The only way we can deliver our Vision for Sandwell is by everyone working together.



REGIONAL LEVEL

Sandwell plays a large part on the regional stage as one of seven constituent members of the **West Midlands Combined Authority (WMCA)**.

The WMCA is made up of 18 local authorities and three Local Enterprise Partnerships (LEPs). It aims to drive economic prosperity across the region and is one of our key partners for bringing forward opportunities both in Sandwell and for Sandwell people across the West Midlands.

At the Black Country level, we work in close partnership with the **Black Country Local Enterprise Partnership (BCLEP)**. The BCLEP is a joint private and public sector body created to drive forward economic development in the Black Country. It is focused on increasing employment and improving the levels of business and enterprise.

The council is working hand in glove with both the WMCA, BCLEP and our business partners to shape Sandwell and deliver the key regeneration priorities contained within this plan.

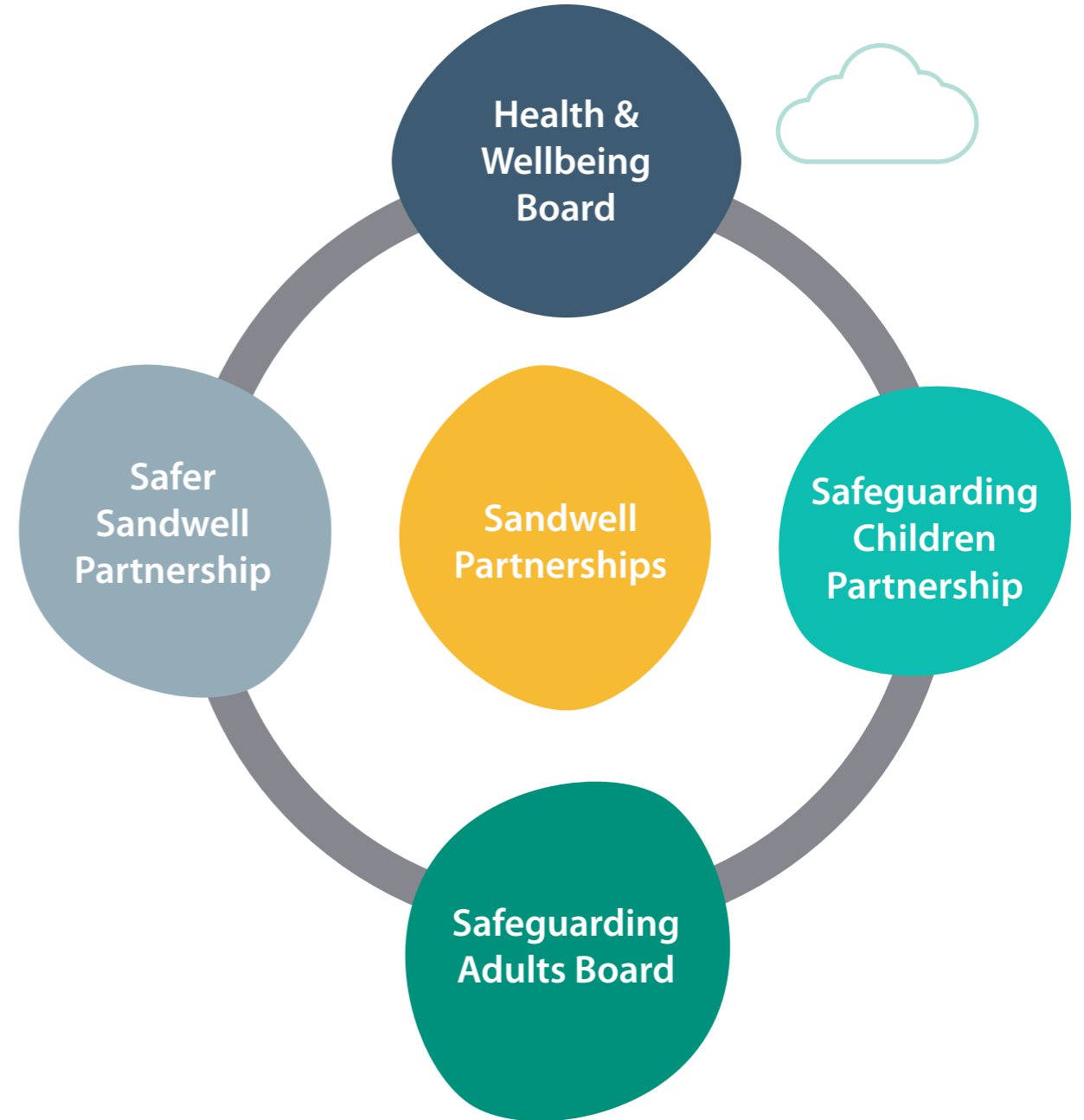
LOCAL LEVEL

Amongst a multitude of hard-working partnerships at the local level, we have four statutory partnerships that form the foundation of our collaborative working:

- Sandwell Health and Wellbeing Board
- Sandwell Children's Safeguarding Partnership
- Sandwell Safeguarding Adults Board
- Safer Sandwell Partnership

VOLUNTARY AND COMMUNITY SECTOR

Sandwell is immensely proud of its thriving local voluntary and community sector, who are key to the delivery our vision for the borough. Active and visible voluntary and community groups play a crucial role in building resilience in Sandwell and we will continue our long-standing history of working collaboratively.

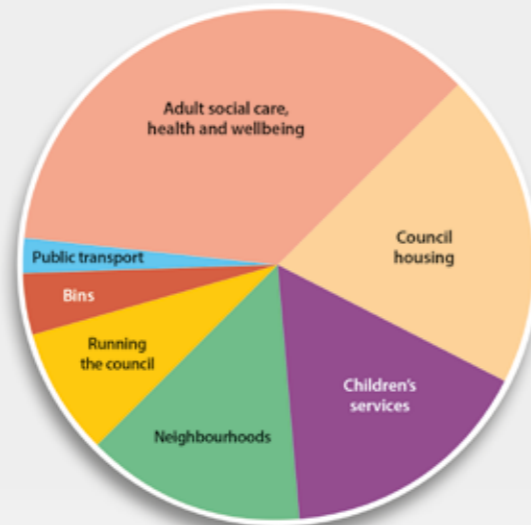


Where the council's money comes from



- Council housing rents **£118 million**
- Council tax **£104 million**
- Business rates **£99 million**
- Government business rates top up **£41 million**

What the council spends its money on



- Adult social care, health and wellbeing **£238 million**
- Council housing **£134 million**
- Children's services **£102 million**
- Neighbourhoods* **£90 million**
- Running the council and its services **£53 million**
- Bin collections, street cleaning and the tip **£27 million**
- Public transport **£13 million**

* Neighbourhoods includes roads, parks, museums, libraries, regeneration and community safety

MAKING IT HAPPEN

The diagram shows where the council's money comes from and where it is currently spent. We also distribute £349 million of government money to schools and academies to fund children's education. For the last 10 years, we have met the financial challenges of austerity and we will continue to manage our resources within the context of uncertain funding in the future.

To make this plan a reality we shall be aligning our resources to deliver on our priorities. We cannot do this alone, so we will make sure that we are working in tandem with our

partners to co-ordinate spending where possible. We will maximise our assets and build community wealth, spending more of the council's money with local businesses. This supports the local economy, it means more jobs and apprenticeships for local people – meaning more people earning, better spending power and more money going back into the economy. We want to hear from our residents when planning our spending and so we will be developing plans for involving the public in budget decision making.



OUR STRATEGIC OUTCOMES



THE BEST START IN LIFE
FOR CHILDREN AND
YOUNG PEOPLE



PEOPLE LIVE
WELL AND
AGE WELL



STRONG
RESILIENT
COMMUNITIES



QUALITY HOMES
IN THRIVING
NEIGHBOURHOODS



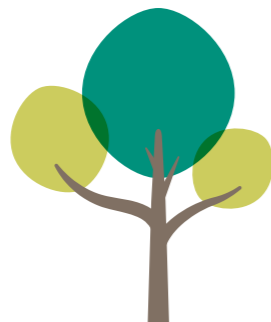
A STRONG AND
INCLUSIVE ECONOMY



A CONNECTED
AND ACCESSIBLE
SANDWELL

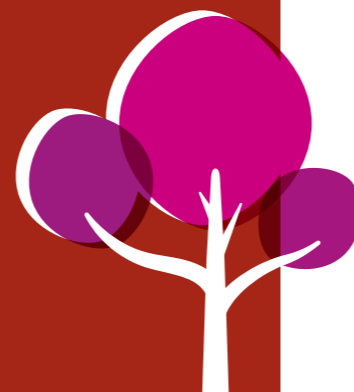


ONE TEAM,
ONE COUNCIL





THE BEST START IN LIFE FOR CHILDREN AND YOUNG PEOPLE



FIRST 1000 DAYS

The start of pregnancy to a child's second birthday provides the foundation for how children develop, grow and learn and their future life chances. It is also an important time for parents as they are particularly receptive to learning and making changes.

We know that compared to the rest of England, Sandwell has more births per 1,000 women, 37.3% of which are born to women who are not UK nationals.

We also know that more babies weigh less when born and that stillbirths and neonatal mortality levels are higher. High levels of poverty can impact nutrition which in turn affects brain development and the ability to do well in school and earn a good living. Our high number of children involved with social care services because of neglect is also most prevalent in the early years.

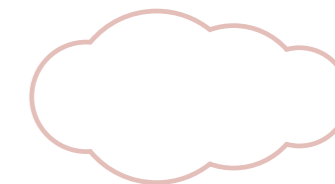
We want to make sure that Sandwell's children have the best possible start in life; the way that children are nourished and cared for in the early years, and particularly during the first 1,000 days of life, will support them in achieving a healthy and prosperous future.

The council cannot make a difference to these challenges on its own.

So, **we will bring together all partners to transform services by establishing an Early Years Transformation Academy.** We'll use this to work as one support system for families, weaving services together and increasing investment in the early years.

Working with maternity and midwifery services, GPs, health visitors, early years settings, children's centres, community organisations and specialist provision such as social care and inclusion services, **we will create new pathways for support that meet the needs of our residents and fill in the gaps in services for children aged 12-24 months.**

We will ensure that **culturally sensitive and accessible service hubs are in all six of our towns**, and that **community-led support is available** to families to help them understand how to best care for themselves and their unborn and very young children.



BEING READY FOR SCHOOL

We know that supporting families so their children are ready for the next stage in life is important. Children being ready for school, schools being ready for children and families and communities being able to support that readiness are vital.

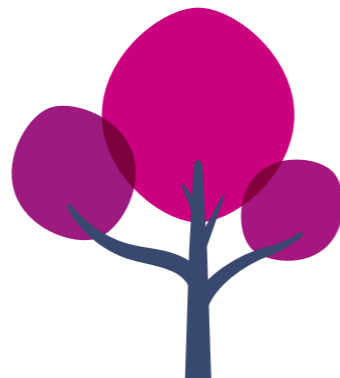
We know that the uptake of early learning and childcare provision is good in Sandwell, but the percentage of children achieving good outcomes at the end of the Early Years Foundation Stage is significantly below the England average.

Sandwell's children have poor language and communication skills because the percentage of children leaving the reception year with the communication, language and literacy skills they need to thrive is only 66.7% and Sandwell is ranked 144 out of 152 local authorities. We want to achieve the national target of 86% and so we will establish programmes that specifically address language development, in partnership with other

Black Country local authorities and this will include supporting improvements in home learning environments.

We will promote the importance of communication and language to parents, and we will provide earlier support to children who need it. We will ensure that professionals work together, across agencies, to develop their expertise in early childhood matters by delivering a multi-agency workforce development plan. We will seek additional support for social mobility projects that address early language, with an intention to increase aspiration and ability.

We also want parents to have great choices for their children's education in Sandwell – so we will provide enough good school places that offer families choice and confidence that their children can experience high quality education and achieve good outcomes.



CHILDREN AND FAMILIES THAT NEED MORE SUPPORT

We want to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives.

We will achieve this by being a council that understands the impact of adverse childhood experiences and trauma, with a workforce that provides services with compassion and understanding. We care about the children in our care and we will be a good Corporate Parent. We'll ensure that those children are fully a part of our 'family', receiving the support and opportunities that any parent would give their child.





PEOPLE LIVE WELL AND AGE WELL



HEALTHY LIVES

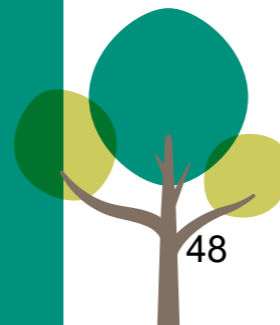
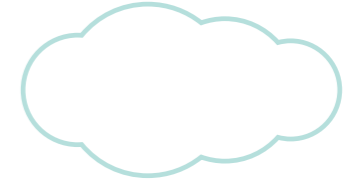
Having good health is essential to people feeling happy and living fulfilled lives.

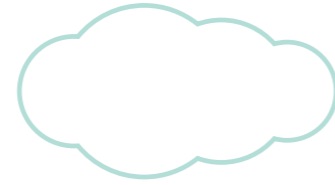
People are living longer but are often in poor health as they get older. Men experience a healthy life expectancy of 57.1 years and women 59 years. For homeless people, the average life expectancy is 47. We want people to live well for longer.

Research shows that spending time with other people is a great way to improve our health. Being

active, making healthy eating choices and having enough food are just as important. We want to create lots more community-based opportunities with local people and we will commission a range of public health services that make the most of Sandwell's assets (including leisure centres, libraries, parks, community centres, youth centres, museums, canals and Sandwell Valley). We look forward to delivering the Sandwell Aquatics Centre which will provide a state-of-the-art, world class, leisure centre for the people of Sandwell,

attracting people from the region and beyond. A healthy life can be more difficult to achieve for people in significant deprivation or experiencing crisis in their lives. We will support people through strong information, advice and guidance and our Local Welfare Provision. We will continue to support access to food through food banks and opportunities for children in school holidays.





CHOICE AND INDEPENDENCE

It is vital that people with care and support needs are enabled to make choices about the life they live. Being able to choose where you live, how you are supported, if you work or attend college and how you spend your free time are basic decisions that many people with care and support needs find it difficult to make without support.

For people who live on their own, the visit of a care worker can sometimes be the only person they see each day. Despite technology making conversation easier than ever, people with

care and support needs are often isolated and lonely within their communities.

We will ensure that the wellbeing of individuals is at the centre of all everything we do. This includes considering the physical, mental and emotional wellbeing of individuals when either receiving or providing care. We will help people make everyday choices around not just how they are supported, but also how they choose to live their lives.

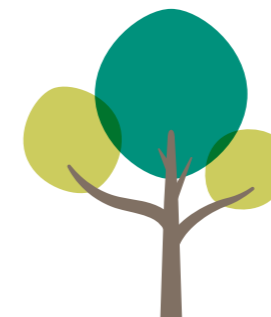


JOINED UP HEALTH AND SOCIAL CARE

Our priority is to join up health and social care so people don't fall through the cracks, this will mean their needs are being met and we can get things right first time. It will also mean that people will only need to tell their story once, time and effort is wasted when professionals don't talk to each other and share information.

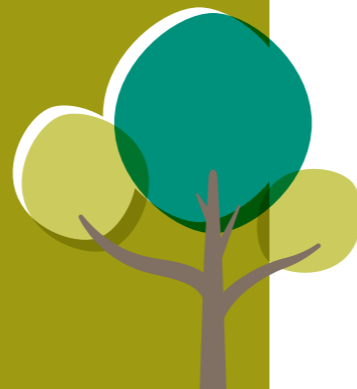
We will bring together health and social care staff to join up care and support.

We'll make sure that people don't stay in hospital for longer than they need to and we will share information across health and social care staff to reduce duplication.





STRONG RESILIENT COMMUNITIES

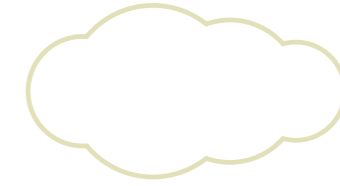


OUR TOWNS - CENTRES OF COMMUNITY LIFE

We have great ambitions for all our towns to become vibrant centres of community life. Sandwell is an area rich with heritage and culture, with historic town centres and a legacy of metalworking to celebrate. We're really proud of our six towns, of their differences and their diversity, we want to celebrate these differences and what makes them distinctive.

Our residents tell us that vibrant local towns are really important for encouraging families to stay and have pride in where they live. We will have ambitious plans in place to regenerate our towns and we will bid for the Stronger Towns Fund for West Bromwich, Smethwick and Rowley Regis.

Through working with the SHAPE Forum (our forum to listen to the voices of children and young people), we will make sure that our towns become welcoming places for young people

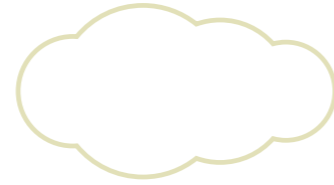


and that they have jobs, activities and facilities to give them a part in the local community.

We're really excited that 2020 will see the opening of our new hub for local services in Rowley Regis at Blackheath Library. This will bring together a number of council and partner services in one welcoming location. We'll continue to develop our plans around this for our other towns.

We have a proud history of supporting our voluntary sector and we want lots of activities taking place in our towns. We are investing in a small grants programme that will be run by the voluntary sector to achieve this. Over the next few years, we will make sure that our grant funding supports the priorities we're outlining in this plan.





CLEAN AND GREEN

Our residents tell us that creating a clean, attractive and safe living environment is a key priority. So too is developing a robust response to climate change. We know that poor environmental quality has a huge effect on people's health and wellbeing and that it impacts on the poorest in society.

The council has a key role in coordinating effective action at the local level to tackle this issue. The council has reduced carbon emissions associated with its buildings and street lighting by more than half since 2009/10, but there's much more to do. **We will bring together partners to deliver leadership and direction on the specific environmental issues in Sandwell, including air quality.** We will develop climate change plans that work towards **becoming carbon neutral by 2041.**



We will also work to **make our own housing stock greener** by implementing **minimum energy performance standards for existing and new build council homes** and **exemplar schemes for modern methods of construction.**

Sandwell has twelve parks and green spaces with prestigious Green Flag status. We will strive to maintain this status, whilst also working to **enhance our existing green and open spaces, create new places to play and committing to plant a tree for every child starting school** in Sandwell up to 2030. We will work to keep our streets clean from litter, waste and dog fouling.



SAFER COMMUNITIES

Feeling safe at home and in your community is fundamental to living well and to strong community relationships. Although Sandwell's violent crime and anti-social behaviour levels are similar to the national average, residents tell us that feeling safe is the most important thing for them and their families.

Using good local knowledge and area-based working such as tasking, our goal is to prevent violence, exploitation and abuse, reduce offending and reoffending, confront serious organised crime and protect and support affected people. Steps to foster resilience, shared understanding, support networks and cross-community working are also vital. We cannot do this alone; our partners are critical to this intelligence and prevention work. We will do this through the Safer Sandwell Partnership.

We need to enable people to keep themselves safe and develop our communities so that abuse is always

recognised and reported. We will strengthen our partnership approach through our Sandwell Safeguarding Adults Board, continue to raise public awareness about what abuse is and how they can report it, and work with our providers to make sure people receive the best quality care and support.

The Sandwell Children's Safeguarding Partnership vision is for all children to be safe at home and in their communities, where they are loved, cared for and have the stability to grow healthily and to achieve their ambitions. The Partnership will continue to raise awareness the child safeguarding is everybody's business, will ensure that everyone knows how to report concerns about child welfare, and will ensure that our workforce will be well trained to support children that need protection.

We want Sandwell to be a safe environment, whether that be the safety of our road network, our parks and open spaces, adequate street lighting or, for instance, that our residents do not get caught out by rogue traders.





QUALITY HOMES IN THRIVING NEIGHBOURHOODS



A HOME FOR EVERYONE

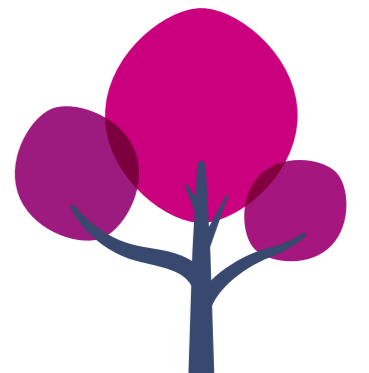
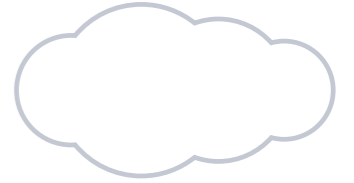
Having a warm, safe and secure home in an attractive environment is key for improving living standards. There are 133,000 homes in Sandwell and more than a fifth of those are managed by the council.

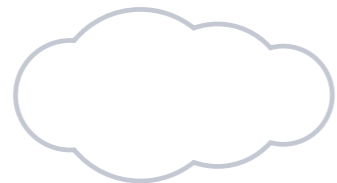
The council has an unrelenting commitment to continually improving our housing environment and housing services. A key challenge is addressing the mismatch between supply and demand for homes in some of our communities. We need to ensure there is the right mix for current and future needs and that we meet our ambitious expectations for greener, more environmentally friendly homes. In difficult funding and housing market



conditions we continue to have a very healthy council house building programme and to work productively with partners to deliver quality homes in Sandwell. We are rightly proud of our council house building programme and we are looking at options that will enable us to deliver more homes that meet our residents' needs.

By 2030, we aim to have **8,000 more new homes in the borough**. This will be a mix of council house building and homes built by registered housing providers and the private sector. We will also be working with our communities to explore the potential of community-led housing schemes and self-build. Our overall approach to growing





the quantity of homes will be driven by our Inclusive Economy principles, ensuring benefits to local people during construction and beyond.

The areas of **Friar Park in Wednesbury and Grove Lane, Smethwick**, offer great opportunities to create new communities at the highest standards of design and quality. We will ensure these new communities have access to good schools, health services and local amenities. Our plans for 90 new extra care apartments in Rowley Regis will create more supported accommodation, we know we need to build more and we will look to make this a reality. We will review the options for making these plans a reality, this will include a Council led delivery vehicle which allows the local authority to take a greater ownership of making more homes happen for the borough.

We will also **improve the quality of existing accommodation**. We have a long-established approach to ensure that our properties are safe places to live and we are reviewing our approach following the publication of the Hackitt Report and the first phase report into the Grenfell Tower disaster, which will include us establishing a Building Safety Board.

More than 4,000 Sandwell families or individuals declared themselves homeless in 2018-2019 and 65% of these were single people. We are a Housing First pilot area and we will ensure that entrenched rough sleepers benefit from this initiative and are able to access housing and support that will enable them to live more fulfilled lives. We will work to **identify the needs of the most vulnerable people** in Sandwell and work to support families who are at risk of becoming or who are homeless.

People with learning disabilities, autism and mental health needs and young people with complex support needs are often placed in residential services in their communities or many miles from their family's home. These placements have generally been made based upon the availability of services rather than the person's choice.

We will focus more of our ambitious house building programme on the needs of our children and young people who have complex needs and those who have been in care, so we have a good housing offer for them in Sandwell when they become adults. We will also focus more of our house building on the needs of people with learning disabilities, autism and mental health needs.





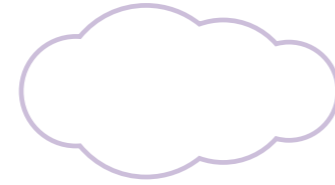
A STRONG AND INCLUSIVE ECONOMY



Sandwell is the third largest borough in the West Midlands with a population of almost 330,000 and a £6.3 billion economy, the largest in the Black Country. But for our size our economy is not yet punching its weight and reaching its full potential.

We will work together to create a strong and growing Sandwell, built on fairness. An economy where no one is left behind, that benefits everyone and where we build on the collective strengths of our community.





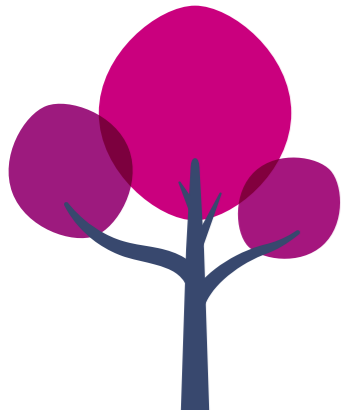
SANDWELL'S INCLUSIVE ECONOMY DEAL

Sandwell's Inclusive Economy Deal will be truly ground-breaking. Developed using evidence from the new State of the Borough report and extensive consultation, the deal will be a complementary document to this plan as are other council strategies which underpin the delivery of the Sandwell Plan. It will be co-produced by residents, the council, businesses and the voluntary sector. As a result, it will contain the commitments made by all these groups alongside the council's detailed commitments.

As part of this approach, we are committed to build our collective Community Wealth. Resources flow through the borough every day, many of these resources help make Sandwell strong and grow. But a lot of our resources also flow out of the borough

through the decisions we make. If we build our local resources and spend more of our money locally, this could make a huge impact on our local economy and our overall wellbeing. Our Community Wealth programme sets out the council's commitment to achieving more through our buying and economic power.

The council currently spends 15% of its contract money with suppliers in Sandwell. We want to do better. We are committed to leading our partners in Sandwell to make the most of all our assets, spend local wherever possible and make long-term investment decisions that benefit our borough. In this way we hope to retain more people, business and money in Sandwell, enabling us to grow and prosper from within.



PUTTING SANDWELL ON THE MAP

We have many exciting transformational opportunities to raise Sandwell's profile by capitalising on major new projects. The Commonwealth Games comes to Birmingham in 2022 and we are very excited to be hosting the swimming and diving events at the new Sandwell Aquatics Centre. The build for this incredible new leisure offer for Smethwick and the whole borough is under way.

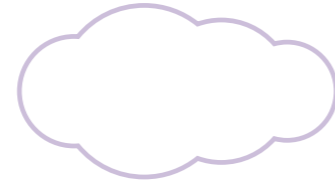
We want to use the Commonwealth Games as a catalyst for economic, wellbeing and cultural development, incorporating Sandwell Valley and other cultural venues as linked visitor attractions. Creating our Games Community will be a key theme in the run up to the Games.

We have aspirations to make Sandwell Valley a major cultural and tourist destination and we will work with our partners to make the best use of our canal network. To facilitate this, we will be developing culture and tourism strategies that will set out our key objectives and the outcomes we aspire to achieve.

Sandwell is also part of the UNESCO Black Country Geo Park project and this will be yet another opportunity to promote and celebrate Sandwell's unique history and geology.

We will work with our health partners to deliver the Midland Metropolitan Hospital and to maximise the significant regeneration benefits to the wider surrounding area. We will also deliver major new education facilities for Sandwell, for example a university presence and a facility for the City of Birmingham Symphony Orchestra. We want to work more closely with West Bromwich Albion Football Club and its international brand to develop shared opportunities.





A PROSPEROUS BUSINESS SECTOR

Sandwell has a diverse business community with strengths in manufacturing, logistics, health and social care as well as retail and wholesale. Those sectors together provide over 71,500 jobs and Sandwell is home to some fast-growing, high employment businesses.

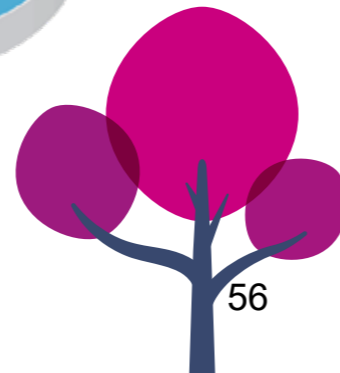
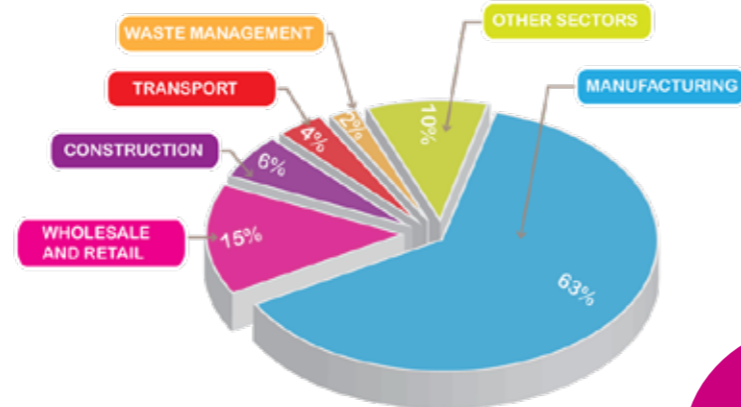
Whilst the business community in Sandwell is growing, we don't think we're growing fast enough. We want to strengthen our business sector so that local people can benefit from jobs that are stable and well paid. A thriving economy will attract new and small businesses and help keep Sandwell's employers in the area.

As a council, we really value our local businesses and want to continue to deliver high quality support that helps them thrive and prosper. Part of this is ensuring that local people have the skills and knowledge to fill any vacancies by offering local training and development opportunities – we want people to train in Sandwell, remain in Sandwell.



We know that giving people a real living wage and enough money in their pocket gives them stability and choice in their lives. Having good quality jobs that pay a real living wage will allow people to grow their own way out of poverty and build a stable future for themselves and their families

SANDWELL'S STRATEGIC COMPANY SECTORS



ASPIRATIONS, SKILLS AND ROUTES INTO JOBS

We know that there is no shortage of aspiration amongst Sandwell's young people but, as students move from Year 7 to Year 9, aspirations fall. This is because young people can't see how to achieve their goals.

We want our young people to have access to good jobs and we will work with education providers to guide young people to the pathways that enable them to meet their aspirations. We will do this through the provision of independent advice and guidance and greater promotion and integration of Sandwell's business community. We also know that people in work need support to upskill so that they can increase their earning potential. We want to develop plans for vulnerable groups and people who have not been engaged in learning for a significant period of time.

This includes young people with special educational needs and disabilities, young people who have been in care as well as homeless young people, to ensure that everyone in our community has the opportunity to get well-paid, stable employment.

As one of the biggest local employers we want to play our part. We will offer quality work experience placements within the council. We will increase the take up of apprenticeships particularly within small businesses in Sandwell through transferring some of the apprenticeship levy to that sector. We must ensure access to opportunity in that, no matter where jobs are located in the borough, our residents have the skills and transport links to make the journey. This also goes beyond Sandwell to ensure our residents can access roles from elsewhere while keeping Sandwell as their home.





A CONNECTED AND ACCESSIBLE SANDWELL



LOCATION, LOCATION, LOCATION

Sandwell is an important part of the West Midlands economy and partner of the West Midlands Combined Authority, we have a strategic location right in the heart of the West Midlands and are well connected both regionally and nationally. Sandwell's five motorway junctions, extensive canal network and 12 train stations are critical connectivity points. With easy access to Birmingham - as little as ten minutes by train - and Coventry.

Sandwell boasts impressive metro links and by 2022 will welcome a further link between Wednesbury and Dudley. Our national connectivity is strong with 96 minutes to both London and Manchester.

Location is a key anchor to our investment potential and an attractive offer for inward investment and existing businesses alike.

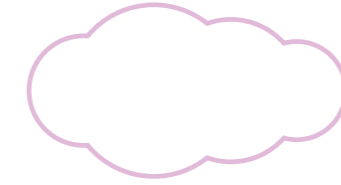
Recognising that transport can be a barrier to work, we will work with the WMCA to ensure that our

residents can access employment opportunities across the region particularly by public transport.

We are leading the delivery of the **Birchley Island transport scheme** in Oldbury, improving both strategic links and the journey times on the local rail network.

We are a partner in **Wednesbury-Brierley Hill West Midlands Metro Corridor** (£450million investment) which is the largest light rail project in Europe, and is coming to Wednesbury in 2021 creating a strategic link to Dudley and through West Bromwich to Birmingham.

We are also committed to enabling people to get around in a healthy and sustainable way which supports our health and wellbeing and our climate change strategies. We want to make sure that all public transport options available locally are as green as possible so we will lobby for clean green buses for our borough. We will be bringing forward a cycling and walking strategy to develop more routes particularly using our extensive canal network as a means for cycling and walking and invest in green infrastructure. In addition, our partnership work with the Canal and River Trust will enable us to make the best use of our waterways.



QUICKEST JOURNEY TIMES FROM SANDWELL TO:

London



Manchester





ONE TEAM, ONE COUNCIL

To deliver this ambitious plan we will create a modern, outstanding council, one where our organisational structure, business systems, process and people and cultural working practices are fully aligned to deliver our strategic outcomes. We will build a one team, one council ethos, breaking down departmental barriers and building collaborative team working.

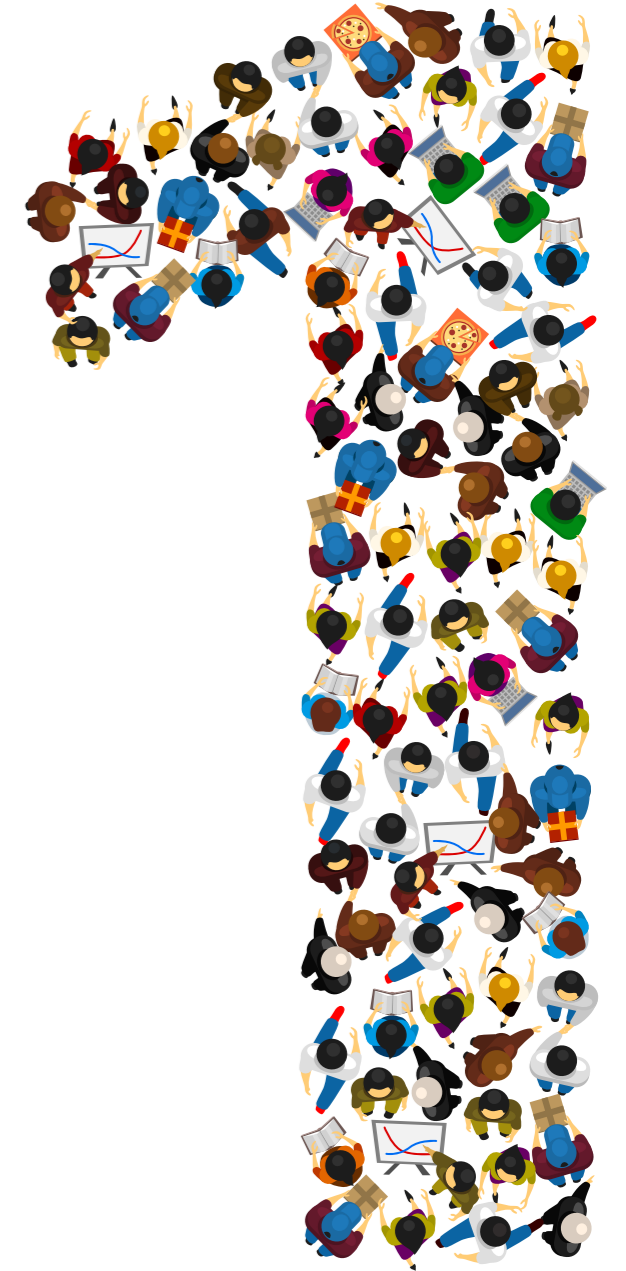


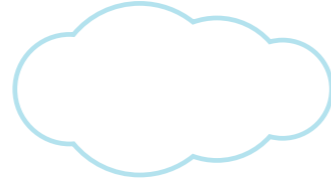
GREAT SERVICES

At the centre of everything we do are the services we provide on a day-to-day basis, the services that make life better for people in our communities.

We want to make sure that Sandwell people get a good quality, consistent level of service, however they choose to contact the council. Central to this is the development of our digital services. We already have more than 100,000 people signed up to using the MySandwell portal and this year we will be rolling out a range of other services, including a new solution for reporting repairs for council tenants.

A key part of this will be supporting those people who want help in improving their digital skills. Where people do need support to access services then we will ensure that adequate support is in place, so that there are no inequalities in people accessing services. We also want to learn from all of the experiences people have with us, so we can adapt and change to make sure we're doing the very best we can. We will review how we manage complaints within the council to make sure that when things don't go to plan, we put them right and learn from what has happened.





GREAT PLACE TO WORK

One of our many strengths as an organisation is our staff and their commitment to give Sandwell people the very best. We already have the Investors in People silver award, but we are committed to ensuring that we have the right type of environment and culture to enable creativity and collaboration to flourish. A skilled, diverse, motivated and healthy workforce is key to this success.

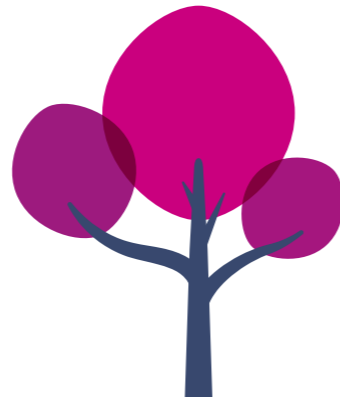
We already have successful work experience, apprenticeship, intern and graduate programmes and we will promote these to local people.

We will create a modern workplace and give staff technological tools that encourage creativity, collaboration and transformation

and which 'just work'. This will be achieved through our Workplace Vision programme, Technology Modernisation programme and Oracle project.

We want our staff to be highly skilled and we will invest in a range of opportunities, qualifications and experiences for our workforce. We will continue the roll-out of our leadership development programmes to create Sandwell's leaders of the future.

We take the health and wellbeing of our employees very seriously and offer staff an extensive occupational health service and support. Building on our recently introduced mental health toolkit, we will continue to grow our support to staff and managers to achieve positive mental health.



MAKING THE MOST OF OUR RESOURCES

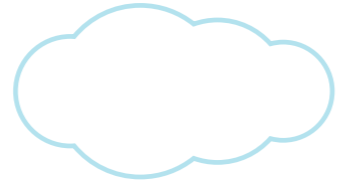
The end of austerity has been promised by Government, but the £180m a year we have lost since 2010 is not going to be replaced and we continue to face significant pressures as a result of increasing demand for our social care services.

The need to deliver efficiency savings will continue, as will the need to maintain a robust level of reserves. This plan has been developed alongside our medium-term financial strategy.

We want as much of the council's money as possible to be spent locally on delivering great services, whilst also supporting our climate change aspirations and helping us to transform the way we work.

As central government funding has reduced, the need to maximise the amount of income we collect has become increasingly important. We already have the best council tax collection rate of any metropolitan council in the country, but we need to maintain high collection rates to deliver the aspirations in this plan. We will also reduce the amount of money that we spend behind the scenes on things such as buildings, storage and cash transaction costs.





LISTENING, LEARNING, AND ACCOUNTABLE

We will listen to and work alongside Sandwell residents and partners to make sure that everything we do is focused on achieving the best outcomes. We have already started through our extensive consultation around Vision 2030 and our forthcoming Inclusive Economy Deal. During 2020 we will undertake wide-ranging consultation about our future budget planning priorities. If our plans aren't working, or aren't changing things quickly enough, we will learn from this and adapt. A strong focus on evidence will help us with this challenge.

We want to make sure that vulnerable groups who find it difficult to make their voices heard, influence and shape all of our plans and decisions and those of our partners. We will continue to invest in our SHAPE forum

as a key way for us to listen and respond to the voices of children and young people. We will continue to support the Sandwell Ambassadors Forum to give the business community a strong voice.

We will bring forward plans for a decision-making framework that helps us to achieve our Inclusive Economy objectives and consider the impact of our decisions on key groups and on our climate change aspirations. This will ensure robust, open and transparent decision making.

We will publish our progress against this plan.



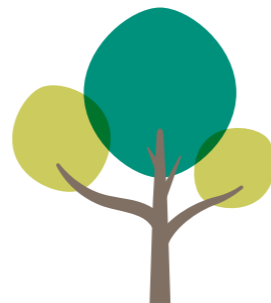
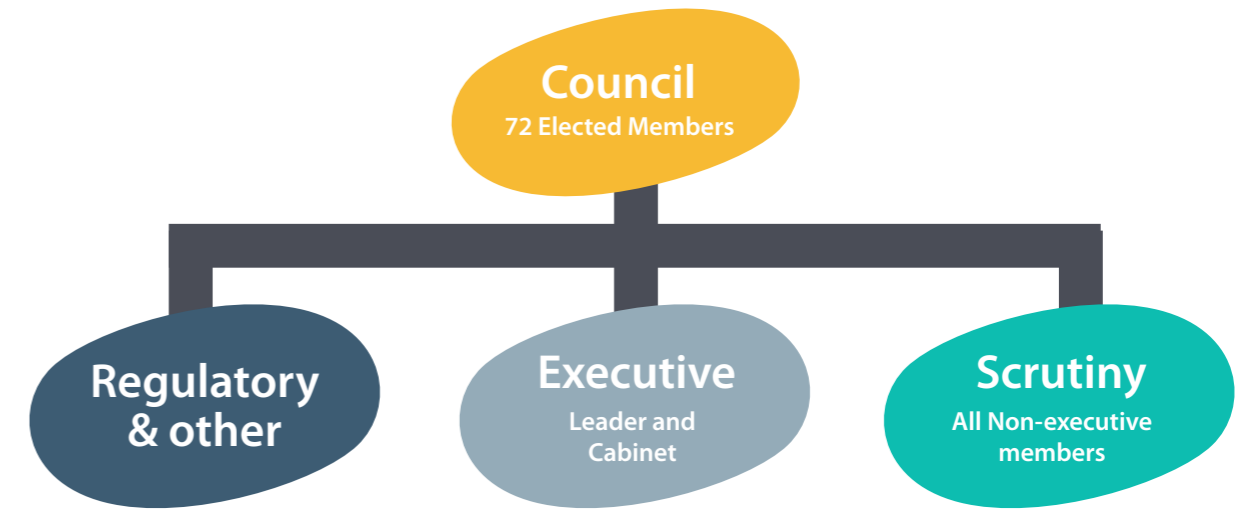
GOVERNANCE AND ACCOUNTABILITY

Good governance is at the heart of what we do and is essential for us if we are to achieve our Vision, our strategic outcomes and to drive improvement within our organisation. Good governance is about how the council ensures that it is doing things right, in the right way, for the right people, in a timely, inclusive, open, honest and accountable way.

In Sandwell we have 72 elected members that represent Sandwell's 24 wards. Together these councillors make up Full Council. They also have specific roles in various arms of the organisation such as the Executive, Scrutiny or Regulatory (planning, licensing, audit):-

We will make sure that the council's decisions are transparent, informed and effective, and that there is proper and robust challenge to decision-making to ensure that our residents feel confident and assured that they are getting the very best services and support possible. To achieve this we want to make sure that residents, businesses and other interested parties can hold us to account and know which decisions we are making and why, and that they have the opportunity to engage or participate if they wish.

We know that the council will need to flex and change to meet the challenges ahead. We will work with our partners and communities to meet these challenges. We need to ensure that we have the intelligence to adapt and that we learn effectively from our own and from residents' experiences so that we make changes that make real differences to the lives of the residents and communities we serve.



WEST BROMWICH

WEDNESBURY

OLDBURY

TIPTON

ROWLEY REGIS

SMETHWICK



DIRECTORATE PLANNING - WHOLE BUDGET 2019/2023

Directorate: Adult Social Care, Health & Wellbeing	Directors: Stuart Lackenby Neil Cox Lisa McNally
Total No. of Units: 10	

SUMMARY SHEET

Context:
The Adult Social Care, Health and Wellbeing Directorate incorporates Adult Social Care, Public Health and Regulatory Services. The directorate's aims are to help people live as independently as possible, to improve health and wellbeing and to keep people safe from the risk of harm, fraud and abuse.

Unit Description:	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Management Team	2,298	3,259	(1,954)	(6,289)
Business Management	3,852	3,864	3,862	3,862
Social Work & Therapy	5,739	5,726	5,740	5,753
External Placements	62,818	63,676	66,044	68,408
Integrated Hub	1,214	619	624	629
Direct Services	5,715	6,439	6,458	6,478
Commissioning	4,128	4,224	4,275	4,327
Better Care Fund	0	0	0	0
Regulated Services & Transformation	3,259	3,596	3,568	3,539
Public Health	97	97	97	97
* Total Net Target Budget:	89,120	91,500	88,714	86,804
* Staffing Levels:	1,263	1,257	1,257	1,230
* Total Full Time Equivalents	1,022	1,027	1,027	1,006

Summary of Target Budget	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	33,507	37,316	35,128	32,862
Premises	1,272	1,343	1,370	1,399
Transport	721	709	715	721
Supplies & Services	71,547	74,702	71,639	69,638
Third Party	103,397	108,294	110,854	113,414
Transfer Payments	10,926	10,624	10,728	10,834
Capital Charges	5,530	5,530	5,530	5,530
Total Gross Expenditure	226,900	238,518	235,964	234,398
INCOME:-				
Specific Grants	48,996	52,657	52,658	52,657
Partner Contributions	30,516	31,430	31,431	31,431
Fees & Charges	16,513	17,114	17,451	17,796
Charges to Other Council Areas	38,170	42,232	42,125	42,125
Other	3,585	3,585	3,585	3,585
Total Income	137,780	147,018	147,250	147,594
Net Target Budget	89,120	91,500	88,714	86,804

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

DIRECTORATE	UNIT:		Service Director:	
Adult Social Care, Health & Wellbeing	Management Team		Stuart Lackenby	
Context:				
The Management Team includes the staffing budgets for Directors and Service Managers. The service is faced with a significant funding gap which is being partly managed by the application of time-limited resources from historic under spends; the budgetary impact of these issues are reflected within this area.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	(4,178)	(2,210)	(4,472)	(6,738)
Premises	0	0	0	0
Transport	1	1	1	1
Supplies & Services	6,206	5,200	2,250	181
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	429	429	429	429
Total Gross Expenditure	2,458	3,420	(1,792)	(6,127)
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	160	161	162	162
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	160	161	162	162
Net Expenditure - GRAND TOTAL	2,298	3,259	(1,954)	(6,289)
Staffing Levels:	20	20	20	20
Total Full Time Equivalent	18	18	18	18
DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Business Management		Kay Murphy	
Context:				
Business Management includes service wide business support, the ASC system administration and a range of financially orientated services which deal with payments, social care charging and safeguarding vulnerable people's assets.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	3,823	3,900	3,900	3,900
Premises	0	0	0	0
Transport	9	8	8	8
Supplies & Services	548	491	495	500
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	4,380	4,399	4,403	4,408
INCOME:-				
Specific Grants	113	114	115	115
Partner Contributions	0	0	0	0
Fees & Charges	249	254	259	264
Charges to Other Council Areas	166	167	167	167
Other	0	0	0	0
Total Income	528	535	541	546
Net Expenditure - GRAND TOTAL	3,852	3,864	3,862	3,862
Staffing Levels:	134	137	137	137
Total Full Time Equivalent	118	121	121	121

DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Social Work & Therapy		Karen Emms	
Context:				
The community and mental health social work teams, the ASC enquiry service, therapy services and private sector housing improvement team.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	10,122	10,410	10,410	10,410
Premises	488	489	495	501
Transport	83	83	84	85
Supplies & Services	1,045	795	803	811
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	4,858	4,858	4,858	4,858
Total Gross Expenditure	16,596	16,635	16,650	16,665
INCOME:-				
Specific Grants	38	39	39	39
Partner Contributions	58	61	61	61
Fees & Charges	72	74	75	77
Charges to Other Council Areas	7,104	7,150	7,150	7,150
Other	3,585	3,585	3,585	3,585
Total Income	10,857	10,909	10,910	10,912
Net Expenditure - GRAND TOTAL	5,739	5,726	5,740	5,753
Staffing Levels:	230	227	227	227
Total Full Time Equivalent	210	211	211	211
DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	External Placements		Karen Emms	
Context:				
Externally commissioned packages of care and support for adults with assessed care needs.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	0	0	0	0
Premises	0	0	0	0
Transport	61	60	61	62
Supplies & Services	238	238	241	243
Third Party	82,647	89,850	92,388	94,927
Transfer Payments	10,786	10,484	10,587	10,691
Capital Charges	0	0	0	0
Total Gross Expenditure	93,732	100,632	103,277	105,923
INCOME:-				
Specific Grants	2,250	5,750	5,750	5,750
Partner Contributions	4,668	4,668	4,668	4,668
Fees & Charges	13,561	14,103	14,380	14,662
Charges to Other Council Areas	10,435	12,435	12,435	12,435
Other	0	0	0	0
Total Income	30,914	36,956	37,233	37,515
Net Expenditure - GRAND TOTAL	62,818	63,676	66,044	68,408
Staffing Levels:	0	0	0	0
Total Full Time Equivalent	0	0	0	0

DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Integrated Hub		Vacant	
Context:				
The social work team supporting hospital discharges and the Short Term Assessment & Reablement Team (STAR) which provides time limited support for people in their own home following a stay in hospital.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	7,060	6,465	6,465	6,465
Premises	149	149	150	152
Transport	114	114	115	116
Supplies & Services	223	223	226	228
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	10	10	10	10
Total Gross Expenditure	7,556	6,961	6,966	6,971
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	6,342	6,342	6,342	6,342
Other	0	0	0	0
Total Income	6,342	6,342	6,342	6,342
Net Expenditure - GRAND TOTAL	1,214	619	624	629
Staffing Levels:	249	247	247	247
Total Full Time Equivalent	193	192	192	192
DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Direct Services		Colin Marsh	
Context:				
A range of directly provided care services, community meals and the prevention equipment store.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	8,039	8,721	8,721	8,721
Premises	391	404	421	440
Transport	162	162	163	164
Supplies & Services	1,940	1,940	1,958	1,976
Third Party	48	48	49	49
Transfer Payments	0	0	0	0
Capital Charges	150	150	150	150
Total Gross Expenditure	10,730	11,425	11,462	11,500
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	135	138	138	138
Fees & Charges	860	877	895	913
Charges to Other Council Areas	4,020	3,971	3,971	3,971
Other	0	0	0	0
Total Income	5,015	4,986	5,004	5,022
Net Expenditure - GRAND TOTAL	5,715	6,439	6,458	6,478
Staffing Levels:	337	336	336	336
Total Full Time Equivalent	253	255	255	255

DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Commissioning		Chris Guest	
Context:				
The commisisioning team and the budgets for a range of commissioned activity including carers and voluntary sector grants				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	1,373	1,470	1,470	1,470
Premises	0	0	0	0
Transport	6	6	6	6
Supplies & Services	2,956	2,957	2,986	3,015
Third Party	2,060	2,060	2,081	2,102
Transfer Payments	140	140	141	143
Capital Charges	22	22	22	22
Total Gross Expenditure	6,557	6,655	6,706	6,758
INCOME:-				
Specific Grants	105	107	107	106
Partner Contributions	0	0	0	0
Fees & Charges	7	7	7	8
Charges to Other Council Areas	2,317	2,317	2,317	2,317
Other	0	0	0	0
Total Income	2,429	2,431	2,431	2,431
Net Expenditure - GRAND TOTAL	4,128	4,224	4,275	4,327
Staffing Levels:	29	29	29	29
Total Full Time Equivalent	27	27	27	27
DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Better Care Fund		Chris Guest	
Context:				
A Pool Budget hosted by the local authority and managed in partnership with the Sandwell & West Birmingham CCG. The main focus is the management of patient flow through the promotion of independence, hospital avoidance and timely discharge.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	998	998	998	998
Premises	28	53	53	53
Transport	0	0	0	0
Supplies & Services	34,329	39,986	39,986	39,986
Third Party	18,642	16,336	16,336	16,336
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	53,997	57,373	57,373	57,373
INCOME:-				
Specific Grants	22,345	22,345	22,345	22,345
Partner Contributions	25,368	26,228	26,228	26,228
Fees & Charges	0	0	0	0
Charges to Other Council Areas	6,284	8,800	8,800	8,800
Other	0	0	0	0
Total Income	53,997	57,373	57,373	57,373
Net Expenditure - GRAND TOTAL	0	0	0	0
Staffing Levels:	8	8	8	8
Total Full Time Equivalent	8	8	8	8

DIRECTORATE	UNIT:		Service Manager:	
Adult Social Care, Health & Wellbeing	Regulated Services & Transformation		Nicola Plant	
Context:				
Support to service transformation projects throughout the directorate and a range of advice, inspection and enforcement services to maintain and improve the safety of people who live and work within Sandwell.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	4,962	5,402	5,402	5,403
Premises	83	108	110	111
Transport	278	269	271	273
Supplies & Services	677	517	521	525
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	33	33	33	33
Total Gross Expenditure	6,033	6,329	6,337	6,345
INCOME:-				
Specific Grants	84	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,764	1,799	1,835	1,872
Charges to Other Council Areas	926	934	934	934
Other	0	0	0	0
Total Income	2,774	2,733	2,769	2,806
Net Expenditure - GRAND TOTAL	3,259	3,596	3,568	3,539
Staffing Levels:	200	200	200	173
Total Full Time Equivalent	144	144	144	123
DIRECTORATE	UNIT:		Service Director:	
Adult Social Care, Health & Wellbeing	Public Health		Lisa McNally	
Context:				
Public Health seeks to improve the health and wellbeing of Sandwell residents through reducing health inequalities and protecting the borough from public health hazards such as infectious diseases and environmental threats.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	1,308	2,160	2,234	2,233
Premises	133	140	141	142
Transport	7	6	6	6
Supplies & Services	23,385	22,355	22,173	22,173
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	28	28	28	28
Total Gross Expenditure	24,861	24,689	24,582	24,582
INCOME:-				
Specific Grants	24,061	24,302	24,302	24,302
Partner Contributions	127	174	174	174
Fees & Charges	0	0	0	0
Charges to Other Council Areas	576	116	9	9
Other	0	0	0	0
Total Income	24,764	24,592	24,485	24,485
Net Expenditure - GRAND TOTAL	97	97	97	97
Staffing Levels:	56	53	53	53
Total Full Time Equivalent	51	51	51	51

DIRECTORATE PLANNING - WHOLE BUDGET 2019/2022

Directorate: Children's Services

Director: Lesley Hagger

Total Number of Units: 5

SUMMARY SHEET

Context:

Children's Services provides Early Help, Education, Skills and Employment support for the children and young people of Sandwell. The service consists of two interconnected areas: Early Help and Education, Skills and Employment. From 1 April 2018, the Children's Social Care element of Children's Services will be delivered by Sandwell's Children's Trust which is independent to the council.

Unit Description:	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Director of Education and Employment	9,421	9,434	9,374	9,372
Education Support Services	1,664	1,729	1,729	1,729
Learning Improvement	3,104	3,321	3,321	3,321
Inclusive Learning	3,204	3,260	3,260	3,260
Director of Children's Services	6,344	6,763	6,794	6,832
Sandwell Children's Trust	62,041	58,199	59,849	61,457
* Total Net Target Budget:	85,778	82,706	84,327	85,971
* Staffing Levels:	419	424	424	424
* Total Full Time Equivalents	315	312	312	312

Summary of Divisional Target Budget	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	12,689	13,030	12,970	12,968
Premises	1,010	1,018	1,018	1,018
Transport	2,858	2,841	2,841	2,841
Supplies & Services	6,591	6,465	6,496	6,534
Third Party	65,009	67,073	68,723	70,331
Transfer Payments	0	0	0	0
Capital Charges	11,290	11,290	11,290	11,290
Total Gross Expenditure	99,447	101,717	103,338	104,982
INCOME:-				
Specific Grants	4,116	9,743	9,743	9,743
Partner Contributions	0	0	0	0
Fees & Charges	1,149	1,001	1,001	1,001
Other	1,929	3,734	3,734	3,734
Recharges - Non GRF	6,475	4,533	4,533	4,533
Total Income	13,669	19,011	19,011	19,011
Net Target Budget	85,778	82,706	84,327	85,971

DIRECTORATE: Children's Services	UNIT: Director of Education and Employment	Service Manager: Chris Ward		
Context The Director of Education and Employment is responsible for the delivery of the following key services: <ul style="list-style-type: none"> • Education Support Services • Learning Improvement • Inclusive Learning 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	238	197	137	135
Premises	0	0	0	0
Transport	1	1	1	1
Supplies & Services	11	11	11	11
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	10,845	10,845	10,845	10,845
Total Gross Expenditure	11,095	11,054	10,994	10,992
INCOME:-				
Specific Grants	138	138	138	138
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Other	0	0	0	0
Recharges - Non GRF	1,536	1,482	1,482	1,482
Total Income	1,674	1,620	1,620	1,620
Net Expenditure - GRAND TOTAL	9,421	9,434	9,374	9,372
Staffing Levels:	2	2	2	2
Total Full Time Equivalent	2	2	2	2

DIRECTORATE: Children's Services	UNIT: Education Support Services	Service Manager: Sue Moore		
Context: Education Support Services encompasses 4 discreet service areas all of which contribute to the education directorate's objectives of learning support and school improvement across Sandwell. These service areas are: • <ul style="list-style-type: none"> • School Organisation and Development (which has a responsibility for forecasting pupil numbers and planning and providing new, quality school places) • Attendance and Prosecution (which supports pupils, families and schools in improving attendance) • School admissions and appeals (undertakes a coordinating role between all admission authorities, assisting parents in making realistic preferences and supporting the appeals process) • Education Benefits (supporting families and schools in assessing free school meal eligibility and entitlement to transport) and Residential Centres (providing residential placements for children at 4 out of borough centres) 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	3,961	4,115	4,115	4,115
Premises	237	245	245	245
Transport	268	268	268	268
Supplies & Services	810	780	780	780
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	283	283	283	283
Total Gross Expenditure	5,559	5,691	5,691	5,691
INCOME:-				
Specific Grants	32	32	32	32
Partner Contributions	0	0	0	0
Fees & Charges	190	196	196	196
Other	1,929	3,734	3,734	3,734

Recharges - Non GRF	1,744	0	0	0
Total Income	3,895	3,962	3,962	3,962
Net Expenditure - GRAND TOTAL	1,664	1,729	1,729	1,729
Staffing Levels:	126	123	123	123
Total Full Time Equivalent	109	106	106	106

DIRECTORATE: Children's Services	UNIT: Learning Improvement	Service Manager: Andrew Timmins
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Context:

School Improvement provides challenge and support for all phases including primary, secondary, special schools and pupil referral units. The team is made up of around 9 school improvement advisers.

Post 16 Education includes a number of areas including Employment and Skills, Connexions and Adult Services.

Early Years covers all aspects of work relating to children up to the age of 5 including nursery funding for 2 year olds.

Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	6,538	6,479	6,479	6,479
Premises	46	46	46	46
Transport	58	40	40	40
Supplies & Services	1,754	1,750	1,750	1,750
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	66	66	66	66
Total Gross Expenditure	8,462	8,381	8,381	8,381
INCOME:-				
Specific Grants	1,944	1,944	1,944	1,944
Partner Contributions	0	0	0	0
Fees & Charges	905	751	751	751
Other	0	0	0	0
Recharges - Non GRF	2,509	2,365	2,365	2,365
Total Income	5,358	5,060	5,060	5,060
Net Expenditure - GRAND TOTAL	3,104	3,321	3,321	3,321
Staffing Levels:	182	191	191	191
Total Full Time Equivalent	162	160	160	160

DIRECTORATE: Children's Services	UNIT: Inclusive Learning	Service Manager: Chris Ward
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Context

Inclusive Learning supports vulnerable children and young people to achieve positive outcomes and engage in learning. In order to achieve this, it provides a number of key services. These include:

- Inclusion Support provides advice guidance, information and support to parents, carers and schools regarding children and young people who may have a broad spectrum of special educational needs
- Exclusions Service enabling the local authority to dispatch its statutory responsibilities in relation to the exclusion of school aged pupils
- SEN Home to School Transport

Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	902	958	958	958
Premises	63	63	63	63
Transport	2,521	2,521	2,521	2,521
Supplies & Services	175	175	175	175
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	3,661	3,717	3,717	3,717
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Other	0	0	0	0

Recharges - Non GRF	457	457	457	457
Total Income	457	457	457	457
Net Expenditure - GRAND TOTAL	3,204	3,260	3,260	3,260
Staffing Levels:	14	16	16	16
Total Full Time Equivalent	12	14	14	14

DIRECTORATE:	UNIT:		Service Manager:	
Children's Services	Director of Children's Services		Lesley Hagger	
Context:				
Director of Children's Services includes the following key services:				
<ul style="list-style-type: none"> • Director of Children's Services and Client Team • Children's Centres • Other Commissioned Services • Youth Services 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	1,050	1,281	1,281	1,281
Premises	664	664	664	664
Transport	10	11	11	11
Supplies & Services	3,841	3,749	3,780	3,818
Third Party	966	1,245	1,245	1,245
Transfer Payments	0	0	0	0
Capital Charges	96	96	96	96
Total Gross Expenditure	6,627	7,046	7,077	7,115
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	54	54	54	54
Other	0	0	0	0
Recharges - Non GRF	229	229	229	229
Total Income	283	283	283	283
Net Expenditure - GRAND TOTAL	6,344	6,763	6,794	6,832
Staffing Levels:	95	92	92	92
Total Full Time Equivalent	30	30	30	30

DIRECTORATE:	UNIT:		Service Manager:	
Sandwell Childrens Trust	Director of Children's Services		Lesley Hagger	
Context:				
Director of Children's Services includes the following key services:				
<ul style="list-style-type: none"> • Sandwell Childrens Trust Contract 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees				
Premises				
Transport				
Supplies & Services				
Third Party	64,043	65,828	67,478	69,086
Transfer Payments				
Capital Charges				
Total Gross Expenditure	64,043	65,828	67,478	69,086
INCOME:-				
Specific Grants	2,002	7,629	7,629	7,629
Partner Contributions				
Fees & Charges				
Other				
Recharges - Non GRF				
Total Income	2,002	7,629	7,629	7,629
Net Expenditure - GRAND TOTAL	62,041	58,199	59,849	61,457
Staffing Levels:				

Total Full Time Equivalent				
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DIRECTORATE PLANNING - WHOLE BUDGET 2019/2023

V01

Directorate: Housing & Communities	Director: Alan Caddick
Total No. of Units: 4	

SUMMARY SHEET

Context:				
Housing and Communities passion is to improve Sandwell for our young people growing up here and ensuring our residents are happy and healthy in their homes and neighbourhoods. We will continue to work closely with our communities to encourage families and individuals to build strong, resilient, self-reliant communities with real influence on local decisions, able to do more for themselves which is key especially with ever reducing local authority budgets.				
Unit Description:	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Housing Management	2,725	2,793	2,813	2,838
Tourism, Culture & Leisure	10,162	10,357	10,385	9,486
Commercial Services	3,975	4,039	3,881	3,742
Business Excellence	1,747	1,520	1,570	1,530
* Total Net Target Budget:	18,609	18,709	18,649	17,596
* Staffing Levels:	530	529	529	529
* Total Full Time Equivalents	433	435	435	435

Summary of Target Budget	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	15,094	15,572	15,572	15,572
Premises	2,943	3,007	3,038	3,149
Transport	2,008	2,064	1,986	1,902
Supplies & Services	7,521	6,320	6,452	6,507
Third Party	4,402	4,474	4,518	3,563
Transfer Payments	0	0	0	0
Capital Charges	5,509	5,509	5,508	5,508
Total Gross Expenditure	37,477	36,946	37,074	36,201
INCOME:-				
Specific Grants	4,080	3,627	3,627	3,627
Partner Contributions	1,167	790	790	790
Fees & Charges	4,908	4,943	5,045	5,143
Charges to Other Council Areas	8,713	8,877	8,963	9,045
Other	0	0	0	0
Total Income	18,868	18,237	18,425	18,605
Net Target Budget	18,609	18,709	18,649	17,596

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

DIRECTORATE Housing & Communities	UNIT: Housing Management	Service Manager: Nigel Collumbell		
Context: This includes the development of relationships with the voluntary and community sector especially linked to community centres. The service includes community safety, Prevent, emergency planning with contributions to CCTV and ASB. This service provides homelessness support and manages traveller sites, council garages and locality working in the borough. This unit includes the provision of welfare advice administered by the Welfare Rights team.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	3,469	3,560	3,560	3,560
Premises	1,272	1,283	1,295	1,314
Transport	23	21	21	22
Supplies & Services	4,082	3,302	3,342	3,378
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	294	294	293	293
Total Gross Expenditure	9,140	8,460	8,511	8,567
INCOME:-				
Specific Grants	2,815	2,362	2,362	2,362
Partner Contributions	1,134	757	757	757
Fees & Charges	933	933	951	970
Charges to Other Council Areas	1,533	1,615	1,628	1,640
Other	0	0	0	0
Total Income	6,415	5,667	5,698	5,729
Net Expenditure - GRAND TOTAL	2,725	2,793	2,813	2,838
Staffing Levels	106	108	108	108
Total Full Time Equivalent	96	100	100	100

DIRECTORATE Housing & Communities	UNIT: Tourism, Culture & Leisure	Service Manager: Jane Lilystone		
Context: This includes the libraries and archives service, museums and arts, PE & Sports including the contractual payments to Sandwell Leisure Trust and Places Leisure. It also includes Sandwell Valley and Shows & Events.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	4,504	4,636	4,636	4,636
Premises	1,177	1,216	1,229	1,296
Transport	55	55	56	56
Supplies & Services	1,637	1,620	1,635	1,667
Third Party	4,402	4,474	4,518	3,563

Transfer Payments	0	0	0	0
Capital Charges	2,304	2,304	2,304	2,304
Total Gross Expenditure	14,079	14,305	14,378	13,522
INCOME:-				
Specific Grants	1,208	1,208	1,208	1,208
Partner Contributions	33	33	33	33
Fees & Charges	1,823	1,854	1,890	1,925
Charges to Other Council Areas	853	853	862	870
Other	0	0	0	0
Total Income	3,917	3,948	3,993	4,036
Net Expenditure - GRAND TOTAL	10,162	10,357	10,385	9,486
Staffing Levels	197	197	197	197
Total Full Time Equivalent	133	132	132	132

DIRECTORATE	UNIT:	Service Manager:
Housing & Communities	Commercial Services	Vacant

Context:

This service maintains the public parks and green spaces including prestige sites such as Dartmouth Park. It delivers the grounds maintenance service for the borough and includes the centralised costs of the fleet service for the council. It includes the client side monitoring of the waste contract with Serco.

Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	4,737	4,832	4,832	4,832
Premises	419	433	438	462
Transport	1,928	1,986	1,907	1,822
Supplies & Services	1,105	984	993	1,002
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	2,535	2,535	2,535	2,535
Total Gross Expenditure	10,724	10,770	10,705	10,653
INCOME:-				
Specific Grants	57	57	57	57
Partner Contributions	0	0	0	0
Fees & Charges	2,030	2,033	2,079	2,120
Charges to Other Council Areas	4,662	4,641	4,688	4,734
Other	0	0	0	0
Total Income	6,749	6,731	6,824	6,911
Net Expenditure - GRAND TOTAL	3,975	4,039	3,881	3,742
Staffing Levels	146	144	144	144
Total Full Time Equivalent	133	132	132	132

DIRECTORATE	UNIT:	Service Manager:
Housing & Communities	Business Excellence	Nicky Denston

Context:

This includes the corporate contact centre and the provision of the One Stop Shop reception service at Oldbury. It includes the local managed town grants and director managed budgets.

Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
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	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Employees	2,384	2,544	2,544	2,544
Premises	75	75	76	77
Transport	2	2	2	2
Supplies & Services	697	414	482	460
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	376	376	376	376
Total Gross Expenditure	3,534	3,411	3,480	3,459
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	122	123	125	128
Charges to Other Council Areas	1,665	1,768	1,785	1,801
Other	0	0	0	0
Total Income	1,787	1,891	1,910	1,929
Net Expenditure - GRAND TOTAL (1)	1,747	1,520	1,570	1,530
Staffing Levels	81	80	80	80
Total Full Time Equivalent	71	71	71	71

(1) (Totals to be transferred to overall summary doc.)

Total Housing & Communities	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	15,094	15,572	15,572	15,572
Premises	2,943	3,007	3,038	3,149
Transport	2,008	2,064	1,986	1,902
Supplies & Services	7,521	6,320	6,452	6,507
Third Party	4,402	4,474	4,518	3,563
Transfer Payments	0	0	0	0
Capital Charges	5,509	5,509	5,508	5,508
Total Gross Expenditure	37,477	36,946	37,074	36,201
INCOME:-				
Specific Grants	4,080	3,627	3,627	3,627
Partner Contributions	1,167	790	790	790
Fees & Charges	4,908	4,943	5,045	5,143
Charges to Other Council Areas	8,713	8,877	8,963	9,045
Other	0	0	0	0
Total Income	18,868	18,237	18,425	18,605
Net Expenditure - GRAND TOTAL (1)	18,609	18,709	18,649	17,596
Staffing Levels	530	529	529	529
Total Full Time Equivalent	433	435	435	435

Directorate: Housing Revenue Account (HRA)	Director: Alan Caddick
Total No. of Units: 9	

SUMMARY SHEET

Context:				
The HRA is split into 8 distinct areas, with the main operational costs being split between 4 service managers that have a HRA and General Fund split. All costs and income relating to the provision of HRA services are contained within these 8 areas.				
Unit Description:	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Asset Management & Maintenance	34,855	37,867	38,998	40,176
Business Excellence	3,227	3,339	3,378	3,418
Commercial Services	4,187	4,377	4,439	4,501
Corporate HRA	19,905	19,715	19,943	20,321
Housing Management	10,851	11,853	12,123	12,401
PFI	(245)	(644)	(452)	(242)
Rents & Other Charges	(111,340)	(113,783)	(116,032)	(117,972)
SLA	7,020	7,435	7,435	7,435
* Total Net Target Budget:	(31,540)	(29,841)	(30,168)	(29,962)
* Staffing Levels:	903	917	917	917
* Total Full Time Equivalents	828	876	876	876

Summary of Target Budget	Target Budget 2018/19 £'000	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000
Employees	37,002	38,255	39,335	40,445
Premises	2,527	2,422	2,422	2,422
Transport	2,141	2,113	2,113	2,113
Supplies & Services	40,680	41,813	42,658	43,539
Third Party	498	498	503	508
Transfer Payments	0	0	0	0
Capital Charges	15,495	16,700	16,911	17,273
Total Gross Expenditure	98,343	101,801	103,942	106,300
INCOME:-				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	122,479	124,125	126,558	128,673
Charges to Other Council Areas	1,691	1,804	1,839	1,876
Other	0	0	0	0
Total Income	129,883	131,642	134,110	136,262
Net Target Budget	(31,540)	(29,841)	(30,168)	(29,962)

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Asset Management & Maintenance		Service Manager: Steve Greenhouse	
Context: This service area is responsible for the repairs of and maintenance of the housing stock, along with the ongoing improvements associated with the capital programme				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	19,590	20,733	21,350	21,986
Premises	1,497	1,397	1,397	1,397
Transport	1,950	1,919	1,919	1,919
Supplies & Services	14,286	16,230	16,790	17,379
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	37,323	40,279	41,456	42,681
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	2,057	2,044	2,083	2,122
Charges to Other Council Areas	411	368	375	383
Other	0	0	0	0
Total Income	2,468	2,412	2,458	2,505
Net Expenditure - GRAND TOTAL	34,855	37,867	38,998	40,176
Staffing Levels:	491	495	495	495
Total Full Time Equivalent	475	491	491	491

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Business Excellence		Service Manager: Nicky Denston	
Context: This service provides support to the HRA for strategic development, performance monitoring & customer contact				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	1,200	1,319	1,358	1,398
Premises	0	0	0	0
Transport	3	3	3	3
Supplies & Services	2,024	2,017	2,017	2,017
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	3,227	3,339	3,378	3,418
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL	3,227	3,339	3,378	3,418
Staffing Levels:	29	29	29	29
Total Full Time Equivalent	28	28	28	28

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Commercial Services	Service Manager: Max Cookson		
Context: This service looks after the cleaning of high rise blocks, along with the grounds maintenance on HRA services				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	2,651	2,890	2,976	3,063
Premises	75	75	75	75
Transport	150	153	153	153
Supplies & Services	2,522	2,501	2,502	2,502
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	5,398	5,619	5,706	5,793
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,208	1,239	1,264	1,289
Charges to Other Council Areas	3	3	3	3
Other	0	0	0	0
Total Income	1,211	1,242	1,267	1,292
Net Expenditure - GRAND TOTAL	4,187	4,377	4,439	4,501
Staffing Levels:	111	121	121	121
Total Full Time Equivalent	96	102	102	102

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Corporate HRA	Service Manager: Darren Carter		
Context: This includes non operational costs such as capital financing charges & pension liabilities.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	3,796	2,501	2,518	2,534
Premises	125	125	125	125
Transport	3	3	3	3
Supplies & Services	493	393	393	393
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	15,495	16,700	16,911	17,273
Total Gross Expenditure	19,912	19,722	19,950	20,328
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	7	7	7	7
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	7	7	7	7
Net Expenditure - GRAND TOTAL	19,905	19,715	19,943	20,321
Staffing Levels:	3	3	3	3
Total Full Time Equivalent	2	2	2	2

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Housing Management		Service Manager: Nigel Collumbell	
Context: This service is responsible for the management of local offices and letting of the Housing stock. It also includes income management services along with ASB & CCTV.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	9,706	10,812	11,133	11,464
Premises	522	522	522	522
Transport	34	34	34	34
Supplies & Services	2,749	2,783	2,783	2,783
Third Party	498	498	503	508
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	13,509	14,649	14,975	15,311
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,381	1,363	1,391	1,420
Charges to Other Council Areas	1,277	1,433	1,461	1,490
Other	0	0	0	0
Total Income	2,658	2,796	2,852	2,910
Net Expenditure - GRAND TOTAL	10,851	11,853	12,123	12,401
Staffing Levels:	268	269	269	269
Total Full Time Equivalent	226	253	253	253

DIRECTORATE Housing Revenue Account (HRA)	UNIT: PFI		Service Manager: Trevor Fields	
Context: The management of the PFI stock is carried out by Riverside, with the contract running until 2031. The unitary fee is payable from here, along with the grant received from Central Government.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	59	0	0	0
Premises	53	53	53	53
Transport	1	1	1	1
Supplies & Services	9,546	9,338	9,622	9,914
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	9,659	9,392	9,676	9,968
INCOME:-				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	4,191	4,323	4,415	4,497
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	9,904	10,036	10,128	10,210
Net Expenditure - GRAND TOTAL	(245)	(644)	(452)	(242)
Staffing Levels:	1	0	0	0
Total Full Time Equivalent	1	0	0	0

DIRECTORATE Housing Revenue Account (HRA)	UNIT: Rents & Other Charges		Service Manager: Darren Carter	
Context: This includes rental income from council properties and expenditure mainly relates to a provision for bad debts.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	0	0	0	0
Premises	255	250	250	250
Transport	0	0	0	0
Supplies & Services	2,040	1,116	1,116	1,116
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	2,295	1,366	1,366	1,366
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	113,635	115,149	117,398	119,338
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	113,635	115,149	117,398	119,338
Net Expenditure - GRAND TOTAL	(111,340)	(113,783)	(116,032)	(117,972)
Staffing Levels:	0	0	0	0
Total Full Time Equivalent	0	0	0	0

DIRECTORATE Housing Revenue Account (HRA)	UNIT: SLA		Service Manager: Darren Carter	
Context: This is budgets for agreed internal support towards the HRA including ICT, Finance & HR				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies & Services	7,020	7,435	7,435	7,435
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	7,020	7,435	7,435	7,435
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL	7,020	7,435	7,435	7,435
Staffing Levels:	0	0	0	0
Total Full Time Equivalent	0	0	0	0

DIRECTORATE PLANNING - WHOLE BUDGET 2019/2023

V01

Directorate: Regeneration & Growth	Director: Amy Harhoff
Total No. of Units: 5	

Context:
The directorate vision is to create an environment that supports sustainable economic growth and the physical and cultural development of Sandwell. Our collective aim is to make Sandwell a great place to live, work and visit and a place that offers opportunities for everyone to thrive. The work of the regeneration and growth directorate underpins the delivery of the 2030 ambitions and enables Sandwell to grow and develop on a local, regional and national level.

Unit Description:	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Growth & Spatial Planning	2,058	1,909	1,910	1,912
Development Planning & Building Control	538	483	453	422
Strategic Assets & Land Service	4,066	4,580	4,605	4,638
Highways Services	14,803	15,003	15,304	15,701
Regeneration & Growth Management	1,058	679	683	687
* Total Net Target Budget:	22,523	22,654	22,955	23,360
* Staffing Levels:	414	430	430	430
* Total Full Time Equivalents	329	333	333	333

Summary of Target Budget	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	13,607	14,418	14,418	14,418
Premises	11,175	11,261	11,515	11,823
Transport	248	249	251	253
Supplies & Services	15,591	14,669	15,156	15,736
Third Party	15	15	15	15
Transfer Payments	1	1	1	1
Capital Charges	10,204	10,204	10,204	10,204
Total Gross Expenditure	50,841	50,817	51,560	52,450
INCOME:-				
Specific Grants	174	173	173	174
Partner Contributions	488	488	488	488
Fees & Charges	18,591	17,993	18,340	18,728
Charges to Other Council Areas	9,065	9,509	9,604	9,700
Other	0	0	0	0
Total Income	28,318	28,163	28,605	29,090
Net Target Budget	22,523	22,654	22,955	23,360

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

DIRECTORATE Neighbourhoods	UNIT: Growth & Spatial Planning		Service Manager: Tammy Stokes	
Context: This includes regeneration, strategic policy, transportation, housing and partnerships.				
Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Employees	1,906	2,073	2,073	2,073
Premises	0	0	0	0
Transport	10	10	10	10
Supplies & Services	1,099	885	893	902
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	3,015	2,968	2,976	2,985
INCOME:-				
Specific Grants	135	135	135	135
Partner Contributions	338	338	338	338
Fees & Charges	65	97	99	101
Charges to Other Council Areas	419	489	494	499
Other	0	0	0	0
Total Income	957	1,059	1,066	1,073
Net Expenditure - GRAND TOTAL	2,058	1,909	1,910	1,912
Staffing Levels:	41	43	43	43
Total Full Time Equivalent	39	41	41	41

DIRECTORATE Neighbourhoods	UNIT: Development Planning & Building Control		Service Manager: John Baker	
Context: This includes development management, building consultancy, systems and services and land charges.				
Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Employees	1,949	1,927	1,927	1,927
Premises	2	2	2	2
Transport	10	10	10	10
Supplies & Services	249	249	251	253
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	3	3	3	3
Total Gross Expenditure	2,213	2,191	2,193	2,195
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,578	1,610	1,641	1,673
Charges to Other Council Areas	97	98	99	100
Other	0	0	0	0
Total Income	1,675	1,708	1,740	1,773
Net Expenditure - GRAND TOTAL	538	483	453	422
Staffing Levels:	49	49	49	49
Total Full Time Equivalent	46	45	45	45

DIRECTORATE Neighbourhoods	UNIT: Strategic Assets & Land Service		Service Manager: David Harris	
Context: This includes asset management, facilities management, urban design and building services, development and commercial property and markets.				
Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Employees	6,443	6,814	6,814	6,814
Premises	10,387	10,458	10,744	11,058
Transport	49	49	49	49
Supplies & Services	4,319	4,073	4,094	4,133
Third Party	5	5	5	5
Transfer Payments	1	1	1	1
Capital Charges	1,508	1,508	1,508	1,508
Total Gross Expenditure	22,712	22,908	23,215	23,568
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	135	135	135	135
Fees & Charges	11,945	11,274	11,487	11,737
Charges to Other Council Areas	6,566	6,919	6,988	7,058
Other	0	0	0	0
Total Income	18,646	18,328	18,610	18,930
Net Expenditure - GRAND TOTAL	4,066	4,580	4,605	4,638
Staffing Levels:	205	211	211	211
Total Full Time Equivalent	163	164	164	164

DIRECTORATE Neighbourhoods	UNIT: Highways Services		Service Manager: Robin Weare	
Context: This includes car parking, flood protection, highways maintenance, road casualty reduction, highways planning and development, engineers and highways consultancy and traffic management and road safety.				
Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Employees	3,003	3,278	3,278	3,278
Premises	786	801	769	763
Transport	179	180	182	184
Supplies & Services	9,183	9,120	9,572	10,097
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	8,694	8,694	8,694	8,694
Total Gross Expenditure	21,845	22,073	22,495	23,016
INCOME:-				
Specific Grants	39	38	38	39
Partner Contributions	15	15	15	15
Fees & Charges	5,005	5,014	5,115	5,218
Charges to Other Council Areas	1,983	2,003	2,023	2,043
Other	0	0	0	0
Total Income	7,042	7,070	7,191	7,315
Net Expenditure - GRAND TOTAL	14,803	15,003	15,304	15,701
Staffing Levels:	115	123	123	123
Total Full Time Equivalent	78	80	80	80

DIRECTORATE Neighbourhoods	UNIT: Regeneration & Growth Management		Service Manager: Amy Harhoff	
Context:				

This relates to budgets directly controlled by the Regeneration & Growth director including the contribution to the Black Country Consortium

Target Budget Line	Target Budget	Target Budget	Target Budget	Target Budget
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Employees	307	327	327	327
Premises	0	0	0	0
Transport	0	0	0	0
Supplies & Services	741	342	346	350
Third Party	10	10	10	10
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	1,058	679	683	687
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL	1,058	679	683	687
Staffing Levels:	4	4	4	4
Total Full Time Equivalent	4	4	4	4

DIRECTORATE PLANNING - WHOLE BUDGET 2019/2022

Directorate: Resources	Director: Darren Carter
Total No. of Units: 5	

SUMMARY SHEET

Divisional Context:

The Resources directorate consists of five distinct areas providing a range of functions both front facing and back office.

With both budget cuts and current and forthcoming changes in legislation the council is going through a massive transformation right now. The functions currently in Resources have a wide range of both internal and external customers with conflicting needs and priorities. These services need to be resilient but flexible enough, in order that they can rise to the challenge of continuous change so that they can shape, influence and drive the council forward.

Unit Description:	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Directorate	443	421	419	417
Change and Communications	1,220	1,213	1,210	1,207
Revenues and Benefits and ICT	8,783	7,817	7,775	7,733
Finance	3,475	3,584	3,567	3,550
Law and Governance	37	552	466	380
Human Resources	3,665	3,120	3,097	3,073
Total Net Target Budget:	17,623	16,707	16,534	16,360
Staffing Levels:	720	719	717	717
Total Full Time Equivalents	687	684	682	682

Summary of Divisional Target Budget	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	27,796	28,856	28,860	28,864
Premises	630	569	525	548
Transport	121	111	112	113
Supplies & Services	9,132	7,579	7,589	7,664
Third Party	1,043	966	974	982
Transfer Payments	-	-	-	-
Capital Charges	1,468	1,468	1,596	1,596
Total Gross Expenditure	40,190	39,549	39,656	39,767
INCOME:-				
Specific Grants	2,598	2,573	2,573	2,573
Partner Contributions	918	918	930	942
Fees & Charges	10,457	10,968	11,170	11,377
Interest	-	-	-	-
Recharges	8,594	8,383	8,449	8,515
Total Income	22,567	22,842	23,122	23,407
Net Expenditure	17,623	16,707	16,534	16,360

Central Items				
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The Services provided within the Division are delivered through a range of service units and teams. The above information provides an overview of the structure of the Division and highlights the level of financial resources allocated to deliver the services that we provide.

Directorate: Resources	UNIT: Directorate		Service Manager: Darren Carter	
Divisional Context: The Resources directorate consists of five distinct areas providing a range of functions both front facing and back office. <ul style="list-style-type: none"> • Revenues and Benefits and ICT • Law and Governance • Finance • Change and Communications • Human Resources 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	585	533	533	533
Premises	-	-	-	-
Transport	3	1	1	1
Supplies & Services	13	6	6	6
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
Total Gross Expenditure	601	540	540	540
INCOME:-				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	44	6	6	6
Interest	-	-	-	-
Recharges	114	113	115	117
Total Income	158	119	121	123
Net Expenditure	443	421	419	417
Staffing Levels:	9	9	9	9
Total Full Time Equivalent	9	9	9	9

Directorate: Resources	UNIT: Change and Communications		Vacant	
Divisional Context:				
The Change and Communications team is made up of three divisions, who deliver a wide range of excellent services to all the communities of Sandwell:				
<ul style="list-style-type: none"> • Change team • Communications • Service Improvement 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	1,422	1,405	1,405	1,405
Premises	-	-	-	-
Transport	4	4	4	4
Supplies & Services	160	167	168	169
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	1	1	1	1
Total Gross Expenditure	1,587	1,577	1,578	1,579
INCOME:-				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	24	22	22	22
Interest	-	-	-	-
Recharges	343	342	346	350
Total Income	367	364	368	372
Net Expenditure	1,220	1,213	1,210	1,207
Staffing Levels:	31	30	30	30
Total Full Time Equivalent	30	29	29	29

Directorate: Resources	UNIT: Revenues and Benefits and ICT		Service Manager: Sue Knowles	
Divisional Context: Revenues and Benefits provide the following services: <ul style="list-style-type: none"> • The billing and collection of Council Tax and Non Domestic Rates • General debt recovery • Cashier services • Administration of Housing Benefit, Local Council Tax Reduction, Discretionary Housing Payments and Local Welfare Provision Information and Communication Technology (ICT) is responsible for a range of activities ranging from the development and review of the council's ICT Strategy to the day-to-day support and maintenance of the ICT infrastructure.				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	9,944	10,319	10,319	10,319
Premises	10	10	10	10
Transport	19	19	20	21
Supplies & Services	5,152	3,492	3,523	3,555
Third Party	1,031	966	974	982
Transfer Payments	-	-	-	-
Capital Charges	1,333	1,333	1,333	1,333
Total Gross Expenditure	17,489	16,139	16,179	16,220
INCOME:-				
Specific Grants	2,598	2,573	2,573	2,573
Partner Contributions	918	918	930	942
Fees & Charges	2,076	2,031	2,058	2,086
Interest	-	-	-	-
Recharges	3,114	2,800	2,843	2,886
Total Income	8,706	8,322	8,404	8,487
Net Expenditure	8,783	7,817	7,775	7,733
Staffing Levels:	287	288	286	286
Total Full Time Equivalent	271	273	271	271

Directorate: Resources	UNIT: Finance		Service Manager: Rebecca Griffiths	
Divisional Context:				
Financial Services comprises three areas, all of which are vital in ensuring the financial stability of the council. the three areas are:-				
<ul style="list-style-type: none"> • Finance, incorporating (1) Financial Reporting & Systems and (2) Financial Management • Audit, Fraud and Risk • Procurement 				
	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	4,878	5,044	5,044	5,044
Premises	-	-	-	-
Transport	10	9	9	9
Supplies & Services	408	392	397	402
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
Total Gross Expenditure	5,296	5,445	5,450	5,455
INCOME:-				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	519	440	445	450
Interest	-	-	-	-
Recharges	1,302	1,421	1,438	1,455
Total Income	1,821	1,861	1,883	1,905
Net Expenditure	3,475	3,584	3,567	3,550
Staffing Levels:	109	106	106	106
Total Full Time Equivalent	106	102	102	102

Directorate: Resources	UNIT: Law and Governance	Service Manager: Surjit Tour		
Divisional Context: Law and Governance Services comprises three divisions, delivering a wide range of excellent services to all the communities of Sandwell: <ul style="list-style-type: none"> • Legal Services • Governance Services • Registration Services 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	6,419	7,097	7,097	7,097
Premises	620	559	515	538
Transport	84	78	78	78
Supplies & Services	1,320	1,617	1,573	1,593
Third Party	12	0	0	0
Transfer Payments	-	-	-	-
Capital Charges	134	134	262	262
Total Gross Expenditure	8,589	9,485	9,525	9,568
INCOME:-				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	6,226	7,002	7,128	7,257
Interest	-	-	-	-
Recharges	2,326	1,931	1,931	1,931
Total Income	8,552	8,933	9,059	9,188
Net Expenditure	37	552	466	380
Staffing Levels:	148	161	161	161
Total Full Time Equivalent	143	154	154	154

Directorate: Resources	UNIT: Human Resources		Service Manager: Richard Luckman	
Divisional Context: Human Resources comprise three divisions, delivering a wide range of excellent services to the council: <ul style="list-style-type: none"> • Head of Service which comprises, Learning & Development, Advisory and Resourcing/OH & Employee Benefits Scheme • Business partners & Policy • Transactional 				
Target Budget Line	Target Budget 2019/20 £'000	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000
Employees	4,548	4,458	4,462	4,466
Premises	-	-	-	-
Transport	1	-	-	-
Supplies & Services	2,079	1,905	1,922	1,939
Third Party	-	-	-	-
Transfer Payments	-	-	-	-
Capital Charges	-	-	-	-
Total Gross Expenditure	6,628	6,363	6,384	6,405
INCOME:-				
Specific Grants	-	-	-	-
Partner Contributions	-	-	-	-
Fees & Charges	1,568	1,467	1,511	1,556
Interest	-	-	-	-
Recharges	1,395	1,776	1,776	1,776
Total Income	2,963	3,243	3,287	3,332
Net Expenditure	3,665	3,120	3,097	3,073
Staffing Levels:	136	125	125	125
Total Full Time Equivalent	129	118	118	118

Communication and Engagement Plan

1) Short Term

MARKETING CHANNELS (INTERNAL) – weeks 1, 2 and 3 after approval at Council

Item	Date/Description
Screensaver to promote corporate plan and staff engagement dates/staff conference	11 March – 20 March
Intranet Pages	Ready to go live on 11 March
David's Digest	13 March
EMT Message	13 March
Staff news	20 March
Staff Briefing (in Chamber for 30 minutes)	w/c 9 or w/c 16 March
Managers digital resources	11 March – 20 March
Directors Management Teams	For Directors to start prepping service managers for delivery plan phase.
Digital screens OCH/PP/RL	
Yammer	To be used in conjunction as appropriate

2) Medium Term

STAFF ENGAGEMENT ACTIVITY – MARCH – MAY 2020

Item	Date/Description
One Team: One Council Conference	W/C 23 March / 30 March/6 April
FED Seminar	W/C 20 April or earlier if possible More in-depth session for top 400 people in the organisation. Opportunity for early work on developing the delivery plans.

3) Longer Term

Embedding within the organisation

Item	Date/Description
Map Corporate Plan to existing Council Policy and Strategy.	Assess current correlation to existing plans and identify gaps – required to help inform Delivery Plan Phase.
Staff Appraisal Process	Amend key documents to reflect Corporate Plan and Strategic Outcomes, work with HR to develop.
Linking training and development activity to the Corporate Plan	Use Artemis as means to induct all staff in the new corporate plan. Link further FED activities to the ongoing process of delivery against the plan e.g. action learning sets Design additional sessions as part of the programme of training and development for members.

Governance and Accountability	Define and agree governance around delivery against the plan and embed into business planning activity throughout the year
Performance and Intelligence	Working with existing performance teams, establish fit for purpose performance management and devise approach for keeping staff and members informed of progress, celebrating success in structured way around the plan.
Link corporate plan with wider organisational development	Develop organisational development plan aligned to the delivery of the Corporate Plan and communicate activity to all staff.

4) Engagement with Partners

Item	Date/Description
Share new plan and strategic outcomes with partners	Four Strategic Partnerships WMCA / BC LEP VCS Chamber of Commerce
Sandwell Summit 2020	Existing commitment to hold a summit this year.

5) Corporate Plan resources for staff

Item	Date/Description
Branded corporate plan templates to be made available on the intranet.	<ul style="list-style-type: none"> PowerPoint template Microsoft template Icons for each of the corporate plan priorities Overview of strategic outcomes leaflet Description of the difference between the use of the vision vectors and corporate plan ones.
Reports	<ul style="list-style-type: none"> Additional section on contributions to the corporate plan and strategic outcomes.

6) Members

Item	Date/Description
Member Briefing sessions	<ul style="list-style-type: none"> 10 Feb 5-7pm Annexes 17 Feb 2-4pm Committee Room 1
CE and Leader to attend all Town Member meetings to promote and engage members in the Corporate Plan.	<ul style="list-style-type: none"> Presentation or workshop event. <p>Tipton - 30th March 2020 Smethwick – 21 May 2020 Rowley - 24 March 2020 Wednesbury - TBA</p>

BIG PLANS FOR A GREAT PLACE...FOR THE PEOPLE OF SANDWELL
THE SANDWELL PLAN 2020-2025
FOR MARKETING AND PLANNING PURPOSES ONLY

	West Bromwich - TBA Oldbury - TBA
Bimonthly Town Chair meeting	<ul style="list-style-type: none">• Presentation to Town Chairs Meeting 19 March.
Overview and Scrutiny	<ul style="list-style-type: none">• Scrutiny will have an ongoing relationship with the Plan as a vehicle for it to hold Cabinet and the CE to account.

Equality Impact Assessment Template

Please complete this template using the [Equality Impact Assessment Guidance document](#)

Version 3: January 2013

Title of proposal <i>(include forward plan reference if available)</i>	Corporate Plan 2020 - 2025 and Budget.
Directorate and Service Area	Service Improvement – Vision and Policy
Name and title of Lead Officer completing this EIA	Claire Sanderson – Lead Officer Vision and Policy
Contact Details	Claire_Sanderson@sandwell.gov.uk Tel 0121 569 3296
Names and titles of other officers involved in completing this EIA	Jane Alexander – Senior Lead Officer Sarah Sprung - Senior Lead Officer
Partners involved with the EIA where jointly completed	
Date EIA completed	6 February 2020
Date EIA signed off or agreed by Director or Executive Director	
Name of Director or Executive Director signing off EIA	
Date EIA considered by Cabinet Member	

See [Equality Impact Assessment Guidance](#) for key prompts that must be addressed for all questions

**1. The purpose of the proposal or decision required
(Please provide as much information as possible)**

The purpose of this report is for Cabinet to consider the draft Corporate Plan and the Budget and refer to Budget and Corporate Scrutiny Management Board for further detailed review and analysis.

The Corporate Plan sets out the Council’s priorities for the next five years. It will be at the heart of the Council’s planning framework, setting the direction across the whole Council. The Plan contains six strategic outcomes, supported by a series of commitments and a vision for one team, one council – the creation of a more efficient council. Detailed action plans to support this plan will be developed in due course. The six strategic outcomes are as follows:

- The best start in life for children and young people
- People live well and age well
- Strong, resilient communities
- Quality homes in thriving neighbourhoods
- A strong and Inclusive Economy
- A connected and accessible Sandwell

The Cabinet, at its’ meeting on 5 February 2020, received a report about the provisional local government finance settlement and approved net revenue target budgets for services. Those services have now submitted detailed financial plans. These are shown in the appendices attached to this report and can be summarised as follows:

Service	Gross Expenditure £m	Income £m	Net Expenditure
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			£m
Resources	39.549	22.842	16.707
Adult Social Care, Health & Wellbeing	238.518	147.018	91.500
Children's Services	101.717	19.011	82.706
Regeneration & Growth	50.817	28.163	22.654
	36.946	18.237	18.709

The Corporate Plan contains details about future service provision and how each directorate will spend the target budget available to them. Further review of these plans is required to assess that value for money will be achieved and progress is made towards achieving the council's Vision 2030 ambitions.

2. Evidence used/considered

The Corporate Plan has drawn on the evidence contained in the State of the Borough report (January 2020). It has also been informed by the Council's own array of strategies and plans, including the recently published Inclusive Economy Deal and directorate finance plans.

3. Consultation

Consultation has taken place with the Council's Leadership Team, Cabinet Members and Members of the Council. Extensive consultation was undertaken with all stakeholders in developing the council's long-term vision (Vision 2030) and the Corporate Plan, in part, is the council's contribution to this and its priorities.

Detailed delivery planning will drive forward our strategic outcomes, work on this phase will commence in March 2020 and will offer opportunity for all staff to engage and help shape our way forward, as well as by our partners.

4. Assess likely impact

Please give an outline of the overall impact if possible.

It is assessed that the proposals in this report will have no adverse impact on groups with protected characteristics. The high-level Sandwell Plan and six strategic priorities and the plans that will be developed to deliver them, including alignment of budgets, should have a positive impact on the residents and visitors to Sandwell; including those with protected characteristics.

The Plan contains ambitious plans to improve the lives of the residents of the Sandwell Borough, starting from birth, (the first 1,000 days), through childhood to old age. The impact therefore should be a positive one, through improved educational opportunities, services to vulnerable children, increased health and wellbeing and services to the elderly. There are plans to regenerate the Borough's six towns and to address the climate and environmental concerns by working collectively to reduce carbon emissions and improve air quality. Furthermore, there are ambitions to enhance Sandwell's green and open spaces. There should also be a significant positive economic impact from the role out of Sandwell's Inclusive Economy Deal.

Please complete the table below at 4a to identify the likely impact on specific protected characteristics

4a. Use the table to show:

- Where you think that the strategy, project or policy could have a negative impact on any of the equality strands (protected characteristics), that is it could disadvantage them or if there is no impact, please note the evidence and/or reasons for this.
- Where you think that the strategy, project or policy could have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relationships within equality characteristics.

Protected Characteristic	Positive Impact ✓	Negative Impact ✓	No Impact ✓	Reason and evidence (Provide details of specific groups affected even for no impact and where negative impact has been identified what mitigating actions can we take?)
Age	✓			There will be a positive impact on this protected characteristic through the strategic outcome “People Live Well and Age Well” and “The best start in life for children and young people”. There are plans to improve choice and independence for those with care and support needs and to improve services through joined up health and social care.
Disability	✓			There will be a positive impact on this protected characteristic through the strategic outcome “People Live Well and Age Well”. There are plans to improve choice and independence for those with care and support needs and to improve services through joined up health and social care.

Gender reassignment	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Marriage and civil partnership	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Pregnancy and maternity	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Race	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.

Religion or belief	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Sex	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Sexual orientation	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.
Other	✓			The Corporate Plan's six strategic outcomes listed above, together with the supporting commitments should have a positive impact directly or indirectly on the residents and visitors to Sandwell; including those with protected characteristics.

Does this EIA require a full impact assessment? Yes

No X

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, then you do not need to go any further. You have completed the screening stage. You must, however, complete sections 7 and 9 and publish the EIA as it stands.

If you have answered yes to the above, please complete the questions below referring to the guidance document.

5. What actions can be taken to mitigate any adverse impacts?

6. As a result of the EIA what decision or actions are being proposed in relation to the original proposals?

The screening exercise has indicated that the proposals in the report will not have any adverse impact on people with protected characteristics and as such no changes are recommended to the original proposals.

7. Monitoring arrangements

8. Action planning

You may wish to use the action plan template below

Action Plan Template

Question no. (ref)	Action required	Lead officer/ person responsible	Target date	Progress

9. Publish the EIA

Where can I get additional information, advice and guidance?

In the first instance, please consult the accompanying guide “Equality Impact Assessment Guidance”

Practical advice, guidance and support

Help and advice on undertaking an EIA, using the electronic EIA toolkit or receiving training related to equalities legislation and EIAs is available to **all managers** across the council from officers within Improvement and Efficiency. The officers within in Improvement and Efficiency will also provide overview quality assurance checks on completed EIA documents.

Please contact:

Kashmir Singh - 0121 569 3828