

Agenda

Budget and Corporate Scrutiny Management Board

**Tuesday, 21 September 2021 at 6.00 pm
at Sandwell Council House, Oldbury**

This agenda gives notice of items to be considered in private as required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

Members to declare any interests in matters to be discussed at the meeting.

3 Minutes

7 - 10

To confirm the minutes of the meeting held on 21 July 2021 as a correct record.

4 Additional Items of Business

To determine whether there are any additional items of business to be considered as a matter of urgency.

5 Corporate Plan 2020-2025 - Refresh 2021

11 - 44



To consider progress and the steps taken to co-produce the refresh of the Corporate Plan 2020-2025.

6 **Quarter 1 Budget Monitoring 2021/22** 45 - 74

To consider financial monitoring for individual directorates as at 30 June 2021 (Quarter 1 2021/22).

7 **Cabinet Forward Plan** 75 - 102

To consider the Cabinet Forward Plan.

8 **Budget and Corporate Scrutiny Management Board Work Programme 2021-22** 103 - 104

To consider and approve items for inclusion in the Budget and Corporate Scrutiny Management Board Work Programme 2021-22.

Kim Bromley-Derry CBE DL
Interim Chief Executive
Sandwell Council House
Freeth Street
Oldbury
West Midlands

Distribution

Councillor L Giles (Chair)
Councillors J Anandou, E M Giles, Mabena, Moore and A Shackleton

Also invited: Councillors Abrahams, Bhullar, Chambers and Gavan.

Contact: democratic_services@sandwell.gov.uk

Information about meetings in Sandwell



If you are attending the meeting and require assistance to access the venue, please contact Democratic Services (democratic_services@sandwell.gov.uk).



If the fire alarm sounds, please follow the instructions of the officers present and leave the building by the nearest exit.



Only people invited to speak at a meeting may do so. Everyone at the meeting is expected to be respectful and listen to the discussion.



Agendas with reports with exempt information should be treated as private and confidential. It is your responsibility to ensure that any such reports are kept secure. After the meeting confidential papers should be disposed of in a secure way.



This meeting may be recorded and broadcast on the Internet. If this is the case, it will be confirmed at the meeting and further information will be provided.



You are allowed to use devices for the purposes of recording or reporting during the public session of the meeting. When using your devices they must not disrupt the meeting – please ensure they are set to silent.



Members who cannot attend the meeting should submit apologies by contacting Democratic Services (democratic_services@sandwell.gov.uk)



All agenda, reports, minutes for Sandwell Council's meetings, councillor details and more are available from our [website](#)

Minutes of Budget and Corporate Scrutiny Management Board

**Wednesday, 21 July 2021 at 6.00 pm
at Sandwell Council House, Oldbury**

Present: Councillor L Giles (Chair)
Councillors J Anandou, E M Giles, Moore and A Shackleton

Also present: Rebecca Maher (Director of Finance/ Deputy S151 Officer),
Lesley Hagger (Director of Children and Education), Charlie
Davey (Business Partner - Adults, Finance) and Steve Lilley
(Finance Business Partner)

8 Apologies for Absence

Apologies were received from Councillor Mabena. Apologies were also received from Councillors Bhullar and Gavan who, as vice-chairs of Scrutiny Boards, had been invited to the meeting.

9 Declarations of Interest

There were no declarations of interest made.

10 Minutes

Resolved that the minutes of the meeting held on 23 June 2021 are approved as a correct record.

11 Additional Items of Business



Councillor Anandou raised an item relating to SEND Transport. He sought clarity around the overspend in relation to that service and it was confirmed that an increase had been experienced after budget setting processes had taken place. Other issues in relation to the scrutiny of SEND Transport would be referred to the Children's Services and Education Scrutiny Board that was scheduled to meet on 2 August 2021.

12 2020/21 Financial Outturn

At its meeting on 7th July, 2021 the Cabinet referred the proposals arising from the 2020/21 directorate outturn reports for each service area to the Budget and Corporate Scrutiny Management Board for consideration.

The overall net service outturn variance, excluding the Housing Revenue Account, was an underspend of £23.279m.

Services had reported an underspend of £6.939m from allocated budgets, however, after adjusting for reserves, corporate resources, revenue to fund capital costs (RCCO) and the application of centrally held Covid-19 grant funding the adjusted outturn was an underspend of £23.279m.

The Covid-19 crisis had significantly affected the Council's financial position. The impact had included:

- reduced expenditure from the suspension / cancellation of services or a focus on emergency responses only;
- loss of income due to service reductions / travel restrictions;
- additional costs from undertaking new Covid related activity;
- redeployment of staff and resources as part of the corporate Covid response;
- access to additional Covid related grant funding to manage additional costs and income reductions.

Additional Covid related grant funding was available during Quarter 1 of 2021/22 however the financial impacts were expected to continue throughout the year.

Initial budget planning for 2021-2024 had identified non-Covid related financial pressures which were being managed in the short-term by reserves and other one-off sources of funding. The proposed treatment of the 2020/21 underspends would assist to temporarily manage the financial risks however, all service areas had been allocated indicative savings targets during the next phase of budget planning to address the

projected funding gap on a long-term basis.

From the comments and questions by councillors, the following responses were made and issues highlighted:-

* The recruitment to the restructured senior management team was ongoing. Costs related to interim appointments were met by individual directorate budgets.

*Even though costs relating to Covid had been covered by emergency funding provided to the Council by the Government, there was still a need to address savings as set out in the Council's Medium Term Financial Strategy (MTFS).

* The Council's reserves had not gone below any statutory limits and remained within the guidelines of 3-5% of net expenditure. If savings were identified as per the MTFS then it was not anticipated that this situation would change.

Resolved that an update on the senior management restructure be brought to the September meeting of the Budget and Corporate Scrutiny Management Board.

13 Cabinet Forward Plan

The Scrutiny Management Board noted the Cabinet Forward Plan as at the time of the meeting.

14 Budget and Corporate Scrutiny Management Board Work Programme 2021-22

The Scrutiny Management Board noted its work programme for the remainder of the 2021-22 municipal year.

Meeting ended at 6.18 pm

Contact: democratic_services@sandwell.gov.uk

Budget and Corporate Scrutiny Management Board

21 September 2021

Subject:	Corporate Plan 2020-2025 - Refresh 2021
Director:	Interim Chief Executive – Kim Bromley-Derry Director – Business Strategy & Change Neil Cox
Contact Officer:	Sarah Sprung – Senior Lead Officer Sarah_sprung@sandwell.gov.uk Kate Ashley – Strategic Lead Kate1_ashley@sandwell.gov.uk

1 Recommendations

- 1.1 That Scrutiny consider progress and the steps taken to co-produce the refresh of the Corporate Plan 2020-2025.
- 1.2 That Scrutiny provides any comments or recommendations in relation to the refresh of the Corporate Plan 2020-2025 to Cabinet.

2 Reasons for Recommendations

- 2.1 The approach to refreshing the Corporate Plan has been very much about building it in a collaborative way to ensure we capture and take account of key issues and concerns from a wide range of our stakeholders.
- 2.2 The resulting intelligence from the conversations with our stakeholders has informed the draft set of actions within the proposed refreshed Corporate Plan that will achieve the strategic outcomes and address the key issues affecting the borough and our organisation.



3 How does this deliver objectives of the Corporate Plan?

	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

3.1 The Corporate Plan sets out the strategic priorities for the council and details future service provision to achieve them. The Corporate Plan then informs how each directorate will spend the target budget available to them. A refresh of the detailed actions that underpin the delivery of the strategic objectives is required at this time to ensure that the Corporate Plan takes into account the impact of the pandemic on Sandwell as a whole and on the organisation.



4 Context and Key Issues

Background

- 4.1 Our Corporate 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 period 2020 to 2025. The Corporate Plan was approved by Council on 10 March 2020.
- 4.2 Following this, the intention during the first half of 2020/21 had been to work with staff, members, partners and communities to develop delivery plans for each of the strategic priorities contained in the Corporate Plan. These delivery plans would have mapped out the detailed actions to achieve the strategic priorities.
- 4.3 However, the coronavirus pandemic reached the UK at the end of March 2020. This meant that focus of the council and its partners was diverted to the initial response and establishing longer-term support mechanisms as the pandemic has continued into 2021.
- 4.4 The pandemic has impacted on many aspects of everyday life, communities and on our economy. At the same time, businesses and other organisations were preparing for the UK's departure from the European Union. It was clear that the impact of the pandemic on Sandwell Council and the borough as a whole needed to be understood to ensure our priorities and future actions would address the needs of our communities.
- 4.5 We commenced work to understand the initial impact of Covid on our communities, on our economy and specifically on the council. This work was presented to Cabinet in detail on 23 September 2020.
- 4.6 The report set out that whilst the impact of the pandemic had been far reaching, it had exacerbated known issues affecting Sandwell rather than raise any new areas for exploration. The findings formed the basis for a series of engagement events with members, staff and partners throughout the autumn, and drove the second phase of our reset and recovery planning to develop actions to address the key issues affecting our residents.



4.7 At its meeting on 10 February 2021 Cabinet approved proposals to refresh the Corporate Plan. Within this was a comprehensive Communication and Engagement Framework. The Framework placed emphasis on rebuilding our corporate plan with our key stakeholders. We have committed to utilising the principles of co-production in our Corporate Plan refresh. Nesta define co-production as:-

“delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are coproduced in this way, both services and neighbourhoods become far more effective agents of change.”

The Starting Point for Conversations

4.8 Building on the impact assessment work with managers across the council and Leadership Team resulted in the creation of a set of principles to guide the refresh and embed into everything we do as a council. These principles would be used to test against our actions and decisions to ensure we are continually working towards delivering the strategic objectives of the Corporate Plan.

4.9 The principles depicted below focus on creating a fairer Sandwell, a place where no one gets left behind, where we do things with our communities and not to them, where we focus on making sure our money is spent locally and where we take our green agenda forward in all aspects of our business, and try to help our communities to do the same.



4.10 In addition to these principles a set of key challenges for the Council were developed, these challenges were derived from the impact assessment work undertaken and further intelligence from staff. This document is appended at Appendix 1. These challenges were then used as the basis of conversations with stakeholder groups to test whether there were any further issues that needed to be addressed in the refreshed Corporate Plan.

Co-producing our Corporate Plan

4.11 The image below outlines key strands of co-production activity that have taken place:-

Members	Voluntary & Community Sector	Young People	Residents	Staff
<ul style="list-style-type: none"> • Cabinet • Scrutiny • x6 Member Town Workshops 	<ul style="list-style-type: none"> • Workshop supported by SCVO 	<ul style="list-style-type: none"> • x7 School Workshops • SHAPE Forum • Care Leavers Forum 	<ul style="list-style-type: none"> • Open survey to all residents 	<ul style="list-style-type: none"> • CE Live Event • Staff Comms • Staff Panel

4.12 All of the conversations that have taken place have sought to build on existing intelligence generated through the impact work and the challenges.

4.13 The sections below outline the approach for each stakeholder and key themes from the various strands of conversation that have taken place.

Members

4.14 A Cabinet Workshop was held in June 2021 to discuss the proposed fairer Sandwell principles and the key challenges to be addressed through the refresh. The fairer Sandwell principles were endorsed by Cabinet Members to include in the further conversations with stakeholder groups and seek their views. Discussion at the Cabinet workshop identified the following areas that needed to be reflected in the Plan:-

- clean and green streets, including refuse collection and tackling long-standing unused land



- mental health and wellbeing support
- engagement with communities
- young people and their future prospects
- support for vulnerable people, particularly housing

4.15 A series of members workshops were run in July and August, one for each of the six towns in the borough. Discussion focused on the principles and the key challenges facing the borough. Headlines from these conversations are detailed below:-

- Universal support for principles and agreed with the challenges.
- Words are good, we have the right principles and have identified the right challenges but how will we deliver all this? Ensuring principles underpin everything and we can demonstrate we have adhered to them. Need to report back regularly, including to residents so they can see change.
- Getting the basics right. Particularly around litter, fly tipping, bins, grass cutting. Appearance of an area gives either right or wrong message.
- Digital exclusion and accessing services for those who need face to face services big issue. Particular difficulties around non-digital access and lack of access to services locally which disadvantages already disadvantaged groups and people. Getting through to the council can be difficult for residents.
- Engagement and communication with residents needs to improve considerably. We need to let people know what we are planning and doing around corporate plan and in their areas; more importantly listen to them.
- Employment/ Economy was universally supported but recognition that quality of life and living well mattered just as much. Priority was young people.



Voluntary and Community Sector

4.16 A virtual event was organised with the support of Sandwell Council for Voluntary Organisations (SCVO). Whilst the principles were shared together with the challenges, the focus was on collecting the experiences, views and perspectives from our partners in the voluntary and community sector.

4.17 Some 39 organisations attended the session which was led by the Director of Business Strategy and Change. The commentary from the session was rich and insightful, providing a grassroots perspective on key issues in the community, particularly from those groups that have traditionally been harder to engage with. A summary of the key points is detailed below:-

- There is a need to look at how the council engages with the voluntary sector
- Agreement with Fairer Sandwell principles but more detail needed on how these will be implemented
- Long term impact of Covid will be huge. Need to address recovery and living with on-going threat
- Tackle health inequalities
- Role of the voluntary sector needs to be recognised
- Focus on community housing
- Young people's access to jobs needs particular focus and attention

Young People

4.18 We ran virtual workshops with seven schools across the borough. Workbooks were posted out to all schools ahead of each session to support discussion, with different versions for primary and for secondary schools. The booklets included topics such as the impact of the pandemic, what children and young people liked about their local area, what they would like to see change and their future aspirations.





4.19 Sessions were run at three Primary Schools and four secondary schools:-

Primary	Secondary
Christchurch	St Michaels
Grove Vale	Shirelands
St Phillips	Q3 Langley
	Q3 Tipton

4.20 Each session was led by a director and Cabinet Member or Cabinet Advisor.

4.21 The points below represent the key themes from these sessions:-

- Mental health and wellbeing services need to be signposted and advertised widely, the need for these services is greater than ever
- More green spaces that are safe for young people
- Climate change is an issue for everyone, so let's work together
- We need to prepare young people for adult life with life skills sessions
- The community is what pupils liked most about Sandwell
- Pupils will move away from Sandwell to University and for more job opportunities



Residents' Survey

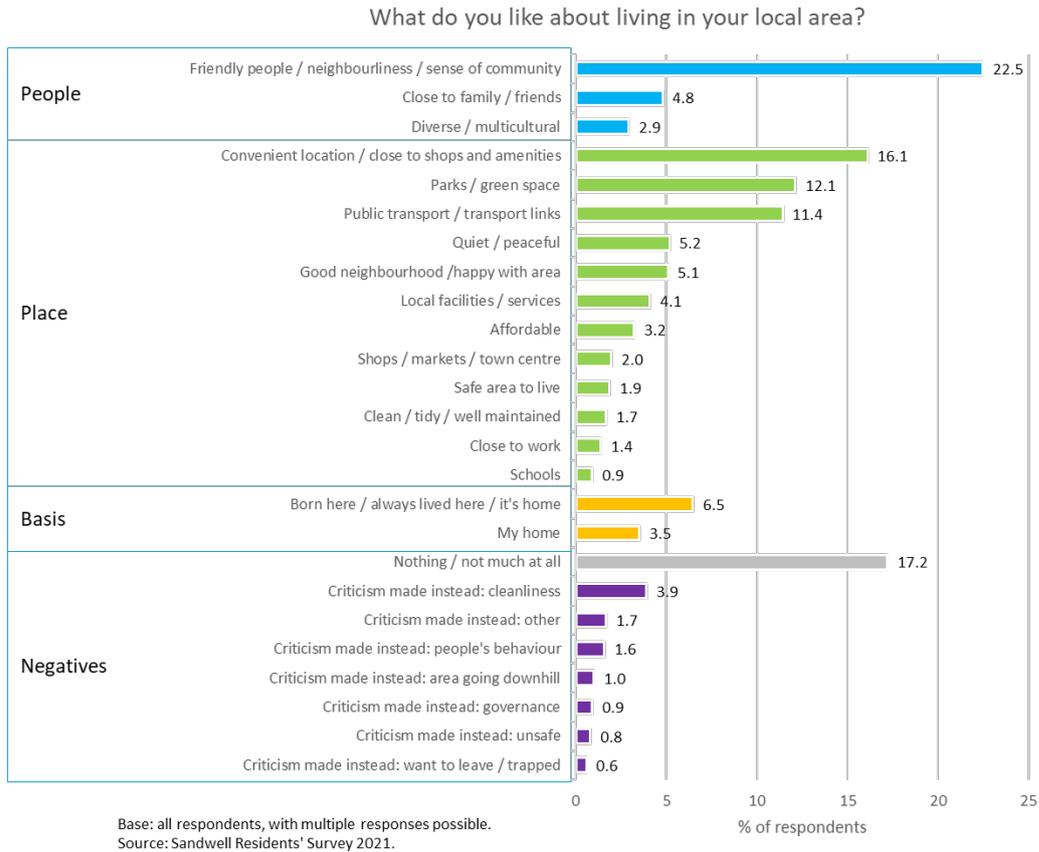
- 4.22 Capturing the views, concerns and thoughts of residents is paramount to developing a Corporate Plan that really focuses on areas that are important to residents.
- 4.23 The survey covered communication and information, digital inclusion, satisfaction with the council, participation and influence, council spending and priorities, neighbourhood issues and improving Sandwell.
- 4.24 The online survey ran from 27 July to 16 August, with a total of 1,268 responses being received.
- 4.25 Whilst the level of response received is encouraging and provides insight into the views of residents, it must be noted that, due to the survey being available online only, the sample is not truly representative of the demographic make-up of the borough. Key points to note about the sample include:-
- Over-represented groups: females, 45-54; 55-64 and 65-74 ages and White British
 - Under-represented groups: males, 18-24 and 25-34s and 75-plus ages, BAME and economically active
 - High response from residents in Wednesbury and Oldbury; low response from residents in Smethwick and West Bromwich



- 4.26 Therefore, the results cannot be used alone to determine the future of the council or measure service performance. However, building this data into the wider intelligence gathered through our engagement work, the findings from this survey support the key issues that will direct the refresh of the Corporate Plan.
- 4.27 The survey asked, without any prompts, why people liked their local area and what they would like to see improved. The charts below highlight perceptions of those who completed the survey in relation to what they like about living in their local area and what they would like to see improved.
- 4.28 Figure 1 below shows that nearly one quarter (22.5%) of respondents felt that their local area was a friendly place with a sense of community, and over 15% of respondents said that it was a convenient location close to amenities. However, almost a fifth (18.7%) of respondents offered no view on what they liked in a survey they otherwise completed. Of those commenting on their area, 17.8% said they liked nothing about it, and many offered specific criticisms, conveying feelings of area decline and neglect.



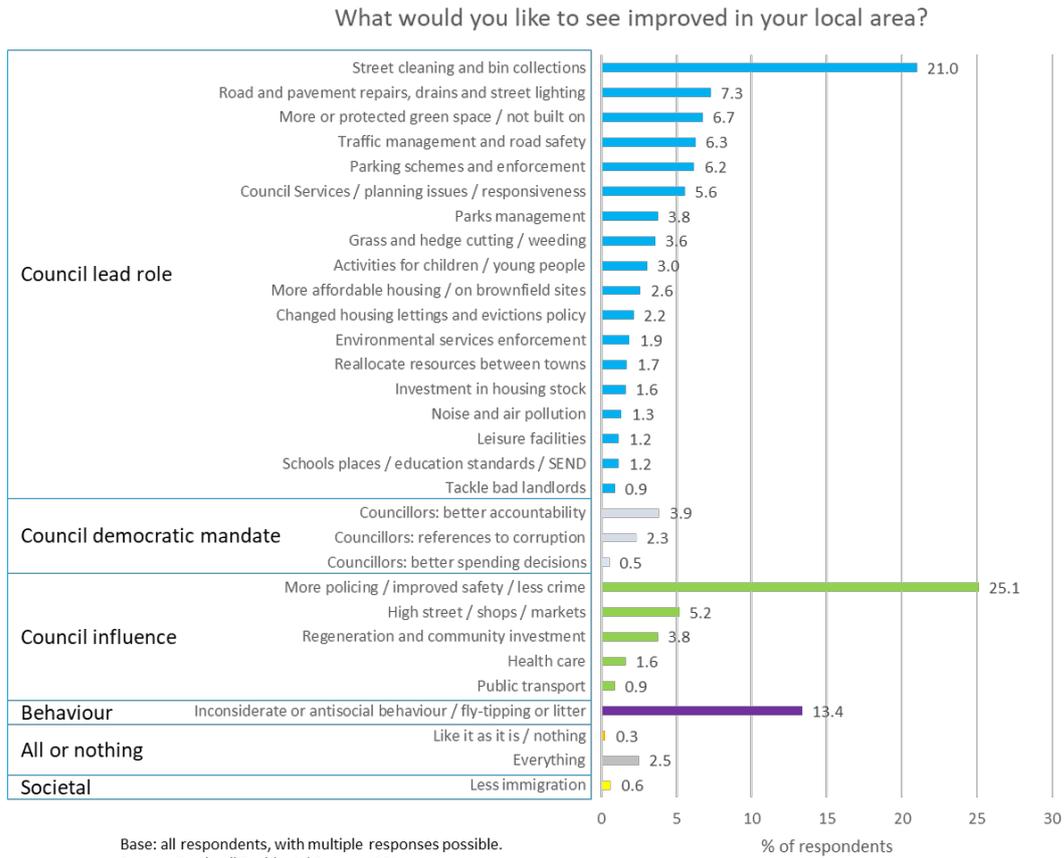
Figure 1: Residents Survey August 2021 - Living in Your Local Area



4.29 Figure 2 below shows the people-based aspects (community, family, diversity) valued and the place appeal (convenience, green space, transport). This chart analyses calls for improvement and distinguishes between issues the council leads on (including the democratic dimension) and where the council contributes or has an influence only. Street scene dominates the first category with over 20% of respondents saying improvements in street cleaning and bin collections were important to them. Policing and community safety issues were the high priorities for improvement in the second category.



Figure 2: Residents Survey August 2021 - Improvements to Local Area



4.30 Importantly, the items scoring highest in areas that residents would like to see improved (street cleaning and bin collections, more policing/improved safety/less crime and inconsiderate or antisocial behaviour) have all been strengthened within the proposed refresh of the Corporate Plan, specifically within the Strong and Resilient Communities strategic outcome. These areas have been strengthened as a result of the combined analysis of intelligence from all of the engagement activities carried out during this refresh.



Staff

- 4.31 Leadership Team have sought to keep staff informed of the need to refresh the Corporate Plan and about the outcomes from the impact assessment work undertaken. Virtual staff conferences have taken place in July 2020, September 2020, December 2020 and April 2021.
- 4.32 The Corporate Plan has also been an item of each of the 'Team Talk' slide decks issued to managers across the council. These slides form the basis of discussion at team meetings and ensure that consistent messages are communicated.
- 4.33 All staff were invited to join a Staff Panel which was established in May 2021. The aim of the Panel was to harness the knowledge and experience of staff across the council in developing corporate strategy and policy. Whilst the Panel was established to aid the development of the Corporate Plan, it is intended that the Panel will be a longer-term platform for staff to influence plans across the council.
- 4.34 There are currently 87 staff signed up to the Staff Panel from a range of services and levels across the organisation.
- 4.35 Headline comments from the Staff Panel are:-
- Need to review and monitor regularly for success in delivering success
 - Need to be realistic in what we can promise and deliver and match resources to deliver outcomes
 - Value for money and buy local
 - Do everything efficiently and green
 - Listen to staff and give them the resources, both financial and staffing, to deliver.
 - Need to be honest and transparent in what we can do and what and how we are delivering
 - Need to engage with and work with community and make co-design and co-working everyday practice
 - Need to celebrate and share our successes with communities and employees



- Lead by example on climate change and the green agenda and build this into all our functions
- Listen to staff and our communities

Ensuring Conversations Influence Plans

4.36 We want to be a council that listens and responds. Whilst this report only contains the headlines from each of the strands of conversation, in developing the revised actions that underpin the strategic outcomes directors were provided with the relevant individual comments in order that these could be considered and help to shape each outcome.

4.37 Conversations that have taken place have led to changes from the original iteration of the Corporate Plan. These conversations have specifically strengthened:-

- our commitment to improving standards of cleanliness across the borough;
- our drive to ensure that everyone feels safe in the communities they live in;
- our commitment to whole life care and choice.

4.38 It is not intended that any of these conversations are isolated 'one offs'. Our aim is to keep the conversation going with all of our stakeholders. For example, we will return to each of the schools we visited in the autumn to tell them how their feedback has helped to shape our plan, and get their help to develop a young person's version of the Corporate Plan.

Our Reshaped Plan

4.39 Appendix 2 details the strategic outcomes together with the proposed underpinning actions. These are draft and will be developed further before being presented to Council on 12 October.

4.40 Included in this appendix is further detail on the influence of conversations on proposed actions within the strategic outcomes.



4.41 Following consideration by Budget and corporate Scrutiny Management Board, Cabinet will consider the proposed refreshed plan, together with any recommendations and commentary that Scrutiny may wish to put forward. Finally, the refreshed plan will be presented to Council on 12 October for approval.

5 Alternative Options

5.39 The Corporate Plan was originally approved by Full Council in March 2020 and was for a five-year period, this would expire in 2025. Therefore, the existing document could have remained in place without refining the actions to ensure the council's resources are focused on responding to the impact of the pandemic on the borough or the organisation.

6 Implications

Resources:	The Corporate Plan sets out the strategic priorities for the council as a whole and informs how the council's resources are used to achieve them.
Legal and Governance:	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. The agreement of the refreshed Corporate Plan up to 2025, aligned to the needs of the borough and the organisation, will inform the development of the council's medium-term financial strategy and support the delivery of a balanced budget within the required timescale.
Risk:	Risk implications have been considered by services during the development of the refreshed priority actions. Further detailed work on managing risks will be carried out through directorate business planning.
Equality:	The work carried out during 2020 to understand the impact of the pandemic on our communities has been used as evidence to inform the action plans that sit beneath the strategic priorities within the Corporate Plan. This work has been updated and referred back



	<p>to throughout the refresh of the Corporate Plan to ensure that we are addressing the inequalities uncovered by the impact assessment.</p> <p>Specific EAs will be conducted as the Corporate Plan is refreshed and new actions are identified. A corporate EA will be presented to Cabinet with the refreshed Corporate Plan in September 2021.</p>
Health and Wellbeing:	This information is contained within the main body of the report and the Corporate Plan.
Social Value	Embedding the Fairer Sandwell Principles in all council activity will ensure that social value will be delivered. Within the One Council, One Team strategic outcome, a key action will be to develop a Social Value Policy. By embedding the Fairer Sandwell Principles in this policy we are providing clarity for all our suppliers on what additional social value we expect to be achieved through our spend.

7. Appendices

Appendix 1 – Key Challenges

Appendix 2 – Strategic Outcomes

8. Background Papers

Report to Council 10 March 2020 – Corporate Plan – Big Plans for a Great Place for the people of Sandwell

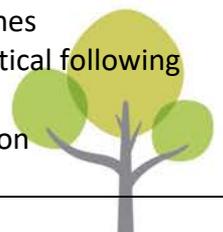
Report to Council 2 March 2021 – Corporate Plan 2020 – 2025

Report to Cabinet 23 September 2020 – Reset and Recovery Phase One Findings

Report to Cabinet 10 February 2021 – Corporate Plan 2020 – 2025 and Budget



Strategic Outcomes	Challenges
<p>One Council, One team</p>	<ul style="list-style-type: none"> • Balancing the budget • Developing and implementing the new operating model and transformation agenda • Digital evolution • Digital exclusion • Embedding senior management restructure • Strategic communication • Mental wellbeing of staff • Equalities Commission • Updating our governance arrangements
<p>Best Start in Life for Children and Young People</p>	<ul style="list-style-type: none"> • Rising poverty and household stress, notably food insecurity • Increasing safeguarding concerns and need for family support • Young people disproportionately affected • Lost teaching in pandemic worsening existing education gap and risk of NEET increasing
<p>People live well, age well</p>	<ul style="list-style-type: none"> • Widening health inequalities • Pandemic gravely affected specific groups, notably BAME and disabled people • Mental health and social isolation • Promoting wellbeing and preventing the need for longer term support. • Integrated care • Vaccination take-up and risk of localities where Covid persists
<p>Strong, Resilient Communities</p>	<ul style="list-style-type: none"> • Rising reliance on benefits, poverty, debt and inequality • Impact on our high streets • Anticipation of increasing homelessness • Building on the increase in civic participation • Digital exclusion exacerbated • Action to address climate change as an organisation and in the community, a green recovery • 40% increase in waste collection
<p>Quality Homes in Thriving Neighbourhoods</p>	<ul style="list-style-type: none"> • Aspiration for new build programme delivering green, environmentally-friendly and affordable homes • Fire safety in our high and low-rise blocks critical following Hackitt Report • Vulnerability in private rented accommodation • Isolation of families in high rise blocks



<p>A Strong, Inclusive Economy</p>	<ul style="list-style-type: none"> • Low Wages, Low Skills, and higher levels of deprivation • Meeting additional skills and retraining needs • Increasing need for digital skills and equipment • Increasing need for enhanced support for businesses • Disadvantaged groups being left behind • Impact on high streets and other economic scarring • Maximising government funding opportunities
<p>A connected and accessible Sandwell</p>	<ul style="list-style-type: none"> • Continuing development of sustainable travel opportunities to build on increased walking/cycling • Securing funding/investment and delivering major transport projects • Implementing 5G infrastructure



Best Start in Life	Commentary from Conversations
First 1000 days	
We will bring together all partners to transform services through an Early Years Transformation Academy.	Voluntary Sector Engagement: Families should know from birth where they go for support and help. There needs to be an early help system/infrastructure. This is picked up in the first 1,000 days
We will work with partners to deliver the EY Outcomes Framework and specifically, 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.	
Ready for School	
We will establish programmes that specifically address language development, in partnership with other local authorities.	School Engagement: Extra support for low income families – laptop recycling scheme.
We will support 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.	School Engagement: We need to prepare young people for adult life with life skills sessions.
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.	Member Engagement: There is lower ownership of computers and lack of IT awareness in the Borough, during the pandemic children in schools needed more computers.
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.	
We will work with schools and other learning providers to improve educational outcomes for children and young people.	
Children and young people that need more support	
We will work with partners to make sure that vulnerable children in our community receive the right support to enable them to thrive and have successful adult lives.	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will be a council that understands the impact of adverse childhood experiences and trauma, with a workforce that provides services with compassion and understanding.</p>	
<p>We will work with Sandwell Children’s Trust to improve the quality of children’s social care.</p>	
<p>We will be a good Corporate Parent for the children in our care, ensuring that those children are fully a part of our ‘family’, and promoting fostering and adoption.</p>	
<p>We will work with partners to ensure early help is available to children and young people at the earliest opportunity depending on their need.</p>	
<p>We will ensure that children and young people with SEND can access high quality local services when they need them, by working with partners to ensure there is a comprehensive local offer available to children and families</p>	
<p>We will ensure that emotional health and wellbeing support is in place for children and young people.</p>	
<p>People Live Well and Age Well</p>	
<p>Rebuilding</p>	
<p>We will work with the Council’s Equalities Commission to ensure that no one is left behind. In particular, we will identify and tackle health inequalities that have been widened by the Covid pandemic, including inequalities emerging across ethnic groups.</p>	<p>Voluntary Sector Engagement:</p> <p>The impact of Covid is understated as the impact of the pandemic has been massive in every aspect of people’s lives. Need to address recovery and living with on-going threat. This should feature strongly in plan.</p> <p>There are some unknown and hidden things around Covid and these will start to emerge and require resources, the voluntary sector is not equipped to deal with these. There will need to be a joint council and partnership approach to this.</p>
<p>We will increase investment of public health funds into community, voluntary and faith sector grants to support Covid resilience and recovery.</p>	
<p>We will continue to respond to the pandemic and play our part in the vaccination roll out.</p>	
<p>We will work with our partners, including the community and voluntary sector, to reduce social isolation and ensure people are connected within their local communities and beyond.</p>	

	<p>Need to tackle health inequalities, as made obvious by the pandemic but were there before, particularly those affecting BME communities who are being left out of responses and engagement and have lost trust</p> <p>Diagnosis of disease and illnesses missed during pandemic and there will be snowballing effect for services. Need to work jointly with CCG and build this into the action plan</p>
Healthy Lives	
<p>We recognise our responsibility to invest in our community to promote wellbeing and help people live healthy lives. We will increase the role of local people in initiating, designing and delivering health improvement initiatives.</p>	<p>School Engagement: Mental health and wellbeing services need to be signposted and advertised widely, the need for these services is greater than ever.</p>
<p>We will create lots more community-based opportunities with local people, working across our partnerships, including the Voluntary and Community Sector, and we will commission a range of services that make the most of Sandwell’s assets (including leisure centres, libraries, parks, community centres, youth centres, museums, canals and Sandwell Valley).</p>	<p>Member Engagement: Pressures have built up due to lockdown and Covid. Mental Health and addiction is a big concern and will continue to grow as we come out of Covid. In Sandwell we already have poor health outcomes in relation to respiratory and heart conditions, we have to step up our health offer.</p>
<p>We will develop a strength-based approach to further develop a Stronger Sandwell, by working with our public-sector partners and voluntary and community organisations.</p>	
<p>We will support people through easily accessible information, advice and guidance.</p>	
<p>We will continue to support access to food through food banks and opportunities for children in school holidays.</p>	
<p>We will ensure that we have sufficient mental health provision and we will promote good mental health through a range of initiatives, ensuring equitable access to mental health support.</p>	
<p>We will contribute to better air quality and climate change through raising public awareness, increasing active travel and supporting organisations to reduce carbon emissions.</p>	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

We will ensure new investment into health and wellbeing services including drugs and alcohol, adult obesity and smoking cessation.	
Choice and Independence	
We will help people make everyday choices around not just how they are supported, but also how they choose to live their lives.	Voluntary Sector Engagement: How are we ensuring that the corporate plan aligns with Integrated Care System and partnerships? Voluntary Sector Engagement: as well as people living well, ageing well we should also include dying well as it is something that impacts on everyone but is not addressed.
We will promote access to employment opportunities for people with learning disabilities and those with mental ill health.	
We will review access to day care provisions to ensure that people have access to community resources to improve independence and choice.	
We will ensure our safeguarding processes are effective. We are committed to continuous learning to keep vulnerable adults safe from harm.	
We will ensure the right provision to enable people to stay independent for longer.	
We will work with our partners to ensure that everyone who needs it receives the good, personalised care they should be able to expect at the end of their life.	
We will ensure that all carers in Sandwell are offered support in a timely way and that they have access to the information, guidance and advice that they need.	
Joined up Health and Social Care	
We will develop a workforce strategy with partners	
We will work with partners to develop prevention pathways	
We will establish and develop governance around the Integrated Care System at both the local and Black County levels	
We will continue to develop health and social care integration plans and models.	
Strong Resilient Communities	
Vibrant Community	
We will ensure our grant funding of community/voluntary sector activity supports the priorities we’re outlining in this plan.	Voluntary Sector Engagement: Need to understand and recognise that civic participation started from the voluntary sector. Accessing resources is not the issue
We will deliver the Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £64.5m of Town Deal funding.	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

Through working with the SHAPE Forum, 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.	rather a lack of co-operation, relationship issues and mechanics with the voluntary sector. Member Engagement: There needs to be an emphasis on improving town centres. Member Engagement: Need more emphasis on High Streets. Should tap into the High Street Innovation Fund.
We will put the needs of our residents at the heart of what we do, establishing processes to engage with them to ensure that our residents guide and influence our services.	
We will strive to maintain Green Flag 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.	
Culture	
We will develop and deliver a libraries strategy that works together with the community. We will start to roll out the Open+ model which represents a different way of working for public libraries.	
We will deliver the operational requirements to ensure the smooth running of the Commonwealth Games and ensure a lasting legacy for Sandwell	
We will showcase local, regional, national and international talent in an engaging and inspiring programme	
We will explore and develop a Sandwell Valley phased investment programme over the next five years – towards the Valley becoming a key Visitor and Destination Gateway into Sandwell.	
Green	
We will work with partners to deliver initiatives that will help up to achieve our climate change strategy and the target of being a carbon neutral borough by 2041.	School Engagement: Climate change is an issue for all generations, so let’s tackle this together with more green initiatives such as electric cars which help reduce pollution. Member Engagement: To support a greener Sandwell, we need to talk to diverse communities and educate our communities on what they can do.
We will embed climate change considerations into our decision making to enable us to become a carbon neutral council by 2030.	
We will invest in our buildings and fleet, so both are low carbon and compatible with 2030. Working with our partners, we will make refuse collection and street cleansing greener with the rollout of electric street cleansing vehicles and participation in pilot projects to test other green vehicles.	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will 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.</p>	<p>Member Engagement: Planning Policy is important, and we need to have greener housing measures which are integrated in our policy and strategy documents.</p>
<p>Clean</p>	
<p>We will recover, improve and transform our street maintenance programmes post Covid.</p>	<p>Member Engagement: Need to get the basics right around litter, bins and grass cutting; as these are what matters to people, what they from their homes.</p>
<p>We will harness community spirit and action by working with communities to address litter and to improve the environment; including establishing community based clean schemes.</p>	<p>Member Engagement: People without cars cannot get to the ‘tip’ and we should be looking at providing community skips.</p>
<p>We will increase recycling rates and encourage cultural change.</p>	
<p>Safe</p>	
<p>The Safer Sandwell Partnership Police and Crime Board is working with the other statutory Boards and wider partnership to tackle crime and ASB and promote community safety in Sandwell. Sandwell’s Community Safety Strategy will be reviewed and priorities will include ongoing work around prevention of violence and exploitation, reducing offending reoffending and serious organised crime and supporting victims.</p>	<p>Voluntary Sector Engagement: include modern day slavery and vulnerability to organised crime.</p> <p>School Engagement: More green spaces that are safe for young people and more police on the ground to make young people feel safe in parks and green spaces.</p>
<p>We will develop a revised Domestic Abuse strategy in line with the requirements the Domestic Abuse Act 2021 and the new statutory duty on local authorities</p>	
<p>We will continue to work with partners and agencies to ensure that there is a joined up and effective approach to hate crime.</p>	
<p>We will strengthen our approach to supporting victims of modern slavery, developing an understanding of the threat, risk and harm modern slavery and human trafficking poses and target resources to the best effect.</p>	
<p>We will raise awareness across partner agencies, businesses and communities, to address modern slavery and work collaboratively to target perpetrators and victims.</p>	

<p>We will strengthen our multi-agency Tasking processes steps to foster resilience, shared understanding, support networks and cross-community working</p>	
<p>We will deliver more responsive, robust and co-ordinated enforcement across the council. To do this we will establish an Enforcement Co-ordination Board that will bring together intelligence and expertise from across the council to tackle issues by theme or by geographical area.</p>	
<p>Quality Homes</p>	<p>Commentary from Conversations</p>
<p>Building New Homes</p>	
<p>We will deliver much needed new homes across the borough, especially affordable homes, on our own land and other viable sites in order to help meet the demand for affordable housing in our communities</p> <p>We will help keyworkers to access affordable housing in order that Sandwell can attract and retain a strong local health and social care workforce for the benefit of our communities.</p> <p>We will aim to keep people independent in their own homes as long as possible which includes incorporating lifetime homes adaptable standards in to as many new homes as possible.</p>	
<p>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.</p>	<p>Voluntary Sector Engagement: Housing in Sandwell is fit for purpose and affordable. There are houses which suit the needs of different people e.g. young people and large families.</p>
<p>We will focus more of our council house building on the needs of people with learning disabilities, autism and mental health needs.</p>	
<p>We will develop the second Council House Build Programme.</p>	
<p>We will incorporate more renewable energy measures into existing and the design of new-build Council homes, including modern methods of construction and heating.</p>	<p>Voluntary Sector Engagement: Housing is done to communities not with. There needs to be a focus on community housing.</p>
<p>We will work to identify the needs of the most vulnerable people in Sandwell and work upstream to prevent homelessness where ever possible.</p>	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will work to prevent and end rough sleeping.</p>	
<p>We will increase our engagement with tenants, including tenants in high rise blocks.</p>	
<p>We will explore all options for housing delivery, including community-led schemes and self-builds.</p>	
<p>Regeneration and Resources</p>	
<p>We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.</p>	
<p>We will continue to progress the review of the Black Country Plan to ensure the policy base is robust and meet the needs of Sandwell and the Black Country. <i>Editor's note: cross ref to stronger communities & Strong inclusive economy.</i></p>	
<p>We will take a proactive approach to accessing national funding for Sandwell that benefits our tenants and people who are homeless or in housing need. <i>Editor's note: cross ref & Strong inclusive economy.</i></p>	
<p>Existing Estate</p>	
<p>We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities.</p>	<p>School Engagement: Housing in Sandwell is fit for purpose and affordable. There are houses which suit the needs of different people e.g. young people and large families.</p>
<p>We will work to ensure our tenants live in safe and thriving neighbourhoods and that social housing is a tenure to be proud of.</p>	
<p>We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and regularly reviewing compliance. We will support people in the private rented sector to ensure their landlords comply with safety standards too.</p>	
<p>We will deliver a rolling programme of upgrades to our stock that improves energy efficiency and plan for the installation of alternative heating systems.</p>	
<p>We will aim to be a Borough of Sanctuary, offering a safe place for asylum-seekers and refugees to live, while recognising our leadership role in promoting integration and community cohesion.</p>	

Strong Inclusive Economy	Commentary from Conversations
Spend our money and invest locally	
<p>We will lead 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.</p>	
<p>We will spend more money directly with suppliers in Sandwell. We will do this by developing better intelligence and improving our knowledge of local supply chains, as well as working with major contractors to encourage spending and sub-contracting with local suppliers.</p>	
<p>We will develop and commit to delivering a Commonwealth Games Legacy Plan which ensures sustainable economic, wellbeing and cultural benefits of the Games for our communities.</p>	
<p>We will work proactively with our partners at the Local Enterprise Partnership, West Midlands Combined Authority and in central government to take maximum advantage of funding opportunities to secure additional funding for Sandwell regeneration projects.</p>	
<p>We will work with our health partners to deliver the Midland Metropolitan University Hospital and to maximise the significant regeneration benefits to the wider surrounding area, including training, traineeships, apprenticeships and employment opportunities.</p>	
<p>We will deliver the agreed Town Deals in collaboration with our partners across Rowley Regis, Smethwick and West Bromwich</p>	
<p>We will work with the Department for Education to deliver a facility for a new school aligned to the City of Birmingham Symphony Orchestra</p>	
<p>We will work with local providers to ensure local spend also has green outcomes</p>	
<p>We will have a current strategic plan for the Borough that feeds into the Black Country Plan and ensures we allocate appropriate development land to meet our future needs for housing, employment opportunities, amenities and community facilities.</p>	
Working with businesses	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

We will work more closely with strategic businesses to develop shared opportunities	<p>Member Engagement: Need to have more emphasis on supporting local people to becoming SME’s. Support to groups and individuals to set up businesses seems to be diminishing over the years from LA and voluntary sector.</p>
We will strengthen our business sector so that local people can benefit from quality jobs that are stable and well paid through our work with Stronger and Inclusive Economy Board	
We will develop and implement an economic recovery strategy to support businesses and deliver economic growth in Sandwell following the impact of Brexit and Covid	
We will work with our partners to support the development and growth of business start-ups in Sandwell	
We will support local businesses to reduce their carbon footprint and work towards carbon zero targets	
We will establish more business networking and support events utilising Sandwell's Business Ambassadors	
Jobs and Training	
We will ensure that local people have the skills and knowledge to fill any vacancies by reduce the number of residents with no/low qualifications and offering local training and skills development opportunities via the Adult Education Budget.	<p>Member Engagement: There is a need to work more closely with schools so that young people can develop skills to match those required in the local economy.</p> <p>School Engagement: “You [the council] should pop into schools more often – talk about jobs, inspire us and also ask us about local issues”</p>
We will work with our partners and voluntary sector to improve and develop digital skills in the community to minimise digital exclusion and maximise employment and training opportunities.	
We will work to ensure our young people to have access to good jobs and we will work with all education institutions 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.	
We will support people into employment through the delivery of the Skills Strategy with our strategic partners in the Employment and Skills Partnership.	
We will offer quality work experience placements within the council.	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will continue to deliver the Apprenticeship Levy and increase the take up of apprenticeships, particularly within small businesses in Sandwell through transferring some of the Apprenticeship Levy to that sector.</p>	
<p>A Connected and Accessible Sandwell</p>	<p>Commentary from Conversations</p>
<p>We will work with the WMCA to ensure that our residents can access employment opportunities across the region, particularly by public transport.</p>	<p>Voluntary Sector Engagement: Need to rebuild confidence to use public transport and make it safe for users.</p>
<p>We will continue to work with partners to deliver the Midlands Metro extension connecting Wednesbury to Brierley Hill and the SPRINT scheme.</p>	<p>Member Engagement: Communities suffering poverty have limited mobility. We need to give access to sustainable public transport system that provides affordable connectivity.</p>
<p>We will ensure improvements to the highway network are facilitated to support the local economy and the movement of goods and people across the borough.</p>	
<p>We will ensure that the responsibilities of the Local Highways Authority are delivered and continue to maintain standards in relation to highway condition.</p>	
<p>We will deliver accelerated funding projects relating to connectivity as part of the Town Deal.</p>	<p>Member Engagement: Transport needs to be given a higher priority as it has an impact on and is integral to all the other priorities; it enables access to everything.</p>
<p>Clean & Green</p>	
<p>We will enable people to get around in a healthy and sustainable way, supporting our health and wellbeing and our climate change strategies.</p>	<p>Voluntary Sector Engagement: Cycle routes all over the place but not used much yet.</p>
<p>We will continue to implement Sandwell’s Cycling and Walking Infrastructure Plan and deliver a programme of infrastructure improvements across the borough.</p>	
<p>We will ensure that all public transport options available locally are as green as possible, including lobbying for clean green buses for our borough.</p>	
<p>Partnerships</p>	
<p>We will maximise government funding opportunities for infrastructure through working with our partner organisations including the Black Country Transport Team and Transport for West Midlands.</p>	
<p>We will develop and maintain relationships with Midlands Connect to profile major transport interventions in Sandwell.</p>	
<p>We will continue our partnership work with the Canal and River Trust to enable us to make the best use of our waterways.</p>	

<p>We will work with the Environment Agency in our role as Lead Local Flood Authority to adopt a Flood Risk Management Plan for 2021 to 2027.</p>	
<p>Key infrastructure projects</p>	
<p>We will continue to deliver our key transport infrastructure projects, namely the major upgrade of Birchley Island, metro corridor walking and cycling programme, and Blackheath interchange</p>	
<p>We will continue to develop and deliver projects that reduce barriers to the use of public transport and sustainable travel choices including working with Transport for West Midlands in relation to bus and metro provision and the Rail Alliance.</p>	
<p>We will ensure Sandwell is well placed to support the move towards electric vehicles by delivering key infrastructure requirements.</p>	
<p>Digital</p>	
<p>We will ensure that Digital Inclusion matters when designing services and making key council decisions</p>	<p>School Engagement - Lack of WIFI for school pupils in some homes due to parents working and having to work from grandparents' house.</p>
<p>We will work with WM5G to ensure Sandwell maximises opportunities for 5G infrastructure</p>	<p>Member Engagement; Digital exclusion and accessing services for those who need face to face services big issue. Particularly difficulties around non digital access and lack of access to services locally which disadvantages already disadvantaged groups and people. Getting through to the council can be difficult.</p> <p>Member Engagement: We're constantly pushed towards digital, pulled away from contact with people. This has to be a gradual process, need to do it in a supported way. Locals provide a lot of good support.</p>

	<p>Voluntary Sector Engagement: Up to 30% of people in Sandwell have a lack of digital skills/money to buy equipment</p> <p>Voluntary Sector Engagement: To enable the roll out of a digital by default there needs to be much more focus, commitment and resources to address the lack of skills in the community and the lack of resources and equipment.</p> <p>Voluntary Sector Engagement: Digital exclusion leads to economic and social exclusion.</p>
One Team One Council	Commentary from Conversations
Council Organisational Structure	
<p>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.</p>	<p>Member Engagement: The senior management restructure needs to be embedded.</p>
<p>We will complete a review of all directorate and departmental structures to ensure they are aligned to supporting the successful delivery of the Corporate Plan.</p>	
<p>We will build a One Council: One Team ethos, breaking down departmental barriers and building collaborative team working.</p>	
<p>We will implement new operating models for the delivery of services in a safe way, and ensure that staff are supported to work in the most appropriate location.</p>	
Access to services/council	
<p>We will design a corporate approach to improve both the accessibility of Council services and the quality of service we deliver; to make sure that Sandwell people get a good quality, consistent level of service, however they choose to contact the council.</p>	
<p>We will ensure that adequate support is in place where people need support to access services digitally.</p>	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will invest in digital platforms to enable better access for our residents and other service users and to build on the benefits of increased digitalisation of our services</p>	
<p>We will exploit the potential of new technology and 5G to deliver services more effectively and efficiently across the organisation</p>	
<p>Organisational Development</p>	
<p>We will invest in a range of opportunities, qualifications and experiences for our workforce. We will do this through workforce development plans to ensure our workforce is an enabler for current and future service delivery.</p> <p>We will continue the roll-out of our leadership development programmes to create Sandwell’s leaders of the future.</p>	
<p>We will enable all our staff to fulfil their full potential and have opportunities to progress within the organisation regardless of their protected characteristics by understanding the barriers faced by employees, establishing stakeholder staff groups and implementing the approved workforce action plan .</p>	
<p>We will continue to build on existing workforce mental health and wellbeing resources, by proactively responding to emerging challenges and trends, enabling our employees to effectively support their own, and their colleague’s, positive mental health and wellbeing.</p>	
<p>We will develop and embed excellent people management practices, by effectively leading, supporting and improving our workforce, fostering a workforce that is engaged and productive</p>	
<p>We will promote our successful work experience, apprenticeship, intern and graduate programmes to local people.</p>	
<p>Systems and Governance / Review of corporate policies, strategies, systems and processes</p>	
<p>We will build robust and effective systems which improve transparency and co-ordination around decision making and service delivery.</p>	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

<p>We will review all governance arrangements including a Constitution refresh, completion of the scrutiny review and refresh of the council’s decision-making and performance management arrangements.</p>	
<p>We will deliver the Equalities Commission and implement its recommendations in order to ensure we meet our specific equalities duties and drive the equalities agenda at the heart of our organisation.</p>	
<p>We will develop the social value policy and implementing the social value portal</p>	
<p>We will review and refresh of the organisations digital strategy and digital platforms</p>	
<p>We will embed the newly designed Communications and Corporate Affairs Strategy to ensure we are communicating effectively with both our internal workforce and external stakeholders.</p>	
<p>Listening, Learning and Accountable</p>	
<p>We will embed co-design and collaboration as the standard approach for designing our services and developing our future priorities.</p>	<p>Member Engagement: Engagement and comms with residents needs to improve considerably. We need to let people know what we are planning and doing around corporate plan and in their areas; more importantly listen to them.</p> <p>Member Engagement: Need to look at how we communicate with our residents, need to use all means and push communication more. Need to look at how communication is structured and whether we use online rather than just push out press releases.</p> <p>Member Engagement: Need to improve our PR telling the residents the good things we do in Sandwell that people do not know about.</p> <p>Member Engagement: We need to make sure everyone in the communities knows about the plan. There needs to be</p>
<p>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.</p>	
<p>We will 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.</p>	
<p>We will review how we manage complaints and customer feedback within the council to make sure that when things don’t go to plan, we put them right and learn from what has happened.</p>	

Corporate Plan Refresh – Strategic Outcomes with draft underpinning actions

	a communications plan to let people know what our actions will be, show outcomes and show benefits on the ground.
Making the Most of Our Resources	
We will set a sustainable and balanced budget each year	Member Engagement: Procurement should be used to uplift communities.
We will update the Medium Term Financial Strategy in line with the 2021 Spending Review, Settlement and longer-term impact of COVID-19	
We will ensure all our services provide value for money and are run as efficiently as possible.	
<i>Editor's note: spending locally included under Strong & Inclusive Economy – need to cross reference to that action here</i>	
We will implement a new Corporate Asset Management system to ensure the Council has sufficient, comprehensive information to make best use of its assets and assist with timely and accurate completion of annual accounts.	

Report to Budget and Corporate Scrutiny Management Board

21 September 2021

Subject:	Q1 Budget Monitoring 2021/22
Director:	Simone Hines - Director of Finance
Contact Officer:	Charlie Davey – Business Partner (Finance) charles_davey@sandwell.gov.uk

1 Recommendations

- 1.1 That the Budget and Corporate Scrutiny Management Board considers the financial monitoring for individual directorates as at 30 June 2021 (Quarter 1 2021/22) and identify any recommendations it wishes to make to Cabinet.

2 Reasons for Recommendations

- 2.1 At its meeting on 1 September 2021, the Cabinet received, considered and agreed the financial monitoring for individual directorates as at 30 June 2021 (Quarter 1 2021/22) report. The Cabinet also referred the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.
- 2.2 Any recommendations arising from the consideration of this report will be reported to the Cabinet.

3 How does this deliver objectives of the Corporate Plan?

The Council's financial status helps to underpin the Council's Corporate Plan and associated aspirations.



	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

4 Context and Key Issues

4.1 The Scrutiny Management Board has been requested to consider the Quarter 1 Budget Monitoring 2021-22 financial outturn position to ensure the Council can conduct its business efficiently, act to provide for the security of the assets under its control, and for ensuring that the use of these resources is legal, properly authorised, provides value for money and achieves best value.

5 Alternative Options

5.1 If the Scrutiny Management Board does not consider the information presented the opportunity to make recommendations would be lost.

6 Implications

Resources:	Further details on the financial implications will be presented to the meeting.
Legal and Governance:	The Local Government Act 2003 places a requirement on local authorities to provide Members with regular financial monitoring.



Risk:	This information is contained within the main body of this report.
Equality:	There is no requirement to conduct an Equality Impact Assessment.
Health and Wellbeing:	The financial prosperity of the Council provides a foundation for health and wellbeing across the remit of the Council.
Social Value	Implications for social value and how the proposals are meeting this (for e.g. employment of local traders, young people)

7. Appendices

Appendix A Cabinet report

- 1** Summary Outturn Projection
- 1A** Corporate Management
- 1B** Resources
- 1C** Adult Social Care
- 1D** Regeneration & Growth
- 1E** Housing & Communities
- 1F** Children's Services
- 1G** Public Health
- 1H** Housing Revenue Account (HRA)
- 2** Central Items
- 3** Individual Schools Budgets (ISB)
- 4** Reserves
- 5** New Grants
- 6** Capital
- 7** S106 / CIL
- 8** Virements
- 9** Performance Indicators

8. Background Papers

None



This page is intentionally left blank

Report to Cabinet

1 September 2021

Subject:	Q1 Budget Monitoring 2021/22
Cabinet Member:	Cllr Crompton – Cabinet Member for Finance, Council Sustainability and Transformation
Director:	Simone Hines - Director of Finance
Key Decision:	Yes
Contact Officer:	Charlie Davey – Business Partner (Finance) charles_davey@sandwell.gov.uk

1 Recommendations

That Cabinet:

- 1.1 Receive the financial monitoring for individual directorates as at 30 June 2021 (Quarter 1 2021/22) and refer them to the Budget and Corporate Scrutiny Management Board for consideration and comment.
- 1.2 Note the projected financial position; services are projecting an over spend of £4.621m against allocated budgets and an underspend of £6.185m after adjusting for the movement on reserves, use of corporate resources and the application of centrally held Covid-19 grant funding.
- 1.3 Approve the following budget virements above the higher of £0.25m or 1% of the Gross Budget of the service area:



Virements above £0.250m or 1% of Gross Budget for approval by Cabinet	£'000	£'000
<u>Public Health</u>		
Communicable Disease - Test & Trace Grant carry forward		(1,142)
Grant funded expenditure for Test & Trace	1,142	
Communicable Disease Community Lateral Flow Testing grant		(279)
Grant funded expenditure for Lateral Flow Testing	279	
Long Term Conditions In year PHE award for Adult Weight Management.		(321)
Grant funded expenditure for Adult Weight Management Services	321	
Substance Misuse & Smoking - In year PHE award for Drug Treatment Crime and Harm reduction.		(407)
Grant funded expenditure for Drug Treatment Crime & Harm reduction.	407	
TOTAL	2,149	(2,149)

1.4 Approve an allocation of £514,083 to Sandwell Children’s Trust to fund Covid-19 pressures. This payment is not currently reflected in the projections within the Children’s Services monitoring (Appendix 1F).

2 Reasons for Recommendations

2.1 Section 151 of the 1972 Local Government Act requires the Chief Financial Officer to ensure the proper administration of the council’s financial affairs. Budgetary control, which includes the regular monitoring and reporting of budgets is an essential element in discharging this statutory responsibility.

3. How does this deliver objectives of the Corporate Plan?

	<p>The Council’s financial status helps to underpin the Council’s Corporate Plan and the associated aspirations.</p>
-------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------

4 Context and Key Issues

4.1 Services are projecting an over spend of £4.621m against allocated budgets however, after adjusting for reserves, corporate resources, RCCO and the application of centrally held Covid-19 grant funding the adjusted projected outturn is an under spend of £6.185m.



This projected outturn is summarised in the following table, a more detailed analysis is provided in Appendices 1 to 1G and the reasons for significant variances from budget are outlined in the following narrative.

Area	Appendix	Total Budget £'000	Projected Variance from Budget £'000	(Use of) Reserves / Corporate Resources & RCCO £'000	Corporate Funding of Covid Pressures £'000	Projected Variance £'000
Corporate Management	1A	(246)	0	0	0	0
Resources	1B	19,569	2,481	(1,110)	(3,671)	(2,300)
Adult Social Care	1C	91,844	(2,058)	(1,529)	(1,118)	(4,705)
Regeneration & Growth	1D	25,741	638	(245)	(670)	(277)
Housing & Communities	1E	18,748	1,424	(122)	(824)	478
Children's Services	1F	86,156	1,764	(56)	(1,216)	492
Net Service Expenditure (ex PH)		241,812	4,249	(3,062)	(7,499)	(6,312)
Public Health	1G	300	372	(134)	(111)	127
Total Net Service Expenditure		242,112	4,621	(3,196)	(7,610)	(6,185)

Reasons for the Variances from Budget

4.2 Overview

Services are continuing to experience the financial impact of Covid, most significantly a loss of income due to suspended or significantly reduced services. Pressures of £7.610m are expected to be managed through the centrally held Covid funding which is from the unused balance of grants received in 2020/21 and additional grants received or anticipated for part of 2021/22.

In addition to the Covid related issues, services are reporting a number of significant ongoing operational pressures which will need to be incorporated into the next refresh of the corporate medium term financial strategy; these issues are highlighted within the relevant directorate narrative.

4.3 Resources - £2.481m over spend

There have been Covid related impacts upon most areas including:

- Delays in completing the Oracle Fusion project
- Additional cost of elections
- Loss of income and additional costs within Registration Services
- Loss of income from traded activity within Legal Services



- Under spends associated with vacancies and the impact of remote working.

The financial implications of the above issues are expected to be funded from previously established earmarked reserves and the Covid Emergency Grant, the adjusted projected outturn is an under spend of £2.300m.

4.4 **Adult Social Care - £2.058m under spend**

There have been continued Covid related restrictions on service delivery and when combined with the excessive deaths during 2020/21 the number of supported clients, whilst growing, remains below historic levels. To support faster hospital discharges the service has continued to receive NHS funding for the cost of the first 6 weeks of post discharge care. The prioritisation of faster discharges has significantly increased the average cost of care, an issue which could be managed given the additional NHS funding stream however, this is now tapering to 4 weeks of support and will cease from September presenting a financial risk to Adult Social Care budgets.

After the use of the Better Care Fund reserve and Covid Grant funding for loss of income (taxi licencing) and support to the external care market, the adjusted projected outturn is an under spend of £4.705m.

4.5 **Regeneration & Growth - £0.638m over spend**

The most significant projected variance is Covid related; a £0.500m shortfall in income from Car Parking; a pressure which is expected to continue as home working becomes the new norm.

Operationally there are pressures related to the Property Maintenance Account and priority highway maintenance works although these are largely offset by under spends against staffing budgets.

After the use of corporate resources and Covid grant funding, the adjusted projected outturn is an under spend of £0.277m.

4.6 **Housing & Communities - £1.424m over spend**

The service has experienced a significant Covid related reduction in income, particularly within Tourism, Culture and Leisure however this is expected to be funded from the central Covid grants. A number of



proposals to deliver 2020/21 budget savings were not implemented and the current projections anticipate that they will remain outstanding throughout 2021/22 while management address service restart issues. Operationally the most significant issue is an anticipated reduction in income generated from grounds maintenance activities which is not eligible for Covid grant support. After the use of earmarked reserves and the application of Covid grant funding the adjusted outturn projection is an over spend of £0.478m.

4.7 **Children's Services - £1.764m over spend**

The projected variance from budget is predominantly due to the loss of income from residential centres and the cost of holiday alternatives to free school meals which will be funded from the Covid grant. However, the projected outturn variance also includes a £0.800m over spend against SEN Transport budgets. Despite a significant increase (+£3.1m) to the 2021/22 budget the cost of existing demand (850 pupils) is projected to exceed budget. Additional demand from September and delays in using the planned Dynamic Purchasing System Framework from that date will potentially increase the over spend in this area. After the application of corporate resources and Covid grant funding the adjusted outturn projection is an over spend of £0.492m.

4.8 **Public Health - £0.372m over spend**

Public Health services are funded from a ring-fenced grant of £25.1m and previous under spends against the grant are held within a reserve, which is subject to the same ring-fence restrictions. After the use of specific reserves and Covid grant funding, the adjusted outturn projection is an over spend of £0.127m which is planned to be funded from the ring-fenced PH Reserve.

Central Items

4.9 The council has a number of centrally held budgets. The nature of these is such that they are not within a specific directorate's control.



The projected variance from budgets is an over spend of £12.682m, however after adjusting for the use of reserves, corporate resources and Covid funding the adjusted position is an under spend of £2.485m which predominantly relates to an under spend within the Waste Partnership of £2.371m. Further detail of the Central Items is provided in **Appendix 2**.

4.10 **Individual Schools Budgets**

The Dedicated Schools Grant allocation is expected to generate an under spend of £0.343m arising from staffing vacancies. Further details are provided within **Appendix 3**.

Use of Reserves

4.11 At the end of 2020/21 £98.421m was held in earmarked reserves and it is projected that £22.578m will be used during the year, most significantly £20.245m of Covid Emergency Funding. The year-end balance of earmarked reserves is projected to be £75.843m and further detail is provided in **Appendix 4**.

4.12 **Additional Grants**

Details of new grants received or announced during Quarter 1 are provided in **Appendix 5**. This represents additional resources of £23.547m, most significantly £12.955m of Covid Restart Grant to provide grant support to eligible businesses.

Capital

4.13 Expenditure on the council's capital programme is projected to be £178.51m for 2021/22 and an overview of the programme is provided within **Appendix 6**.

During Quarter 1 there have been a number of significant updates to the 2021/22 programme:

- A £2m increase in the Regeneration & Growth budget, mainly in respect of additional funding from earmarked balances to support the refurbishment of the Sandwell Council House at Oldbury.
- An increase of £1.684m in the Children's budget to reflect the use of Basic Need resources to continue various school improvement schemes.
- A decrease of £13m in the HRA budget which reflects reprofiling between financial years for High Rise Refurbishment (£6m), New Build projects (£5m) and ECO projects (£2m).



4.14 **Section 106 / Community Infrastructure Levy (CIL)**

Section 106 funds are contributions paid by developers towards the cost of providing community and social infrastructure, but they must be used for specific purposes. The council currently holds £2.520m of S106 funds and the forecast spend for 2021/22 is £0.181m leaving a projected balance of £2.339m at March 2022.

The Community Infrastructure Levy is a charge that local authorities can set on new developments to raise funds for infrastructure, facilities and services to support new homes and businesses in the area. The council holds £2.031m of capital CIL resources and no spend is projected for 2021/22.

Further details of the S106 and CIL resources are provided in **Appendix 7**.

4.15 **Budget Adjustments (virements)**

In addition to the virements which Cabinet are asked to approve within recommendation 1.3 there have been smaller value budget adjustments which can be approved by Chief Officers. Details of all virements are provided in **Appendix 8**.

4.16 **Performance Indicators**

Details of performance indicators related to income collection and the timeliness of creditor payments are provided in **Appendix 9**.

5 **Alternative Options**

5.1 There are limited decisions within the recommendations, Cabinet could vary the proposed transfer of Covid funding to the Sandwell Children's Trust or the requested virements within Public Health which reflect increases in the available resources since the 2021/22 budgets were approved.



6 Implications

Resources:	Resource implications are contained within the main body of the report.
Legal and Governance:	No direct implications arising from the recommendations.
Risk:	This information is contained within the main body of this report.
Equality:	No direct implications arising from the recommendations.
Health and Wellbeing:	No direct implications arising from the recommendations.
Social Value	No direct implications arising from the recommendations.

7. Appendices

- 1** Summary Outturn Projection
- 1A** Corporate Management
- 1B** Resources
- 1C** Adult Social Care
- 1D** Regeneration & Growth
- 1E** Housing & Communities
- 1F** Children's Services
- 1G** Public Health
- 1H** Housing Revenue Account (HRA)
- 2** Central Items
- 3** Individual Schools Budgets (ISB)
- 4** Reserves
- 5** New Grants
- 6** Capital
- 7** S106 / CIL
- 8** Virements
- 9** Performance Indicators

8. Background Papers

None



2021/22 Revenue Monitoring Summary									Appendix 1
Area	Appendix	Annual Target Budget	BFwd from Previous Year	Total Budget	Projected Outturn	Projected Variance from Budget	(Use of) Reserves / Corporate Resources & RCCO	Corporate Funding of Covid Pressures	Projected Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management	1A	(246)	0	(246)	(246)	0	0	0	0
Resources	1B	18,640	929	19,569	22,050	2,481	(1,110)	(3,671)	(2,300)
Adult Social Care	1C	87,116	4,728	91,844	89,786	(2,058)	(1,529)	(1,118)	(4,705)
Regeneration & Growth	1D	25,741	0	25,741	26,379	638	(245)	(670)	(277)
Housing & Communities	1E	18,656	92	18,748	20,172	1,424	(122)	(824)	478
Children's Services	1F	86,156	0	86,156	87,920	1,764	(56)	(1,216)	492
Net Service Expenditure (ex PH)		236,063	5,749	241,812	246,061	4,249	(3,062)	(7,499)	(6,312)
Public Health	1G	300	0	300	672	372	(134)	(111)	127
Total Net Service Expenditure		236,363	5,749	242,112	246,733	4,621	(3,196)	(7,610)	(6,185)
Housing Revenue Account (HRA)	1H	(29,300)	0	(29,300)	(30,667)	(1,367)	750	0	(617)
Central Items	2	(5,595)	0	(5,595)	12,682	18,277	(20,001)	(761)	(2,485)
Individual Schools Budgets (ISB)	3	0	0	0	(343)	(343)	0		(343)
Total Net Expenditure		201,468	5,749	207,217	228,405	21,188	(22,447)	(8,371)	(9,630)

Coporate Management						APPENDIX 1A		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	284	0	284	284	0	0	0	0
Corporate Management	(530)	0	(530)	(530)	0	0	0	0
			0		0	0	0	0
TOTAL	(246)	0	(246)	(246)	0	0	0	0

Directorate - Resources						APPENDIX 1B		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Directorate	423		423	284	(139)	0	0	(139)
Communications and Service Improvement	1,272	35	1,307	1,190	(117)	0	(55)	(172)
Finance	4,021	20	4,041	5,216	1,175	(669)	(649)	(143)
Revenues and Benefits and ICT	8,295	732	9,027	9,174	147	0	(1,376)	(1,229)
Law and Governance	1,522	60	1,582	2,804	1,222	(273)	(1,328)	(379)
Human Resources	3,107	82	3,189	3,382	193	(168)	(263)	(238)
TOTAL	18,640	929	19,569	22,050	2,481	(1,110)	(3,671)	(2,300)

Adult Social Care							APPENDIX 1C		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Management Team	(1,881)	4,648	2,767	2,339	(428)	0	(626)	(1,054)	
Business Management	3,952	0	3,952	3,664	(288)	0	0	(288)	
Social Work & Therapy	5,855	0	5,855	5,051	(804)	0	0	(804)	
External Placements	64,612	0	64,612	62,733	(1,879)	0	(61)	(1,940)	
Integrated Hub	477	0	477	593	116	0	0	116	
Direct Services	6,453	0	6,453	6,250	(203)	0	0	(203)	
Commissioning	4,213	80	4,293	3,979	(314)	0	0	(314)	
Better Care Fund	0	0	0	1,529	1,529	(1,529)	0	0	
Regulated Services & Transformation	3,435	0	3,435	3,648	213	0	(431)	(218)	
TOTAL	87,116	4,728	91,844	89,786	(2,058)	(1,529)	(1,118)	(4,705)	

Regeneration & Growth								Appendix 1D
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Growth and Spatial Planning Service	2,149	0	2,149	2,240	91	(245)	0	(154)
Development Planning and Building	507	0	507	699	192	0	0	192
Strategic Assets and Land Service	7,165	0	7,165	7,292	127	0	(170)	(43)
Highways Services	15,250	0	15,250	15,750	500	0	(500)	0
Management	670	0	670	398	(272)	0	0	(272)
TOTAL	25,741	0	25,741	26,379	638	(245)	(670)	(277)

Housing & Communities								Appendix 1E
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance (£000)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Management	2,740		2,740	3,088	348	(122)	(50)	176
Tourism, Culture & Leisure	10,407		10,407	10,858	451	0	(507)	(56)
Commercial Services	4,136		4,136	4,755	619	0	(130)	489
Business Excellence	1,373	92	1,465	1,471	6	0	(137)	(131)
TOTAL	18,656	92	18,748	20,172	1,424	(122)	(824)	478

Childrens Services								APPENDIX 1F
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance (£000)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director of Education & Employment	9,379	0	9,379	9,160	(219)	(56)	0	(275)
Education Support Services	1,864	0	1,864	2,714	850	0	(832)	18
Learning Improvement	3,288	0	3,288	3,367	79	0	(60)	19
Inclusive Learning	6,384	0	6,384	7,154	770	0	0	770
Director of Children's Services	6,692	0	6,692	6,976	284	0	(324)	(40)
Sandwell Children's Trust	58,549	0	58,549	58,549	0	0	0	0
Children's Social Care	0	0	0	0	0	0	0	0
TOTAL	86,156	0	86,156	87,920	1,764	(56)	(1,216)	492

Public Health						APPENDIX 1G		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Communicable Disease	3,220		3,220	3,220	0	0	(111)	(111)
Long Term Conditions	2,370		2,370	2,177	(193)	0	0	(193)
Childrens	10,055		10,055	10,185	130	0	0	130
Substance Misuse & Smoking	3,570		3,570	3,570	0	0	0	0
Wider Determinants	4,142		4,142	4,282	140	0	0	140
Public Health Management	2,275		2,275	2,349	74	0	0	74
Public Health Grant	(25,111)		(25,111)	(25,111)	0	(134)	0	(134)
Public Health Savings Target	(222)		(222)	0	222	0	0	222
TOTAL	300	0	300	672	372	(134)	(111)	127

Housing Revenue Account (HRA)						APPENDIX 1H		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management & Maintenance	39,031		39,031	39,031	0	0	0	0
Business Excellence	3,357		3,357	3,284	(73)	0	0	(73)
Commercial Services	4,374		4,374	4,405	31	0	0	31
Corporate HRA	19,776		19,776	19,958	182	0	0	182
Housing Management	12,205		12,205	11,448	(757)	0	0	(757)
PFI	(471)		(471)	(1,221)	(750)	750	0	0
Rents & Other Charges	(115,007)		(115,007)	(115,007)	0	0	0	0
SLA's	7,435		7,435	7,435	0	0	0	0
			0		0	0	0	0
TOTAL	(29,300)	0	(29,300)	(30,667)	(1,367)	750	0	(617)

Area	Annual Target Budget	BFwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves / Corporate Resources & RCCO	Corporate Funding of Covid Pressures	Projected Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Housing & Communities</u>								
Waste Partnership	29,489	0	29,489	27,118	(2,371)	0	0	(2,371)
<u>Children's Services</u>								
BSF Central Item	400	0	400	400	0	0	0	0
<u>Resources</u>								
Local Authority Subscriptions	104	0	104	119	15	0	0	15
Wolverhampton: WMCC and WMRE	45	0	45	45	0	0	0	0
Combined Authority	1,373	0	1,373	1,373	0	0	0	0
External Audit Fee	144	0	144	282	138	0	0	138
New Homes Bonus Grant	(1,254)	0	(1,254)	(1,254)	0	0	0	0
No Recourse to Public Funds	531	0	531	712	181	0	0	181
Business Rates Compensation Grant	(49,948)	0	(49,948)	(50,332)	(384)	384	0	0
Corporate Projects	1,000	0	1,000	1,000	0	0	0	0
Insurance	(395)	0	(395)	(395)	0	0	0	0
Bank Charges	335	0	335	335	0	0	0	0
Airport Rent Income	(100)	0	(100)	(100)	0	0	0	0
Apprenticeship Levy	480	0	480	480	0	0	0	0
Past Service Pension Costs	5,387	0	5,387	5,387	0	0	0	0
Local Welfare Provision	0	0	0	140	140	(140)	0	0
Housing Benefits	501	0	501	501	0	0	0	0
Pensions General	4,560	0	4,560	4,560	0	0	0	0
Coroners	346	0	346	792	446	0	(290)	156
Members Allowances	1,446	0	1,446	1,272	(174)	0	0	(174)
Public Law Fees	366	0	366	366	0	0	0	0
Special Events	25	0	25	15	(10)	0	0	(10)
Templink	(429)	0	(429)	(429)	0	0	(420)	(420)
COVID19 Facilities	0	0	0	49	49	0	(49)	0
COVID19 Emergency Funding	0	0	0	20,247	20,247	(20,245)	(2)	0
			0					
Resources Total	(35,484)	0	(35,484)	(14,836)	20,648	(20,001)	(761)	(114)
Grand Total	(5,595)	0	(5,595)	12,682	18,277	(20,001)	(761)	(2,485)

Individual Schools Budget							APPENDIX 3		
Service Area	Annual Target Budget	B/fwd from Previous Year	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ Corporate Resources/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ISB High Needs	55,738		55,738	55,395	(343)	0	0	(343)	
Early Years	24,877		24,877	24,877	0	0	0	0	
Central Services Services Block	2,249		2,249	2,249	0	0	0	0	
Schools	297,545		297,545	297,545	0	0	0	0	
Dedicated Schools Grant	(380,409)		(380,409)	(380,409)	0	0	0	0	
TOTAL	0	0	0	(343)	(343)	0	0	(343)	

Appendix 4

Earmarked Reserve	Balance as at 31 March 2021	Use of / (Contribution to) Reserves	Projected Balance 31 March 2022
	£'000	£'000	£'000
<u>Corporate Management</u>			
Brexit Funding	(74)	0	(74)
<u>Adult Social Care</u>			
Taxi Licensing Operational	(105)	0	(105)
Adult Social Care Reserve	(1,047)	0	(1,047)
Integrated Care Record	(172)	0	(172)
Better Care Fund	(8,952)	1,529	(7,423)
<u>Children's Services/ISB</u>			
Regeneration and Economy	(90)	0	(90)
BSF FM Sinking Fund	(2,983)	0	(2,983)
BSF PFI Sinking Fund	(4,286)	0	(4,286)
<u>Housing & Communities</u>			
Physical Activity Board	(24)	0	(24)
Sinking Fund - Portway Lifestyle Centre	(658)	0	(658)
Private Sector Landlord	(142)	122	(20)
Dartmouth Park HLF	(318)	0	(318)
Commonwealth Games - UoW	(100)	0	(100)
Serco Waste	(3,816)	0	(3,816)
<u>Public Health</u>			
Learning for Public Health	(405)	134	(271)
Public Health Grant Reserve	(7,862)	0	(7,862)
<u>Regeneration & Growth</u>			
West Midlands Regional Research	(234)	5	(229)
Sinking Fund RBC Building	(591)	0	(591)
Sinking Fund Central 6th Building	(999)	0	(999)
<u>Resources - Target</u>			
Grants Irregularities Reserve	(1,031)	0	(1,031)
E-Business Financial Suite	(638)	638	0
P.O.C.A. (Proceeds of Crime)	(39)	0	(39)
Sandwell Children's Trust	(77)	30	(47)
Elections	(268)	259	(9)
<u>Resources - Central Items</u>			
Insurance Reserve	(8,875)	0	(8,875)
COVID Emergency Funding	(20,245)	20,245	0
S31 Business Rate Relief	(34,390)	(384)	(34,774)
Total	(98,421)	22,578	(75,843)

Additional Specific Grants Announced during the Quarter	£'000
<u>Resources</u>	
COVID19 Restart Grant	(12,955)
Cabinet Office - Police and Crime Commissioner Elections	(191)
Department for Work and Pensions - New Burdens - Delivering Welfare Reform changes in 21-22	(175)
Cabinet Office - Local Election Funding	(81)
Department for Work and Pensions - New Burdens	(61)
<u>Adult Social Care</u>	
Infection Prevention & Control Grant 3 (April to June 2021)	(1,073)
Winter Grant extension April 2021	(1,061)
Domestic Violence Grant	(892)
Rapid Testing Grant (April to June 2021)	(799)
<u>Regeneration & Growth</u>	
Housing Zone - Capacity Funding - Department of Communities and Local Government	(133)
Custom Build Grant - Department of Communities and Local Government	(45)
New Burdens Grant - Department of Communities and Local Government	(28)
Historic England - Growth Fund	(17)
<u>Housing & Communities</u>	
Flexible Homeless Support Grant	(2,272)
P E & Sports Strategy Team	(805)
Preventing Homelessness Grant Strict Council - CLG Communities	(345)
Housing Benefit - Department for Work and Pensions (TA)	(279)
Titford Pools - Canals & River Trust	(233)
WNF/ABG - Preventing Extremism	(176)
Community Safety - West Midlands Crime Commissioner	(165)
Housing First	(160)
External Temporary Accommodation	(100)
Housing Benefit - Department for Work and Pensions (PSL)	(85)
Countryside Management General	(46)
Managerial Support	(38)
Emergency Assistance Grant	(36)
Other small grants	(23)
<u>Public Health</u>	
Substance Misuse & Smoking - Drug Treatment Crime and Harm reduction.	(407)
Long Term Conditions - Adult Weight Management.	(321)
Communicable Disease - Community Lateral Flow Testing grant	(279)
COVID Reset & Recovery	(141)
Wider Determinants - DEFRA Air Quality Grant	(76)
HIV Prep Grant Increase	(49)
Total Grants	(23,547)

SANDWELL METROPOLITAN BOROUGH COUNCIL**CAPITAL MONITORING 2021/2022 - PERIOD 3 JUNE**

SUMMARY	Original Budget 2021/22 (Main Programme)	Additional Approvals / Adjustments	Re-Profile to Future Years	Revised Budget 2021/22 (Main Programme)	Self Financing	Total Budget 2021/22	2021/22			(Surplus) / Deficit for the Year
							Actual Spend to Date £'000	Remaining Spend £'000	Total Forecast Expenditure £'000	
JUNE 2021/22	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Management	6	0	0	6	0	6	0	6	6	0
Resources	5,970	0	0	5,970	33	6,003	249	5,754	6,003	0
Adults Social Care	12,881	0	0	12,881	10,556	23,437	2,440	20,997	23,437	0
Regeneration & Growth	4,236	2,193	817	7,246	13,587	20,833	3,108	17,725	20,833	0
Housing & Communities	19,250	0	0	19,250	22,106	41,356	12,053	29,303	41,356	0
Childrens Services	81	0	0	81	12,082	12,163	4,477	7,686	12,163	0
Housing Revenue Account (HRA)	87,872	200	(13,349)	74,723	0	74,723	16,857	57,868	74,725	2
GRAND TOTAL	130,296	2,393	(12,532)	120,157	58,364	178,521	39,183	139,340	178,523	2

Section 106 & Community Infrastructure Levy (CIL) Monitoring - Period 3 2021/22

APPENDIX 7

Page 69

Section 106					
Section 106 Scheme	Service Area	Description of Project	Balance Available @ 01/04/21 £	Forecast Expenditure £	Balance Remaining @ 31/03/22 £
Roway Lane Development	Regeneration & Growth	Contribution to improvement works at the Fountain Lane / Bromford Road junction	48,000	0	48,000
Former Churchfields School, All Saints Way, West Bromwich	Regeneration & Growth	Erection of 182 dwellings, 3no 100m x 60m football pitches, changing room facilities together with associated road and sewer.	17,000	0	17,000
Land at Alexandra Road and Upper Church Lane, Tipton	Regeneration & Growth	Affordable Housing	603,000	0	603,000
High St / Dartmouth St West Bromwich (was Laing but now Taylor Wimpy)	Regeneration & Growth	Affordable Housing	12,000	0	12,000
Land at Seymour Road, Oldbury	Regeneration & Growth	Affordable Housing	91,000	0	91,000
Land at Summerton Road, Oldbury	Regeneration & Growth	Affordable Housing	28,000	0	28,000
Rattlechain Oldbury DC/14/57737	Regeneration & Growth	Affordable Housing	210,000	0	210,000
Land off Mill Street Tipton - DC/15/58921	Regeneration & Growth	Affordable Housing	290,000	0	290,000
Land off spon Lane West Bromwich DC/08/49057	Regeneration & Growth	Highways Contribution	447,000	0	447,000
TESCO - West Bromwich	Regeneration & Growth	Planning / Environmental Health contribution	50,000	0	50,000
Sandwell Road West Bromwich DC/09/51649	Regeneration & Growth	Public Realm / Highways contribution	175,000	0	175,000
Ashes Road Oldbury DC/14/57470	Regeneration & Growth	Ashes Road Oldbury Contribution	336,000	0	336,000
Upper Church lane Tipton DC/09/50926	Regeneration & Growth	Planning Contribution	32,000	0	32,000
Brades Green Open Space DC/05/43995	Housing & Communities	Planting scheme to improve welcoming aspect - Oldbury	5,800	5,800	0
Barnford Park DC/07/48918	Housing & Communities	Treeworks - Oldbury	3,600	3,600	0
Mary MacArthur Gardens	Housing & Communities	Fencing, Steps & Re-Painting of Infrastructure - Rowley	32,300	32,300	0
Jubilee Park DC/04/43090 & DC/06/47114	Housing & Communities	Treeworks - Tipton	8,100	8,100	0
Farley Park DC/08/50253	Housing & Communities	Play Provision improvements - Tipton	4,000	4,000	0
Norman Rd Dams DC/05/45598	Housing & Communities	Play Provision improvements	15,000	15,000	0
Charlemont Playing Fields - DC/14/56717	Housing & Communities	Improvements to Car Parking Facilities & Skate Board Park - West Bromwich	33,000	33,000	0
Redhouse Park - DC/05/45586	Housing & Communities	Scheme being developed including Entrance & Car Parking - West Bromwich	18,000	18,000	0
Yew Tree Estate - DC/13/56577	Housing & Communities	Play Provision improvements - West Bromwich	61,200	61,200	0
Total Section 106			2,520,000	181,000	2,339,000
Community Infrastructure Levy (CIL)					
CIL Scheme	Service Area	Description of Project	Balance Available @ 01/04/21 £	Forecast Expenditure for 2021/22 £	Balance Remaining @ 31/03/22 £
Balance in CIL fund to date - not allocated to individual projects	Regeneration & Growth		2,030,900	0	2,030,900
Total Community Infrastructure Levy (CIL)			2,030,900	0	2,030,900

Appendix 8

Virements above £0.250m or 1% of Gross Budget for approval by Cabinet	£'000	£'000
Public Health		
Communicable Disease - Test & Trace Grant carry forward		(1,142)
Grant funded expenditure for Test & Trace	1,142	
Communicable Disease Community Lateral Flow Testing grant		(279)
Grant funded expenditure for Lateral Flow Testing	279	
Long Term Conditions In year PHE award for Adult Weight Management.		(321)
Grant funded expenditure for Adult Weight Management Services	321	
Substance Misuse & Smoking - In year PHE award for Drug Treatment Crime and Harm reduction.		(407)
Grant funded expenditure for Drug Treatment Crime & Harm reduction.	407	
TOTAL	2,149	(2,149)
Virements between Directorates/Service Areas below £0.250m for information in Cabinet Report	£'000	£'000
Adult Social Care		
Business Man - Transfer 50% vacant G post	31	
Social Work & Therapy - transfer 50% Vacant G post		31
Management Team - transfer of unused budget		22
External placements - transfer of unused budget	22	
Social Work & Therapy - transfer post from Hospital team to social work team	45	
Intergrated Hub - transfer post from hospital team to social work team.		45
Housing & Communities		
Equipment Budget from Resources	18	
Resources		
Equipment Budget to H&C from Registration Services		(18)
Public Health		
Public Health Grant - In year increase in Public Health Grant		(190)
Additional grant funded expenditure - HIV Prep Grant Increase	48	
Additional grant funded expenditure - COVID Reset & Recovery	142	
Wider Determinants - In year DEFRA Air Quality Grant		(76)
Grant funded expenditure- Air Quality Grant	76	
Wider Determinants - LGA Behavioural Insights Grant carry forward		(18)
Grant funded expenditure LGA Behavioural Insights Grant	18	
TOTAL	284	(284)

				APPENDIX 9 - Performance Indicators
	2021/22	2020/21	Change from 2020/21	Comments
REVENUE COLLECTION PERFORMANCE				
Council Tax Collection Rate	28%	28%	↔	A higher figure is beneficial in improving the Council's cash flow and also reducing administration costs. This figure is as at the end of Quarter 1 and not a projection for the year. Collections reduced across all portfolios due to the council wide stop on recovery during the Corvid-19 pandemic
Business Rates Collection Rate	23%	24%	↓	A higher figure is beneficial in improving the Council's cash flow and also reducing administration costs. This figure is as at the end of Quarter 1 and not a projection for the year. Collections reduced across all portfolios due to the council wide stop on recovery during the Corvid-19 pandemic
General Debtors:				
Collection Rate	65%	60%	↑	A higher figure is beneficial in improving the Council's cash flow and also reducing administration costs. This figure is as at the end of Quarter 1 and not a projection for the year. Collections reduced across all portfolios due to the council wide stop on recovery during the Corvid-19 pandemic
Average No. of Days to receive payment from customers	138	116	↑	A lower figure is beneficial to the Council in relation to improved cash flow and reduced administration costs.
Credit Notes raised as a % of total customer invoices	5%	7%	↑	A lower figure helps to save time in dealing with customer queries and reduces the cost of administration. Residential & Third Party accomodation fees the Adult Services Migrated Financial Sytems to new system.However, the interim invoices produced were issued for 3 days instead of 2.
Proportion of Debt > 90 days old from invoice date	53%	50%	↑	A lower figure helps to improve the council's cash flow.
Housing Rents:				
Value of Rent Debit to Date	29	29	↔	Rent debit at quarter 1 has slightly increased to £29,507,416 in comparison to quarter 1 outturn for 20/21
Collection Rate	86	83	↑	A higher percentage reduces rent arrears owed to the Local Authority and supports the HRA. Quarter 1 outturn shows an increase in cash collection in comparison to quarter 1 20/21
ACCOUNTS PAYABLE				
Proportion of payments made by electronic means (BACS & Bank Transfers)	95%	95%	↔	A higher figure is beneficial in terms of reducing administration costs and improved processes. Suppliers of goods and services receive prompt payment of invoices and therefore improved cash flow.

This page is intentionally left blank

The following items set out key decisions to be taken by the Executive in public session:-

	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
1	<p>Extension of contract for a non-executive director of Sandwell Children’s Trust Board</p> <p>Contact Officer: Mandip Chahal</p> <p>Director – Director of Children’s Services</p>	Children and Education (Cllr Simms)	29 September 2021	N/A	Report



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
2	COVID-19 Expenditure Proposals Contact Officer: Rebecca Maher Director: Simone Hines – Director of Finance	Finance and Resources (Cllr Crompton)	29 September 2021		
3	Local Council Tax Support Scheme Contact Officer: Ian Dunn Director: Simone Hines – Director of Finance	Finance and Resources (Cllr Crompton)	29 September 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
4	Refurbishment of Low Rise Blocks of Flats – The Lakes, Lion Farm Contact Officer: J Rawlings Director: Gillian Douglas – Director of Housing and Communities	Housing (Cllr Ahmed)	29 September 2021		
5	Roofing Repairs Contact Officer: J Rawlins Director: Gillian Douglas - Director – Housing and Communities	Housing (Cllr Ahmed)	29 September 2021		Report



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
6	<p>Appropriation of 34/36 Bridge Street West Bromwich – B70 9HN from General Fund into Housing Revenue Account.</p> <p>Contact Officer: Chris Hilton/Lee Constable</p> <p>Director – Regeneration and Growth</p>	Regeneration and Growth (Cllr I Padda)	29 September 2021		
7	<p>Local Development Scheme</p> <p>Contact Officer: Samantha Holder</p> <p>Director – Regeneration and Growth</p>	Regeneration and Growth (Cllr I Padda)	29 September 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
8	<p>Smethwick to Birmingham Area Framework and Grove Lane Masterplan Revision</p> <p>Contact Officer: Hayley Insley</p> <p>Director – Regeneration and Growth</p>	<p>Regeneration and Growth (Cllr I Padda)</p>	<p>29 September 2021</p>		<p>Area Framework and Grove Lane Masterplan</p>



Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
<p>9 Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 1</p> <p>Tranche 1 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Digital Den • West Bromwich Mechanical Engineering Centre <p>Contact Officer: Rebecca Jenkins</p> <p>Director: Director – Regeneration and Growth</p>	<p>Regeneration and Growth (Cllr I Padda)</p>	<p>29 September 2021 (Private Item)</p>		<p>Towns Fund Heads of Terms Agreements with Government</p> <p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
10	Additional Restrictions Grant (ARG) Top Up Grants Contact Officer: Jenna Langford Director – Regeneration and Growth	Regeneration and Growth (Cllr I Padda)	29 September 2021	N/A	Cabinet Report and Additional Restrictions Grant Policy
11	Corporate Plan Refresh Contact Officer: Kate Ashley/Sarah Sprung Director: Neil Cox	The Leader	29 September 2021	Budget & Corporate Scrutiny Management Board 8 September	Corporate Plan



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
12	<p>B2022 Commonwealth Games Live Site</p> <p>Contact Officer: Jane Lillystone/Chris Jones</p> <p>Director: Nicholas Austin – Interim Director of Borough Economy</p>	<p>Culture and Tourism (Cllr Millard)</p>	<p>20 October 2021</p>	<p>No</p>	<p>Cabinet Report</p>
13	<p>SEND Transport – Future Arrangements</p> <p>Contact Officer: Sue Moore</p> <p>Director – Children’s Services</p>	<p>Children and Education (Cllr Simms)</p>	<p>20 October 2021</p>	<p>Scrutiny Review</p>	



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
14	School Organisation Plan 2021/2022 Contact Officer: Martyn Roberts Director – Children’s Services	Children and Education (Cllr Simms)	20 October 2021		School Organisation Plan 2021/22
15	Childcare Sufficiency Report 2020 - 2021 Contact Officer: Sara Baber/Sally Dowie Director – Children’s Services	Children and Education (Cllr Simms)	20 October 2021	Children’s Services and Education Scrutiny Board	Childcare Sufficiency Report 2021



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
16	<p>Street Naming, Remaining and Property Numbering Policy</p> <p>Contact Officer: Robin Weare/ Barry Ridgway</p> <p>Director: Nicholas Austin – Interim Director of Borough Economy</p>	Environment (Cllr Bostan)	20 October 2021		
17	<p>Delegated authority to award contract for Storage Area Network (SAN) refresh, associated professional services and ongoing support and maintenance – 2022 to 2027</p> <p>Contact Officer: Sue Knowles/Andy Saunders/James Trickett</p>	Finance and Resources (Cllr Crompton)	20 October 2021		Report



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
18	<p>Designation of the whole of Sandwell as a smoke control area</p> <p>Contact Officer: Elizabeth Stephens</p> <p>Director: Lisa McNally – Director of Public Health</p>	Adults, Social Care and Health (Cllr Hartwell)	20 October 2021		
19	<p>Extension of Domiciliary Care Framework Agreements</p> <p>Contact Officer: Daljit Bhangal</p> <p>Director: Rashpal Bishop – Director of Adult Social Care</p>	Adults, Social Care and Health (Cllr Hartwell)	20 October 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
20	Supply of Domestic Ironmongery Contact Officer: Steve Piddock Director: Gillian Douglas	Housing (Cllr Ahmed)	20 October 2021		Report
21	Composite Door Programme Contact Officer: J Rawlings Director: Gillian Douglas	Housing (Cllr Ahmed)	20 October 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
22	<p>Implementation of a Boroughwide Public Space Protection Order relating to Nitrous Oxide (PSPO)</p> <p>Contact Officer: Tessa Mitchell</p> <p>Director: Nicholas Austin – Director of Borough Economy</p>	Community Safety (Cllr Piper)	20 October 2021		
23	<p>Implementation of a Public Space Protection Orders for West Bromwich Town Centre (PSPO)</p> <p>Contact Officer: Tessa Mitchell</p> <p>Director: Nicholas Austin – Director of Borough Economy</p>	Community Safety (Cllr Piper)	20 October 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
24	<p>Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 2</p> <p>Tranche 2 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Urban Greening • West Bromwich, Smethwick and Rowley Regis Cycle and Walking Transport Schemes • Rowley Regis Canal Connectivity • Smethwick Ron Davis Centre Expansion <p>Contact Officer: Rebecca Jenkins</p> <p>Director – Regeneration and Growth</p>	Regeneration and Growth (Cllr I Padda)	October 2021/ November 2021 (Private Item)		<p>Towns Fund Heads of Terms Agreements with Government</p> <p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
25	<p>Procurement of Best Interest Assessor Services</p> <p>Contact Officer: Suki Sandhu/Karen Emms</p> <p>Director: Rashpal Bishop – Director of Adult Social Care</p>	Adults, Social Care and Health (Cllr Hartwell)	3 November 2021		
26	<p>Sandwell and Community Caring Trust Contract</p> <p>Contact Officer: Hannah Soetendal</p> <p>Director: Rashpal Bishop – Director of Adult Social Care</p>	Adults, Social Care and Health (Cllr Hartwell)	3 November 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
27	<p>Award a Contract for the Supply and Maintenance of Weather Stations for Winter Service Operations</p> <p>Contact Officer: Mathew Burling</p> <p>Director: Regeneration and Growth</p>	Environment (Cllr Bostan)	3 November 2021		
28	<p>Award a Contract for Road Marking, Specialist Surfacing and Studs</p> <p>Contact Officer: Mathew Burling</p> <p>Director: Regeneration and Growth</p>	Environment (Cllr Bostan)	3 November 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
29	<p>Q2 Budget Monitoring</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Simone Hines – Director of Finance</p>	Finance and Resources (Cllr Crompton)	24 November 2021		
30	<p>Draft General Fund Budget Report 2022/23</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Simone Hines – Director of Finance</p>	Finance and Resources (Cllr Crompton)	24 November 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
31	Refurbishment of Darley House Contact Officer: J Rawlins Director: Gillian Douglas – Director of Housing and Communities	Housing (Cllr Ahmed)	24 November 2021		
32	Housing Revenue Account Business Plan 2021-2051 Contact Officer: Rebecca Maher Director: Simone Hines – Director of Finance	Finance and Resources (Cllr Crompton)	18 December 2021		



	Title/Subject	Cabinet Portfolio Area		Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
33	Hire of Scaffold & Portable Towers Contact Officer: Steve Piddock Director: Gillian Douglas – Director of Housing and Communities	Housing (Cllr Ahmed)	18 December 2021		Report
34	Retro-fitting of Sprinklers in high-rise flats Contact Officer: J Rawlins Director: Gillian Douglas - Director – Housing and Communities	Housing (Cllr Ahmed)	January 2022		Report



<p>35</p>	<p>Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 3</p> <p>Tranche 3 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Retail Diversification Programme • West Bromwich Town Hall Quarter • Smethwick Midland Met Learning Campus • Smethwick Grove Lane Regeneration • Smethwick Rolfe Street Canalside Regeneration • Rowley Regis Satellite Education Hub • Rowley Regis Britannia Park Community Hub and Greenspace Improvements • Rowley Regis Blackheath Bus Interchange and Public Realm • Smethwick Albion Family in the Park <p>Contact Officer: Rebecca Jenkins</p> <p>Director – Regeneration and Growth</p>	<p>Regeneration and Growth (Cllr I Padda)</p>	<p>January 2022 February 2022 (Private Item)</p>		<p>Towns Fund Heads of Terms Agreements with Government</p> <p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>
-----------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------	----------------------------------------------------------	--	---------------------------------------------------------------------------------------------------------------------------------



Annual Programme Reminder (these items are not added automatically)

	Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
	Review of Fees and Charges		January		
	Determination of Admission Priorities for Sandwell's Community and Voluntary Controlled Schools		January/February		
	Schools Funding		December/ January		
	Quarter 3 Budget Monitoring		February		
	Council Finances		February		
	Financial Regulations		February		
	Business Plans		February		
	Highways Asset Management Plan		March		
	Local Transport Settlement		March		



Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Schools Capital Programme		April to June		
Financial Outturn		May		
Procurement and Contract Procedure Rules		July		
Review of Fees and Charges Sandwell Residential Education Services Centre Charges		May – July		
Childcare Sufficiency Report		July - September		
Quarter 1 Budget Monitoring		August		
Model Schools Pay Policy		October/November		
Winter Service Operational Plan		October/November		
Road Safety Plan		November		
Quarter 2 Budget Monitoring		November		
Council Tax Base Calculation		December		



	Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
	Business Rates Retention Estimates		December		
	Council Tax Reduction Scheme		December		



The following items set out key decisions to be taken by the Executive in private session:-

Title/Subject	Cabinet Portfolio Area	Decision Date	Private Item – Reason for Exemption	List of documents to be considered
<p>Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 1</p> <p>Tranche 1 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Digital Den • West Bromwich Mechanical Engineering Centre • Smethwick Ron Davis Centre Expansion <p>Contact Officer: Rebecca Jenkins</p> <p>Director: Tammy Stokes – Interim Director for Regeneration and Growth</p>	<p>Inclusive Economic Growth</p>	<p>September 2021</p>	<p>Commercial Sensitivity</p>	<p>Towns Fund Heads of Terms Agreements with Government</p> <p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>



Title/Subject	Cabinet Portfolio Area	Decision Date	Private Item – Reason for Exemption	List of documents to be considered
<p>Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 2</p> <p>Tranche 2 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Urban Greening • West Bromwich, Smethwick and Rowley Regis Cycle and Walking Transport Schemes • Rowley Regis Canal Connectivity • Smethwick Albion Family in the Park <p>Contact Officer: Rebecca Jenkins</p> <p>Director: Tammy Stokes – Interim Director for Regeneration and Growth</p>	<p>Inclusive Economic Growth</p>	<p>October 2021 November 2021</p>	<p>Commercial Sensitivity</p>	<p>Towns Fund Heads of Terms Agreements with Government</p> <p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>
<p>Towns Fund Programme: Approval of Full Business Cases for Towns Fund Projects Tranche 3</p>	<p>Inclusive Economic Growth</p>	<p>January 2022 February 2022</p>	<p>Commercial Sensitivity</p>	<p>Towns Fund Heads of Terms Agreements with Government</p>



Title/Subject	Cabinet Portfolio Area	Decision Date	Private Item – Reason for Exemption	List of documents to be considered
<p>Tranche 3 Projects: -</p> <ul style="list-style-type: none"> • West Bromwich Retail Diversification Programme • West Bromwich Town Hall Quarter • Smethwick Midland Met Learning Campus • Smethwick Grove Lane Regeneration • Smethwick Rolfe Street Canalside Regeneration • Rowley Regis Satellite Education Hub • Rowley Regis Britannia Park Community Hub and Greenspace Improvements • Rowley Regis Blackheath Bus Interchange and Public Realm 				<p>Full Business Case Document</p> <p>Capital Appraisal outcome</p>



Title/Subject	Cabinet Portfolio Area	Decision Date	Private Item – Reason for Exemption	List of documents to be considered
Contact Officer: Rebecca Jenkins Director: Tammy Stokes – Interim Director for Regeneration and Growth				



This page is intentionally left blank

Work Programme 2021/22 Budget and Corporate Scrutiny Management Board

Meeting Date	Item	Links with Strategic Aims	Notes (Director Lead)
21 July 2021	Outturn 2020/21		Details of 2020/21 financial outturn including reasons for variances against budget for each directorate
21 September 2021	Qtr 1 Budget Monitoring 2021/22 Draft Corporate Plan Update on Senior Management Staffing		Projected outturn for 2021/22 and reasons for projected variances Engagement and outcomes of refresh of Corporate Plan and consideration of draft plan (Neil Cox) Requested at meeting held on 21/7
13 October 2021	Digital platforms for council services linked with balancing the finance needed to invest in a new digital infrastructure and how the Council will measure the return on current		Neil Cox

	communication platforms;		
17 November 2021	Health and wellbeing of the workforce linked to productivity and engagement		Sue Stanhope
1 December 2021	Qtr 2 Budget Monitoring 2021/22		As Qtr 1
26 January 2022			
8 February 2022	Budget 2022-23/Directorate Business Plans;		
16 March 2022	Q3 Budget Monitoring 2021/22		As Qtr 1

Items to be scheduled

Scrutiny Review