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# Agenda Cabinet

Wednesday, 28 September 2022 at 3.30 pm at Council Chamber, Sandwell Council House, Freeth Street, Oldbury, B69 3DB

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
- 2 **Declarations of Interest**

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

3 **Minutes** (Pages 7 - 70)

To confirm the minutes of the meetings held on 20 July and 17 August 2022 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 **Q1 Budget Monitoring 2022/23** (Pages 71 - 104)

Finance & Resources

To consider the budget monitoring position for quarter 1 2022/23.

















# 6 Proposal to Declare the Whole of Sandwell as a Smoke Control Area (Pages 105 - 184)

Adults, Social Care & Health

To approve the proposal to declare the whole of Sandwell as a Smoke Control Area (revoking and replacing the existing 51 SCAs).

# 7 Sandwell Children's Trust - Contract Review (Pages 185 - 306)

Children & Education

To agree the recommendations detailed in the Sandwell Children's Trust contract review and the revised contractual key performance indicators.

# 8 **School Organisation Plan 2021-26** (Pages 307 - 344)

Children & Education

To approve the School Organisation Plan 2021-2026 for publication.

# 9 **Stock Condition Surveys** (Pages 345 - 354)

Housing

To procure a contractor to undertake stock condition surveys to the Council's Housing stock.

## 10 **Improvement Plan Progress** (Pages 355 - 424)

Leader

To consider progress made against the Improvement Plan as at August 2022.

# 11 Performance Management Framework - Q1 Monitoring (Pages 425 - 570)

Finance & Resources

To consider progress on the Corporate Performance Management Framework.

#### 12 Exclusion of the Public and Press

That the public and press be excluded from the rest of the meeting. This is to avoid the possible disclosure of exempt information under Schedule 12A to the Local Government Act, 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, relating to the financial and business affairs of any person, including the authority holding that information.

# 13 Council new build homes on land at Hawes Lane, Housing Rowley Regis (Pages 571 - 594)

To authorise the development of affordable rent council homes on land at Hawes Lane, Rowley Regis.

# **Kim Bromley-Derry CBE DL Managing Director Commissioner**

Sandwell Council House Freeth Street Oldbury West Midlands

## **Distribution**

Councillor Carmichael (Chair) Councillors Ahmed, Hackett, Hartwell, Hughes, Millard, Padda, Piper and Rollins

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# Minutes of Cabinet

# Wednesday 20 July at 3.30pm at Council Chamber, Sandwell Council House

**Present:** Councillor Carmichael (Chair);

Councillors Piper, Ahmed, Hackett, Hartwell, Hughes,

Padda and Rollins.

In attendance: Councillors Moore, Fenton, Shackleton, Simms and

Taylor.

**Also present:** Kim Bromley-Derry (Managing Director Commissioner),

Simone Hines (Director of Finance), Surjit Tour (Director of Law and Governance and Monitoring Officer), Alice Davey (Director of Borough Economy), Tony McGovern (Director of Regeneration and

Growth), Lisa McNally (Director of Public Health), Matthew Huggins (Interim Service Manager Parks and Grounds), Suky Suthi-Nagra (Democratic Services

Manager).

## 143/22 Apologies for Absence

Apologies for absence were received from Councillors Millard and Hinchliff.

#### 144/22 Declarations of Interest

Councillor Hughes declared a personal interest in Minute No. 147/22 (Brandhall Options) on the basis that he was a member of the Birmingham and Black Country Wildlife Trust.

Councillor Hackett declared a personal interest in Minute No. 147/22 (Brandhall Options) on the basis that he was employed by Wednesbury Juniper Training.

#### 145/22 **Minutes**

The minutes of the meeting held on 22 June 2022 were approved as a correct record.

#### 146/22 Additional Items of Business

There were no additional items of business.

#### 147/22 **Brandhall – Options**

Approval was sought from Cabinet to determine the preferred option for the Brandhall Site, Oldbury.

The Cabinet Member for Regeneration and Growth gave a detailed explanation of each option that was being considered and moved that option 3, provision of land for a new primary school, a new public park and development of circa 190 residential dwellings should be the preferred otion for Branhall. The Cabinet member also moved that in relation to the proposed Site of Importance for Local Nature Conservation, the Cabinet approve B – the designation of land at Brandhall as a Site of Local Importance for Nature Conservation (SLINC) excluding any land required for development to deliver the preferred option.

#### **Reason for Decision**

It was considered appropriate to provide an opportunity for members to reconsider options (including a do-nothing option) for the future of the Brandhall site given the outcomes of the public consultation and the additional technical and financial information gathered to date. The Local Sites Partnership (LSP) had recommended to the Council that the Brandhall site be designated at as a Site for Local Importance for Nature Conservation. Members were required to determine whether to accept in full, in part, or not at all the recommendation from the LSP.

The Chair of the Economy Skills Transport and Environment Scrutiny Board questioned whether any alternative sites had been considered to relocate Causeway Green Primary School. In response, the Cabinet Member for Regeneration and Growth stated that alternative options for the replacement of Causeway Green Primary School had been considered however the minimum size requirement for a school was 2.3 hectares and there were no available sites of that size within the vicinity of the existing school. A site at Grafton Road was considered but the site was only 0.5ha which was less than a quarter of the size required. Consideration was also given to Cakemore Playing Fields however these fields were used for organised and recreational sport so were not available for redevelopment.

The Vice-Chair for Economy Skills Transport and Environment Scrutiny Board asked whether the proposed provision of a new school on the Brandhall site would be Academy run or local authority run. In response, the Cabinet Member for Regeneration and Growth explained that, as this was a replacement for an existing school, it would remain a maintained school; and whilst Sandwell Metropolitan Borough Council had no plans to convert the school to an Academy, the Government White Paper required all schools to become an academy by 2030.

The Chair of Children and Education Services Scrutiny Board raised whether it was usual for C.I.L. monies to be used to support infrastructure i.e. £2.5 million for the replacement of Causeway Green Primary School. The Cabinet Member of Regeneration and Growth stated that the Community Infrastructure Levy (CIL) was a mechanism to secure funding contributions towards the future infrastructure needed to underpin the borough. It could help support new physical and social infrastructure such as schools and roads and also improve existing facilities. The Community Infrastructure Levy (CIL) Regulations 2010 (as amended) set

out exactly how CIL can be used. 80% of the CIL monies collected would be used for strategic infrastructure: to fund the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of the area. Therefore, the majority of CIL funds could only be used to fund infrastructure and schools were recognised as being in this category and eligible for CIL investment.

A further question was asked regarding whether the new 2 Form Entry school could be justified when there was soon to be a surplus of school places. In response, the Cabinet Member for Regeneration and Growth stated that the replacement of Causeway Green Primary would ensure that the Council continued to be provide school places for the local community, in a popular and Ofsted rated "good" school. It was correct that the Council did now have some surplus places across schools but local authorities try to maintain between a 5-10% surplus to ensure that we could meet demand for mid – places. Over the course of the last 12 years with the unprecedented increase in the birth rate and inward migration the Council, despite delivering over 50000 new primary places, had only been able to maintain a surplus of less than circa 3% which was not sustainable.

In response to the Chair of Children and Education's question on the number of vacant places at Causeway Green Primary School, the Director for Children and Education Services highlighted that at that point in time there were no vacancies within the school. The projection for September 2022 was there was likely to be one or two vacancies across all year groups, with a view for these to be immediately filled.

The Chair of the Budget and Corporate Scrutiny
Management Board asked why the school had been allowed
to get into its current condition by both the school and
Council. The Cabinet Member for Regeneration and Growth
explained that Causeway Green Primary School was a
1950s Hills Construction (sectional concrete slab) and as
such, had always had a limited life expectancy, which
because of a good maintenance regime over the years, it
had been able to exceed without yet developing structural
issues. The building now had reached the end of its life

which was reflected in the Government's Priority Schools Building Programme and Sandwell along with a number of councils had been successful with bids to replace Hill's constructed School (Abbey Infs & Yew Tree Primary). Causeway Green had been identified by the Council as the next school to be replaced.

The Chair of Budget and Corporate Scrutiny Management Board also asked whether an estimate on how much the Council had made and spent on the matter to date, including officer time. In response, the Cabinet Member for Regeneration and Growth stated that the council did not routinely record officer time, a this was a masterplan, officer time was not recorded and the only cost that could be provided was those that have been incurred through the commission of the masterplan. The spend incurred to date was £236,289.73.

The Chair of the Budget and Corporate Scrutiny Management asked a further question on what assurances could be provided that all options had been explored for the relocation of the school. It was stated that replacing the school on the existing site would be because of the size, layout and access be complex, difficult to manage, costly, and would elongate the construction period to a minimum of 3 years. All of this would need to be done whilst keeping the existing school operational, which would have a detrimental impact on teaching and learning with restricted or no access to outdoor teaching spaces and the loss of internal spaces at critical times. Rebuilding on the exiting site would also not address the very access and egress to the school and would predetermine the design/built solution rather than teaching and learning be the key driver. In terms of pupil place planning was essential that a primary school continues to serve its local community, no other site large enough and in Council ownership to accommodate a 2fe building and site had been identified in the local area.

In response to the Chair's question regarding why there was a difference in results between the environmental survey conducted by the Council and the Action group, the Cabinet Member for Regeneration and Growth stated that the Preliminary Ecological Appraisal Report was conducted in 2021 and recommends that due to the mobility of animals and the potential for colonisation of the site, it was suggested that an updated ecological survey be undertaken prior to the redevelopment of this site should this not occur by August 2022. It also set out the limitations of the study which could provide an answer for why differences in results were seen.

The Chair of Budget and Corporate Scrutiny Management questioned what communications the Council had with relevant authorities in relation to the deed of covenant and how likely was it that this could be varied by agreement. The Cabinet Member for Regeneration and Growth stated that until the plans for the site were finalised and a deed of variation was to be agreed, the Council would not expect our legal representatives to have prior correspondence with the external authorities.

The provisions of the deed of dedication alter significantly after 25 years in that NUFU was required to act reasonably, and it was clear from the wording of the deed, that it was not intended to absolutely prevent any development for the entire period of the deed of dedication.

The title has been reviewed by the Council, and there were no legal restrictions preventing the proposed development. The Council was permitted to appropriate land for any purpose it is entitled to hold property, pursuant to S.122 of the Local Government Act 1972 (subject to the relevant consultation requirements).

A question on what estimates the Council had made of the costs it had spent in relation to this matter, including officer time, since it first consulted on options for the site in 2019 was asked by the Chair of Budget and Corporate Scrutiny Management Board. In response, the Cabinet Member for Regeneration and Growth highlighted that the Council did not routinely record officer time unless we were to capitalise those costs as part of a funded project. As this was a masterplan, officer time had not been recorded and the only cost the Council could provide were those that had been incurred through the commission of the masterplan. Spend incurred to date is £236,289.73.

A further question on the number of consultations the Council had undertaken was questioned by the Chair of Budget and Corporate Scrutiny Management Board. It was explained by the Cabinet Member for Regeneration and Growth that the Council had arranged two consultations for the site. The 2019 rationale was to consult Sandwell residents on the Council's proposal to close Brandhall Golf Course and Club House and utilise the site to build a new school (replacement for Causeway Green Primary School), develop a new park and open space for the local community and provide much needed local housing. The Council provided three initial indicative options of how the proposed development options could be provided. The 2021 rational was to offer the local community an opportunity to influence key aspects of the masterplan including the look, and the kinds of open space and any community facilities provided within it. There was also a report on Community Involvement that proposed to ensure that residents were consulted on with future plans of the Council.

Councillor Anandou, as ward councillor for Brandhall, thanked the action group for the work undertaken to save the green space and urged Cabinet to listen to the wishes of the residents. In response to the Councillors question, the Director of Regeneration and Growth clarified that the decision to declare the Brandhall Site surplus to requirements was in relation to its function as a golf course.

# **Alternative Options Considered**

There were a number of alternative options explored in the report. This included:

That Cabinet determined the preferred option for the Brandhall site, Oldbury from the options below;

- Option 1a No change
- Option 1b Development of a new public park
- Option 2 Provision of land for a new primary school and development of a new public park
- Option 3 Provision of land for a new primary school, a new public park and development of circa 190 residential dwellings

 Option 4 - Provision of land for a new primary school, a new public park and development of circa 360 residential dwellings

That in relation to the proposed Site of Importance for Nature Conservation Cabinet either:

- Approved the designation of land at Brandhall as a Site of Local Importance for Nature Conservation (SLINC) in accordance with the recommendation of the Local Sites Partnership.
- Approved the designation of land at Brandhall as a Site of Local Importance for Nature Conservation (SLINC) excluding any land required for development to deliver the preferred option determined under recommendation 1.1 of the report.
- Did not approve the designation of land at Brandhall as a Site of Local Importance for Nature Conservation (SLINC).

#### Agreed:-

- (1) that approval be given to the preferred option for the Brandhall site, Oldbury as:
  - Option 3 Provision of land for a new primary school, a new public park and development of circa 190 residential dwellings;
- (2) that subject to (1) above, the Director of Finance in conjunction with the Director of Regeneration and Growth be authorised to identify the best option to fund the preferred option including the submission of any external funding applications and any required market testing as may be necessary;
- (3) that subject to (2) above and once more detailed costs are available, a further report be brought back to Cabinet setting out the funding strategy for the preferred option and seeking approval for inclusion into the Capital Programme;

- (4) that subject to (1) above, delegated authority be given to the Director of Regeneration and Growth to submit a planning application or applications in line with the preferred option;
- (5) It that subject to (1) above, delegated authority be given to the Director of Regeneration and Growth and the Director of Finance to allocate a minimum of £2.5m of Community Infrastructure Levy Funding from the 80% Main CIL fund towards the capital cost of the replacement of Causeway Green Primary School;
- (6) that subject to (1) above, the Director of Children and Education submit a further report to Cabinet setting out full proposals for a capital scheme to provide a replacement primary school at Brandhall for Causeway Green Primary School;
- (7) that subject to (1) above, delegated authority be given to the Director of Regeneration and Growth to take necessary steps (including publication of necessary statutory notices under S.122(2A) of the Local Government Act 1972 (and consideration of any objections received) related to the appropriation of any public open space for Education or Housing purposes [and for the Director of Finance to make the necessary financial adjustments, with regard to the appropriation], and authorises the appropriation of the public open space for Education and/or Housing purposes;
- (8) that subject to (1) above, reserves from Regeneration and Growth Directorate be allocated for resources to project manage the delivery of the preferred option;
- (9) that subject to (1) above, approval be given to add this to the Council's approved regeneration Pipeline as a new project.

- (10) that in relation to the proposed Site of Importance for Nature Conservation Cabinet;
  - (b) approval be given to the designation of land at Brandhall as a Site of Local Importance for Nature Conservation (SLINC) excluding any land required for development to deliver the preferred option determined under recommendation (1) above.

### 148/22 Review of Parking Charges Policy

Approval was sought for the realignment of parking charges to support the objectives of Climate Change Policy, Carbon Reduction, Air Quality, sustainable transport choices, balancing available parking with demand and to meet the cost of providing and maintaining car parks, parking related services and highway projects.

The Vice-Chair of the Economy Skills Transport and Environment Scrutiny Board questioned how the recommendations would influence our climate change policy, carbon reduction, air quality and sustainable choices. The Sandwell Climate Change Strategy reports that the second highest source on greenhouse gas emissions was Road Transport at 29.5%, only narrowly beaten by Residential Property at 30.5%. The Sandwell Climate Change Strategy consequently included an Action Plan for Transport with a key focus on a transition to the more widespread use of sustainable travel choices and less dependence on the use of single occupancy private cars powered by fossil fuels.

In response, the Cabinet Member for the Environment Services stated that the proposed parking charges applied to the car parks in town centres that attracted larger numbers of cars associated with town centre workers as well as shoppers and visitors. Town centres have good sustainable transport links, via Bus, Metro and Train, also active travel opportunities via cycle lanes and pedestrian routes. In addition, commuters and workers often have colleagues that provide an opportunity for car sharing. Commuters often fill

parking spaces before shoppers arrive impacting on the convenience of town centres and hence trade.

The proposed scales of parking charge have been set at levels to reduce carbon emissions by encouraging and incentivising the following,

- Greater use of sustainable travel options as a less costly option than commuting by car
- Similarly, a greater use of active travel also providing the associated health benefits
- More use of car sharing opportunities for low cost commuting
- A 50% reduction in season ticket prices for zero emission vehicles
- More working from home through greater season ticket choices that are discounted for less use per week
- Improved air quality in town centres through less peak time car use

The Vice-Chair also asked why the parking charges did not apply to Sandwell Valley. The Cabinet Member for Environment Services explained that Sandwell Valley parking charges would be benchmarked and considered separately as part of a strategic review of the attraction.

A further question on whether the charges were competitive was raised by the Vice-Chair. The Cabinet Member for the Environment Services stated that the proposed season ticket prices had been set to incentivise the climate change and health benefits outlined above. The consequent reduction in commuter parking would also free up spaces for town centre shoppers and visitors helping to benefit trade and commerce. The comparisons with the Black Country indicated that season tickets were most competitive if drivers park for one, two or three nominated days per week. If divers choose to park four or five days of the week, season tickets were at the upper end of the range in the Black Country. Hourly rates for shoppers and visitors were more aligned with average levels in the Black Country.

#### **Reason for Decision**

The purpose of this report was to review Sandwell Parking Policy to ensure that Sandwell Council could continue to provide suitable, adequate, safe and well-maintained public parking to secure the following objectives:

- To support the response the response to the Climate Change Emergency by reducing congestion in and around our town centres and reducing carbon emissions.
- To facilitate more working from home, walking and cycling for short journeys and journeys to work.
- To secure the health benefits associated with more active transport choices and improved air quality.
- To free up more parking spaces on town centre car parks for short stay shoppers and visitors who contribute to the local economy.
- To fund the post pandemic costs of the parking service, the provision, operation, maintenance enforcement of car parks, Highway Maintenance and traffic management on the network.

## **Alternative Options Considered**

To leave parking charges unchanged would miss the opportunity to support the strategic response to the declared Climate Change Emergency, would miss the opportunity to make the most of changes in travel behaviour as experienced during the pandemic, would fail to address the existing supply and demand problems, would miss the opportunity to mitigate against the expected exacerbation of demand and associated impacts on safety, the environment, trade for small businesses and local economy and would fail to take the opportunity to encourage working from home and modal shift in transport choice.

Highway Services would require subsidising with additional revenue funding as income would no longer be sufficient to fund the costs. Highway Services provided the maintenance, operation and enforcement of car parks, enforcement on street, including around hospitals and schools gate parking, meeting request for new traffic regulation orders, resident parking schemes and other costs permitted by the legislation.

### Agreed:-

- (1) that approval be given to the realignment of parking charges to support the objectives of Climate Change Policy, Carbon Reduction, Air Quality, sustainable transport choices, balancing available parking with demand and to meet the cost of providing and maintaining car parks, parking related services and highway projects.
- (2) that future reviews of the appropriate documents that make up the Sandwell Local Plan consider the appropriate level of parking provision in centres for the future taking into account the level of redevelopment planned and implemented since the last review, climate change policy and facilitating modal shift through parking management.
- (3) that approval be given to authorise the Director Borough Economy to implement the revised scales of parking charges set out in the recommendations subject to statutory public consultation for the changes to Traffic Regulation Orders.
- (4) that the Cabinet Member for Environment be authorised to consider and determine any unresolved objections in relation to Traffic Regulation Order concerning parking charges, arising from the statutory public consultation; and that they be delegated to make any adjustments to the proposals as part of their determination.
- (5) that the proposed scales of charges in this report are not applied to Sandwell Valley car parks.
- (6) that for all other off-street car parking, the scale of charges outside West Bromwich be reset from the start of 2023 including a new low cost 30 minute charge to assist small businesses with the

scale of charges then to increase at the start of each year until the start of 2027 as follows:-

Up to No.	2023	2024	2025	2026	2027
of					
Hours					
30 mins	20p	30p	40p	50p	50p
1 hr	50p	60p	70p	70p	70p
2 hrs	£1.00	£1.10	£1.20	£1.20	£1.20
3 hrs	£1.50	£1.60	£1.70	£1.70	£1.70
4 hrs	£2.00	£2.10	£2.20	£2.30	£2.40
Day	£4.00	£4.50	£5.00	£5.50	£6.00

(7) that for off-street car parking, the scale of charges within West Bromwich be reset at the start of 2023 including a new low cost 30 minute charge to assist small businesses. The scale of charges then to increase at the start of each year until the start of 2027 as follows:-

Up to No.	2023	2024	2025	2026	2027
of					
Hours					
30 mins	40p	60p	80p	80p	80p
1 hr	£1.00	£1.20	£1.40	£1.60	£1.80
2 hrs	£2.00	£2.20	£2.40	£2.40	£2.40
3 hrs	£3.00	£3.20	£3.40	£3.40	£3.40
4 hrs	£4.00	£4.20	£4.40	£4.60	£4.80
Day	£8.00	£8.50	£9.00	£9.50	£10.00

- (8) that parking shall be free of charge at the following times to assist small businesses.
  - On Sundays,
  - Overnight between the hours of 18.00 and 08.00.
  - For Blue badge holders and
  - For two Saturdays before Christmas
  - Every Saturday for season ticket holders
- (9) that short stay on-street parking charges will remain unchanged to assist small businesses.

(10) that, to support flexible working, encourage the use of sustainable transport alternatives and free up short stay parking to assist small businesses, the annual charges for long stay season tickets that operate on nominated days of the week be set as follows, on the basis of one season ticket per vehicle, also valid for use at Sandwell Valley car parks on the nominated days. West Bromwich long stay Season Tickets are valid for all Council long stay car parking on the nominated days.

#### **Outside West Bromwich**

No of Days	2023	2024	2025	2026	2027
per					
Wk					
1	£40	£45	£50	£55	£60
2	£100	£115	£125	£140	£155
3	£200	£225	£250	£275	£300
4	£300	£330	£350	£380	£410
5	£400	£450	£500	£550	£600

Within West Bromwich (also valid outside West Bromwich for the same nominated days)

No of Days	2023	2024	2025	2026	2027
per					
Wk					
1	£80	£90	£100	£110	£120
2	£200	£230	£250	£280	£310
3	£400	£450	£500	£550	£600
4	£600	£660	£700	£760	£820
5	£800	£900	£1000	£1100	£1200

- (11) that to support Climate Change and air quality objectives the following concessionary reduction will apply.
  - For all zero emission electric vehicles a 50% reduction in season ticket prices will apply
- (12) that the monthly scales of season ticket charges will be levied at 10% of the annual scales of

- season ticket charges for car parks either within West Bromwich or outside west Bromwich as appropriate.
- (13) that at the few locations where long stay on-street parking charges are necessary, charges will be set to correspond with the off-street scale of hourly parking charges.
- (14) that the Off-Street Parking Places order is also updated with the following changes for public consultation.
  - Remove Bull Street Multi Storey, West Bromwich and Morrisons car park and Market Place car park, Wednesbury.
  - Include wording for paying by other means advertised where there is no functioning ticket machine, no refunds for season tickets and spaces marked for electric vehicle recharging to only be used when actively recharging a vehicle.
  - Include West Bromwich Street and Causeway Green Road car parks in the main Off Street Order and revoke the two individual orders.
  - Change the operating times for New Street
    Disabled car park, West Bromwich. At present
    it is Monday to Saturday 8am to 6pm. New
    time 7 days a week at any time. This is to
    keep spaces available for blue badge holders
    in the evening.
  - Include Roway Lane car park, Oldbury.
  - Include wording so that bays marked for recharging electric vehicles, disabled badge holders and motorcycles operate at all times. This is to prevent others parking in these bays after 6pm.
- (15) that, subject to public consultation and the consideration of objections, new traffic regulation orders are implemented around town centres to prevent the displacement of parking to the streets through the introduction of resident parking

- schemes supplemented by yellow and red line restrictions where appropriate.
- (16) that the Director of Borough Economy be authorised to undertake the necessary public and statutory consultation required to introduce and amend the necessary Traffic Regulation Orders (TRO's);
- (17) that the Director Law and Governance and Monitoring Officer be authorised to undertake the necessary statutory procedures to bring the approved recommendations into effect.
- (18) that the revised charges be implemented on completion of statutory processes for the changes to the scales of charges.

# 149/22 Land at Cranford Street, Smethwick – Compulsory Purchase Order

This item was withdrawn from the agenda and a further report would be considered at a future meeting.

# 150/22 Civica Contract Award and Upgrade to CX

Approval was sought for the authorisation to award a contract for 'Civica Cx Case Management System' to be procured via a direct award of contract using Crown Commercial Services (CCS) Data and Applications Solutions framework RM3821 for a five year period with an option to extend for a further two years.

The Chair of the Budget and Corporate Scrutiny
Management Board questioned why the Council did not
currently have a single case management system. In
response, the Cabinet Member for Finance and Resources
stated that there was not a single software application which
met all the business requirements of the Council. Each
service area of the Council had their own core data
requirements, business processes, interfaces with other

systems and transactions which could not be provided by a single system. However, where there were synergies the Council sought to utilise systems across services/directorates, as demonstrated in this proposal where a single system was being proposed for services across three directorates that work together.

A further question was asked on what the proposed case management system offered in comparison to others. In response, the Cabinet Member for Finance and Resources explained that the system proposed is an upgrade to the new version of the current software system from Civica to Civica Cx. It was the only system on the market which provided all the functionality that the current system had, to meet the business requirements of the different services, but with upgraded functionality around customer interface and remote working. The system would allow these services to be able to share/view agreed information and to analyse data better to manage services, understand demand management and use data intelligently. In addition, as an upgrade the implementation and data migration would be undertaken more efficiently minimising system downtime and demands on staff capacity.

#### **Reasons for Decision**

The Civica software system was currently used as a case management system for Regulated Services and Environmental Protection & Enforcement within the Borough Economy Directorate. The system was also utilised by Housing Improvement Agency and Private Sector Housing within the Housing and Public Health Directorates.

A contract was awarded in March 2020 for the provision of CIVICA software for a period of two years with provision for two single year extensions. This included the option to upgrade the system to Cx, however this was not actioned.

In March 2022, one of the single year extensions was enacted to extend the contract for the provision of Civica software system to the end of March 2023.

The services considered their future case management

requirements and had identified that the Civica software system, upgraded to the Cx system.

## **Alternative Options Considered**

An open market procurement process could be considered however Corporate Procurement have identified that the service required was available via a Crown Commercial Services Framework. This provided a compliant and cost effective means of procuring the service. Direct awarding and procurement from the CCS framework was compliant with Public Contract Regulations 2015.

Doing nothing was not an option. The provision of a case management system for these service areas was essential to support modern service delivery.

### Agreed:-

- (1) that the Director of Borough Economy, in consultation with the Director of Finance -Section 151 Officer, be authorised to award a contract for 'Civica Cx Case Management System' to be procured via a direct award of contract using Crown Commercial Services (CCS) Data and Applications Solutions framework RM3821 and be awarded for a five year period with an option to extend for a further two years.
- (2) that the Director Law and Governance Monitoring Officer be authorised to execute any documentation necessary to enable the action referred to in (1) above.
- (3) that any necessary exemptions to the Council's Procurement and Contract Procedure Rules be made to enable the course of action referred to in (1) above to proceed.

#### 151/22 Award of Contract for Local Welfare Provision

Approval was sought to award a contract for the Local Welfare Provision, following the conclusion of an open procurement exercise that commenced on 6 June 2022, for a 4 year period commencing 1 October 2022.

#### **Reasons for Decision**

The contract was for the provision of white goods and household items to support the delivery of the Council's Local Welfare Provision scheme following a compliant procurement process.

Sandwell's Local Welfare Provision scheme had been codesigned with the voluntary sector/charitable organisations. It provided crucial support by way of food parcels, fuel, white goods, and essential household items to Sandwell's most vulnerable residents who were faced with a crisis.

The Chair of the Budget and Corporate Scrutiny
Management Board highlighted to members that one of the
recommendations from the Serco review carried out last year
was that the Council, working with Serco, should explore the
possibility of creating a re-use centre such as what
Birmingham City Council have at the Tyseley household
recycling centre. It was questioned whether, in the mediumterm, the Council should consider this as a solution for
assisting its most vulnerable residents.

In response, the Cabinet Member for Finance and Resources stated that the Council continued to work with Serco to develop an on-site HRC re-use shop based on the numerous examples of good practice in the West Midlands and beyond. WRAP also provided case studies and guidance and these would be considered along with the LGA routes to reuse guidance from the LGA reuse commission.

The service being commissioned was different particularly in relation to the off-site nature of it, the immediacy of provision and emergency of need, and also the requirement for delivery of goods.

## **Alternative Options Considered**

If a contract was not in place to provide white goods and household items to Sandwell's most vulnerable customers there was a risk that families would suffer poverty and their basic needs would not be met.

### Agreed:-

- (1) that approval be given to authorise the Director of Finance - Section 151 Officer in consultation with Cabinet Member for Finance and Resources to award a contract for Local Welfare Provision, following the conclusion of an open procurement exercise that commenced on 6 June 2022, for a 4 year period commencing 1 October 2022;
- (2) authorise the Director Law and Governance Monitoring Officer to execute any documentation necessary to enable the action referred to in (1) above.

# 152/22 Harmful Gambling Workplace Charter, Policy and Guidance

Approval was sought to implement a Harmful Gambling Workplace Charter and its accompanying policy and guidance.

The Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board questioned how the training would be delivered sensitively to line managers, whether the training would be provided by a partner organisation, and whether the tools now available in the industry would be promoted to those suffering harm from gambling.

In response, the Cabinet Member for Finance and Resources would undertake to provide a response to the questions.

The Chair of Safer Neighbourhoods and Active Communities Scrutiny Board highlighted the seriousness of gambling and welcomed the report and the Council's proactiveness in helping employees.

#### **Reasons for Recommendations**

Adopting a Harmful Gambling Workplace Charter and introducing a supporting policy and guidance makes clear the Council's commitment to tackling gambling related harm in the workplace.

The policy and guidance were to assist managers who were supporting and managing employees who were suffering from gambling related harm to such an extent that it affected their health, work performance, conduct and relationships at work.

#### **Alternative Options**

The Council was not obligated to implement a Harmful Gambling Workplace Charter and its accompanying policy and guidance. However, as part of its corporate and social responsibility, the Council had a commitment to carry out its practices in an ethical way which supported the development of employee relations.

**Agreed** that approval be given to implement a Harmful Gambling Workplace Charter and its accompanying policy and guidance, in accordance with the details contained within the report.

#### 153/22 Health Checks Service

Approval was sought to tender the Health Checks contract for a prime provider to deliver Health Checks for an initial period of two years.

The Vice-Chair of Economy Skills Transport and Environment Scrutiny Board asked if any funds were paid out to GPs prior to the pandemic, and if so how had the Council sought to get the money back. In response, the Cabinet Member for Adults, Social Care and Health confirmed that no funds were paid to GPs. The previous contract had just

ended before the pandemic began and Public Health predicted that the national programme would be suspended due to COVID-19.

A further question was asked by the Vice-Chair regarding the voluntary sector and their position with the multi-disciplinary approach and the support that would be provided. The Cabinet Member for Adults, Social Care and Health explained that given this was a programme run by Sandwell Public Health, it was expected for the voluntary sector to play a central role. Public Health had given over 150 grants to voluntary sector groups recently as part of the Vision 2030 programme and they always make them a key partner in everything they do. With health checks, the Council would be providing the resources to voluntary and faith sector organisations to enable them to signpost and even host health check services so that we know we're reaching everyone in our community.

The Vice-Chair questioned the equality of access with the contract. It was explained by the Cabinet Member for Adults, Social Care and Health that given that Public Health would be working with the voluntary and faith sector to bring health checks to communities that normally face cultural or language barriers, it was expected that access would be comprehensive across our whole community. These would include those groups who work with our deaf or blind residents. The Public Health team had a national reputation for achieving this, including pioneering the delivery of local COVID-19 contact tracing services in several different languages and formats.

#### **Reasons for Decision**

On 9 October 2019, plans were put forward to cease the current prime provider contract and commission directly with GPs to provide Heath checks. However, shortly after this was agreed and the contract ended, the COVID-19 pandemic occurred, and we were unable to work with GPs at that time

The Health Economy landscape had changed since 2019 and the Health and Care Partnership is maturing.

It was proposed that the Council return to a procurement of a Prime Provider for a period of 2 years. Whilst the health economy transitions to the new care structure from a Clinical Commissioning Group to the Integrated Care Partnership and recovered from the COVID pandemic. Nationally, the government was reviewing the current delivery models and indicators of the NHS Health Checks services. The Council were only looking to work with a prime provider for 2 years as during that time the government review would be finalised and as such there maybe changes needed and new requirements to the service.

The Council did not currently have a service in place due to rightly pausing the process during the COVID Pandemic

## **Alternative Options Considered**

The Council could continue to not provide a health checks service – as a nationally mandated service this would come with national scrutiny.

The Council move forward with an Any Qualified Provider procurement approach, which meant the Council could contract with GPs, private companies and other Qualified Providers from local to national whom were compliant against the tender criteria, who are able to provide health checks across the Borough in a mosaic of provision

## Agreed:-

- (1) that the Director of Public Health be authorised to tender the Health Checks contract for a prime provider to deliver Health Checks for an initial period of two years up to a total cumulative maximum value of £320,000 for the vatable price (£266,667+20% = £320,000) which would total capped budget of £640,000 over two years.
- (2) that the Director of Public Health be authorised to award and enter into a contract with the successful bidder, on terms to be agreed by the Director of Public Health, for the provision of NHS Health Checks Services.

- (3) that the Director of Law and Governance & Monitoring Officer be authorised to enter into and execute, under seal as may be required, any contracts or ancillary documentation in relation to the award of contract referred to in recommendations above.
- (4) that the Director of Public Health be Authorised to use an exemption to rule 9 of the Council's Procurement and Contract Procedure Rules 2018- 2019 to waive the requirement for the advertisement of a health checks IT system on the Council's portal, and instead allow the direct award of a two year contract to Health Diagnostics for the maintenance of the existing health checks IT system, to be aligned to the period that the new delivery model of health checks commences at a maximum value of £80,000 per annum.
- (5) that the Director of Law and Governance and Monitoring Officer to award a contract to Health Diagnostics for a health checks IT management system for a period of two years for a maximum value of £80,000 per annum on terms to be agreed by the Director Public Health.
- (6) that the Director of Public Health be authorised to use an exemption to rule 8.7 of the Council's Procurement and Contract Procedure Rules 2018-2019 to waive the requirement for a minimum of 3 written tenders and instead allow the direct award of a two year contract to Health Diagnostics for the maintenance of the existing health checks IT system.

# 154/22 **School Condition Report 2022**

Subject to a satisfactory financial appraisal being completed by Strategic Finance, approval was sought for the allocation of £1.5m of School Condition grant funding to be used to support cyclical maintenance of local authority maintained schools.

#### Reasons for decision

Building Services and Strategic Assets and Land's Engineering team had identified six schools for 2022/23 which required replacement of oil fired boilers, boilers, water services systems and fire alarms. Works were planned for completion during the school summers holidays and the autumn holidays.

## Alternative options considered

There were either no alternative options for schemes identified, or options had already been discounted through project development.

The terms of the School Condition Allocation meant funds had to be spent on maintained school's cyclical maintenance.

Within the maintained schools sector, it was the primary school building stock that would also require a programme of replacement to commence shortly. The deteriorating condition of school buildings would otherwise continue to be a drain on the School Repair Account.

## Agreed:-

- (1) that subject to a satisfactory financial appraisal being completed by Strategic Finance, approval be given to the allocation of £1.5m of School Condition grant funding to be used to support cyclical maintenance of local authority maintained schools.
- (2) that in connection with (1), the following actions are implemented to reduce any risk to the council in connection with School Condition; ensure that repair / maintenance work for schools is undertaken following an analysis of predetermined criteria and that records are maintained to demonstrate the priority need of each school:

- Ensure that corporate Risk Registers are maintained and reviewed for all projects, and ensure all risks are appropriately identified and assessed, with adequate mitigation:
- That cost estimates are reviewed to ensure that any future costs can be managed within the allocated funding.

### 155/22 Outcome of the Review of Generic Advocacy Service

Approval was sought to decommission the Generic Advocacy Services as of 1 October 2022.

#### Reasons for recommendations

Cabinet approved the re-procurement and award for the Advocacy Services Contract on 9 September 2020, the commencement of the review of the Generic Advocacy Service, and that the findings of the review would be reported back to Cabinet.

The Advocacy Services contract started on 1 April 2021 and was due to expire on 31 March 2023, except for the Generic Advocacy Service part of the contract, which was due to expire on 31 March 2022. The contract included the option to extend by up to two further periods of 12 months each, which was previously agreed by Cabinet on 9<sup>th</sup> September 2020.

The Generic Advocacy Service part of the contract was extended for 6 months in April 2022 to allow the consultation and decision to be taken on the future of the service.

## Alternative options considered

Option 1: Extend this element of the contract with the existing provider for a further 6 months to deliver a Generic Advocacy Service, then decide on the future Contract.

Option 2: To continue with the Generic Advocacy Service

Option 3: Decommission the service.

Option 3 is the recommended option for the following reasons:

The evidence supported that the needs can be met by other services in the voluntary sector many of which were already funded or provided by the council to provide the identified support or where there was a statutory responsibility placed on those services to support people with reasonable adjustments.

People contacting POhWER for support, previously provided by Generic Advocacy, would in future be referred to organisations whose role it was to support people with such issues or back to organisations who had a statutory responsibility to provide support under the Equality Duty.

**Agreed** that approval be given to decommission the Generic Advocacy Service as from 1 October 2022.

### 156/22 Sandwell Suicide Prevention Strategy and Action Plan

Approval was sought to publish and promote the Sandwell Suicide Prevention Strategy and Action Plan, subject to any required revisions.

#### Reasons for Recommendations

Sandwell had a preliminary Suicide Prevention Strategy and Action Plan which were drafted at the start of 2020. A local Suicide Prevention Needs Assessment was carried out to reassess the local situation and current programmes of work in light of the impacts of the COVID-19 pandemic. The findings and recommendations were endorsed by Health & Wellbeing Board in September 2021.

The principal priority was that by 2030, no-one would die of suicide in Sandwell. This ambition was also a key priority for the Sandwell Good Mental Health Strategy, reflecting the importance of good mental health in delivering an effective suicide prevention plan. This formed part of a suite of interlinked strategies that also included Autism, Dementia and Child Mental Health.

The draft Strategy and Action Plan had been through a statutory 60-day public consultation and had been revised to

reflect feedback from Sandwell residents and partner/stakeholder organisations.

#### Alternative options considered

The alternative would be for the Sandwell Suicide Prevention Partnership to continue our work without a supporting Strategy & Action Plan.

This would compromise the effectiveness and efficiency of our work by making it more difficult to: plan and monitor progress; ensure alignment with other relevant strategies, programmes and partnerships (e.g. Black Country Suicide Prevention Partnership, Sandwell Better Mental health Programme and Strategy Group); assess impact; and identify gaps in provision and support.

**Agreed** that approval be given to publish and promote the Sandwell Suicide Prevention Strategy and Action Plan, as now submitted, subject to any required revisions.

### 157/22 Draft Statement of Community Involvement 2022

Approval was sought to adopt the Statement of Community Involvement and for the Director of Regeneration and Growth to be authorised to make any minor amendments to the Statement of Community Involvement prior to circulation.

#### **Reasons for Recommendations**

The revised Statement of Community Involvement set out how the Council would involve communities in the planning decision making process. The previous document was adopted in 2016. Given the age of the document and with the changes made to national and local planning policy, it was perceived that the document was no longer relevant for its intended purpose.

For the document to remain relevant and to ensure it was consistent with policies in the Black Country Core Strategy 2011, the emerging Black Country Plan and changes within the National Planning Policy Framework (NPPF). It was recommended that the Statement of Community Involvement

should be revised to reflect changes in planning policy and technological advances.

The revised Statement of Community of Involvement was circulated for consultation between 9 May and 19 June 2022. A total of 5 representations were received.

As a result, minor amendments had been made and incorporated in to the document. As these were only minor amendments, and as the core purpose of the document remains, the revised SCI was recommended for adoption.

#### Alternative options considered

The alternative option would be to continue to use the SCI adopted in 2016. However, this document will not be up to date and would not tackle issues surrounding the Coronavirus (Covid-19) pandemic and other pandemics which may affect the ability to consult

#### Agreed:

- (1) that approval be given to adopt the Statement of Community Involvement;
- (2) that the Director, Regeneration and Growth be authorised to make any minor amendments to the Statement of Community Involvement prior to circulation.

# 158/22 Smethwick Enterprise Centre – declaration surplus to requirements

Approval was to declare the Smethwick Enterprise Centre, Smethwick surplus to requirements in order to facilitate the redevelopment of the site for residential development as part of the Towns Fund programme.

Approval was also sought to authorise the Director of Finance to make the appropriate adjustments to the Revenue Budget to reflect the loss of income, at such time the premises is decanted.

### **Reasons for Recommendations**

Currently, the Smethwick Enterprise Centre was only 37% occupied, with the remaining units requiring substantial investment to bring them up to a lettable standard. The rental income from the occupied units did not cover the ongoing maintenance costs.

Department for Levelling Up, Housing & Communities had announced the approval of £23.5m for the projects contained in the Smethwick Investment Plan. The site of the Smethwick Enterprise Centre was submitted as one of the five projects, requiring funding of £2m to facilitate the demolition of buildings and remediation of the land ready for residential development.

In order to progress the Towns Fund project, it would be necessary to declare the Centre surplus to requirements. It would also be necessary to make a change to the Revenue Budget to reflect that the rental commitment in the ledger would not be achievable once the site was brought forward for demolition and redevelopment

## Alternative options considered

## Option 1:

The Enterprise Centre continues to operate, as it is currently, with more than half of the units remaining empty and a reduced revenue being received. The Towns Fund project would not progress, resulting in:

- Claw back of £2m of funding by the DLUHC
- approximately 115 new flats and houses (to meet the borough needs) not being delivered and the reputational damage to the Council.

# Option 2:

The Enterprise Centre continues to operate, and a budget is identified to fund the refurbishment of the remaining units. As Option 1, the £2m from Towns Fund is clawed back; no housing is delivered; and a significant impact on the Commercial Estate budget.

# Option 3:

The Enterprise Centre is declared surplus, resulting in:

- a saving to the council of the continued maintenance costs of running the facility.
- The Towns Fund project being progressed, leading to the first phase of the wider Rolfe Street regeneration
- a loss in revenue in the Commercial Estate.

### Agreed:

- (1) that Cabinet agree to declare the Smethwick Enterprise Centre, Smethwick surplus to requirements in order to facilitate the redevelopment of the site for residential development as part of the Towns Fund programme.
- (2) that the Director Finance be authorised to make the appropriate adjustments to the Revenue Budget to reflect the loss of income, at such time the premises is decanted.

# 159/22 Appointment of contractor – Sandwell Urban Bike Park Project

Approval was sought to make an exemption to the Council's Procurement and Contract Procedure Rules in relation to the appointment of 'Back On Track Mountain Bike Solutions Ltd' to deliver the Design and Build Cycle trails within Sandwell Valley and Birmingham (The former Hill Top Golf Course).

Furthermore, approval was sought to authorise the Director of Borough Economy to award a contract to Back On Track Mountain Bike Solutions Ltd up to £530,000 to deliver the new Cycle trails.

The Chair of the Budget and Corporate Scrutiny
Management Board asked when works on site were
expected to start, how long will they last and when the bike
park was expected to open. In response, the Cabinet
Member for Leisure and Tourism explained that officers were
currently in discussions with the Contractor regarding a start
date for works to commence on site.

It had originally been hoped that works would start in January 2023 with a completion (and opening) by the end of March 2023.

Due to other work commitments with the Contractor, it may be that works are pushed back with a start in March 2023 and a completion (and opening) in May 2023. This however would require approval from Sport England as the funder.

More information was expected to be known within the next week and Members would be updated accordingly

#### **Reasons for Recommendations**

Tenders for the Design and Build Contract for the Sandwell Urban bike Park project were invited on 2 separate occasions via the Council's 'InTend' Portal. On the first occasion only one contractor submitted a Tender. This contractor failed to pass the standard questions and were therefore discounted from the process. On the second occasion two contractors submitted tenders, these were the contractor previously excluded and 'Back On Track Mountain Bike Solutions Ltd'.

Despite best attempts it had not been possible to obtain 3 tenders for the works. The most likely reasons were:

- The short timescales involved in delivering this project.
- Contractors already had full order books and did not have capacity to take on additional work at this time.

The project timeline for this development would not allow a third round of tendering. Sport England was the main funder and has stipulated that the project must be completed within the current financial year (by end of March 2023).

The Procurement Services Manager had been consulted and their advice was that in order for this tender to be accepted an exemption in accordance with Procurement and Contract Procedure Rules 8.11 and 15 was required.

# Alternative options considered

The option to tender the works again (for a third time) was considered however this was discounted due to the timescales previously discussed.

### Agreed:

- (1) that an exemption be made to the Council's Procurement and Contract Procedure Rules in relation to the appointment of 'Back On Track Mountain Bike Solutions Ltd' to deliver the Design and Build Cycle trails within Sandwell Valley and Birmingham (The former Hill Top Golf Course).
- (2) that subject to (1) above, the Director of Borough Economy be authorised to award a contract to Back On Track Mountain Bike Solutions Ltd up to £530,000 to deliver the new Cycle trails.

### 160/22 **Designation of Nature Conservation Sites**

Approval was sought to the designation of Alexandra Road, John's, and at Yew Tree as 'Site of Local Importance for Nature Conservation (SLINC).

Approval was also sought to authorise the Director, Regeneration and Growth to make any minor amendments prior to circulation.

The Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board asked how much the extension to SLINC's would add to the nature reserves as part of the green strategy.

The Cabinet Member for Regeneration and Growth stated he would undertake to provide a response to this question.

### **Reasons for Recommendations**

The report informed Cabinet of the result and recommendation of the ecological surveys carried out for Alexandra Road, John's Lane, and Land at Yew Tree.

All of the sites surveyed were classified as a SLINC before the ecological surveys were carried out. The purpose of the surveys was to provide a more up to date assessment of the sites to determine what the status of the site should now be and whether a boundary alteration was required.

It is recommended that the Director / Cabinet Member:

- Approves the extension and part deletion in the SLINC designation of Alexandra Road
- Approves the partial extension of the SLINC at the North and West of John's Lane
- Approves the continued designation of Land at Yew Tree, as SLINC

The recommendation was required to ensure that the Council's Local Plan was based on up-to-date evidence and could continue to be used as the basis for robust and defensible planning decisions.

### Alternative options considered

The alternative option would be to base planning decisions on the existing evidence base using the current out of date survey data and such decisions may be subsequently open to challenge due to allocations being based on out-of-date or incomplete information.

## Agreed:

- (1) that approval be given to the designation of Alexandra Road, John's Lane, and Land at Yew Tree, as shown on the plans set out in Appendix C and D, as 'Site of Local Importance for Nature Conservation (SLINC).
- (2) that the Director, Regeneration and Growth, be authorised to make any minor amendments prior to circulation.

[Councillor Hughes left the meeting at 5:11pm]

### 161/22 Governance Improvement Plan Progress

Consideration was given to details of progress made against the Governance Improvement Plan up to 7 June 2002.

It was also proposed that the Governance Improvement Plan be formally closed and the Improvement Plan Risk Register be received.

The Chair of Budget and Corporate Scrutiny Management Board asked what assurances could be provided that the Council was addressing the issues surrounding the waste contract with Serco, particularly with regards to contract management and street cleansing.

The Leader explained that SMBC had now appointed consultants to support consideration of the contract and partners have just responded to progress the system solution to support contract management. The risk remained with some level of concern as although there was progress in all elements and areas, progress was not as timely as anticipated with some delay in responses from partners. All of the planned action was being delivered, and the new management team at Serco was committed to improvement. The revised street cleansing was in draft.

### **Reasons for Recommendations**

This report provided a quarterly update on progress against the Governance Improvement Plan agreed by Council on 18 January 2022 in response to the Grant Thornton Value for Money Governance Review. On 7 June 2022, Council approved the single Improvement Plan which incorporates all recommendations from the Grant Thornton Governance Review, the LGA Corporate Peer Challenge and the CIPFA Financial Management Review, as well as the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities. The new Improvement Plan approved in June replaced the Governance Improvement Plan, and future reporting would be on the progress of the new Improvement Plan.

Risk management was embedded within the council's programme management of the Improvement Plan. A risk register had been developed which underpinned the council's strategic risk relating to the Improvement Plan (59a 02/22). Cabinet was asked to receive the Improvement Plan Risk Register to provide assurance that risks were being managed effectively and to provide contextual information for future decision making.

### Alternative options considered

The Value for Money Governance Review was undertaken as part of the external auditor's role to provide assurance on the council's arrangements for securing economy, efficiency and effectiveness in its use of resources. As the report includes statutory recommendations the council had a legal obligation to respond appropriately.

The Directions issued by the Secretary of State were a statutory requirement and the council had a legal obligation to respond appropriately. Failure to do so would likely result in further intervention measures.

Reviewing progress against the Improvement Plan enabled senior officers and members to have oversight of delivery, and take corrective action, as necessary.

There were no alternative options to consider.

# Agreed:

- (1) that details of progress made against the Governance Improvement Plan, up to 7 June 2022 as now submitted, be received;
- (2) that the Governance Improvement Plan be formally closed;
- (3) that the Improvement Plan Risk Register, as now submitted, be received.

# 162/22 Authority to procure Accommodation based support services for victims of domestic abuse

Approval was sought to authorise the Director of Adult Social Care to enter into a procurement exercise to procure new accommodation-based support services for victims of domestic violence and abuse, for a contract and services commencing 1 February 2023 and for a maximum period of 5 years with a budget of £470k per annum and £2.35m across the contract term.

The Vice-Chair of Economy Skills Transport and Environment Scrutiny Board questioned how awareness could be raised with housing officers who were crucial to the initial assessments of victim domestic abuse and whether the availability of safe accommodation would be promoted. It was also asked whether male victims of domestic violence were also being supported.

The Cabinet Member for Adults, Social Care and Health explained that officers were currently raising awareness of domestic abuse with multi-agency professionals across Sandwell with the provision of free training through the multiagency domestic abuse training programme which included training around domestic abuse, sexual assault and abuse, honour-based abuse and forced marriage. In addition to this, Housing had commissioned their own training specifically around identifying domestic abuse and supporting victims which was being provided to all of their housing staff. All multi-agency training and single agency training would soon be monitored through an outcome framework which would monitor the take up of the training and how the training was implemented within day to day practice. Over the last year 2021-22, 943 professionals had accessed training. In addition to this, there was a comprehensive Domestic Abuse and Sexual Assault and Abuse Communications Plan to ensure that the Council raised awareness through social media and press releases that reached a varied and diverse audience, so that victims of abuse understand that domestic abuse support in Sandwell was open to anyone and everyone. Some of our recent comms activities had included messages for male victims of abuse, victims who ae LGBTQ and elderly victims.

Safe Accommodation in Sandwell was open to all adult victims of domestic abuse, whether the victim was with or without children, and regardless of age, gender, disability, ethnicity or sexuality. In Sandwell we are lucky enough not to have a lack of safe accommodation available, however if this was the case a victim of domestic abuse would be signposted to a refuge or dispersed property out of the Sandwell area which was also sometimes the safest option for them.

A further question was asked whether existing or new services would be procured to address working survivors who were unable to access safe accommodation.

In response, the Cabinet Member for Adults, Social Care and Health stated that the Council had a legal duty to support individuals under the Homelessness Reduction Act 2017 where a person was threatened with homelessness as a result of domestic abuse or was homeless after fleeing domestic abuse. Sandwell MBC Housing Solutions offered direct support to victims who present as homeless or threatened with homelessness due to domestic abuse. Victims could refer themselves directly by calling or by sending an email.

A Homelessness Prevention Officer would carry out a full housing needs assessment and support them with their homelessness needs. Not all victims wished to leave their home so if the victim chose to stay in their own home and it's safe to do so, they may be eligible for sanctuary support. The Sanctuary Scheme provided enhanced physical security measures as well as specialist domestic abuse support.

Where it was determined it was not safe for a victim of domestic abuse and their family to remain in their own home they would be supported with safe temporary accommodation, this could either be with accommodation provided by Black Country Women's Aid (refuge accommodation or a placement in a dispersed property) or within the Council's provision of temporary accommodation Domestic Abuse victims who were working are able to access safe accommodation although admittedly there would

be a cost to this which meant it did make it less accessible for some victims. However, BCWA had a number of different property types, so there were options available depending on family size and personal financial circumstances. If a victim had no recourse to public funds or were in employment and did not qualify for welfare assistance, BCWA would always work with them to find the most affordable options.

If following an assessment, refuge was not an affordable option, victims were advised this should not be a barrier to leaving the abusive situation and assistance would be provided to ensure that they were signposted and referred to agencies that could help them. BCWA would still be able to offer safeguarding support around domestic abuse.

#### **Reasons for Recommendations**

The current contract for Accommodation based support for victims of domestic abuse expires 31 January 2023 which provides 34 units of safe accommodation and support to victims of domestic abuse and their families.

An independent assessment of provision in Sandwell was recently undertaken as part of the Council's responsibilities under the Domestic Abuse Act 2021. This found that provision in Sandwell was not only sufficient to meet local demand but also provided a good customer journey and very positive outcomes for people experiencing Domestic Violence and Abuse. This report also pointed to the service supporting effective and timely move on to safe and appropriate alternative accommodation.

The report did suggest a few areas where support could be further enhanced which we were building into the new contract and we were looking to bring together a smaller contract for additional refuge provision into the new main contract from February 2023.

Given the very specialist nature of the service historically there had been very few providers in the market and the Council had no evidence to suggest that this would be any different for this procurement exercise. Therefore, in the likely event that fewer than the required number of tenders were received an exemption to rule 8.7 of Procurement and Contract Procedure Rules 2018-2019 was sought to allow a contract to be awarded to the successful tenderer.

### Alternative options considered

The current contract expired 31 January 2023 with no option to extend and as the service was required to allow the Council to meet its statutory duty under the Domestic Abuse Act 2021 there was no option other than to procure the service.

### Agreed:-

- (1) that approval be given to the Director of Adult Social Care to enter into a procurement exercise to procure new accommodation-based support services for victims of domestic violence and abuse, for a contract and services commencing 1 February 2023 and for a maximum period of 5 years with a budget of £470k per annum and £2.35m across the contract term;
- (2) that approval be given to the Director of Borough Economy to award the contract given that the budget funding for this contract will sit with Borough Economy.
- (3) that approval be given to make an exemption to rule 8.7 of the Procurement and Contract Procedure Rules 2018/19 to allow a contract to be awarded to a successful tenderer in the event that the required minimum number of tenders are not received.

# 163/22 Provision of accommodation-based housing related support for adults at risk of becoming homeless contracts

Approval was sought for an exemption to be made to the Council's Procurement and Contract Procedure Rules and to

authorise the Director of Adult Social Care to directly award four separate short-term contracts for accommodation-based housing related support for adults at risk of becoming homeless for a period of 9 months (2 November 2022 to 1 August 2023) for a combined value of £632.8k.

The Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board questioned whether the framework for the combined services had been compiled and when would it need to be compiled to go out for tender. Furthermore, the Chair asked whether there would be any objection for the Safer Neighbourhoods and Active Communities Scrutiny Board inputting into the provision as a pre-decision.

The Councillor for Adults, Social Care and Health stated she would undertake to respond to the questions.

### **Reasons for Recommendations**

This report sought the approval for an exemption to Council Procurement and Contract Procedure Rules to directly award four separate short-term contracts, under the Light Touch Regime (LTR) for Accommodation based housing related support for single homeless for a 9-month period from 2 November 2022 to 1 August 2023.

This would facilitate the alignment of all current Supported Housing services to a common expiry date being 31 July 2023 to allow retendering of a Supported Housing framework.

Aligning the end dates for these six contracts would allow them to be reviewed collectively for the first time to allow any potential cost/efficiency savings to be identified and built into a new single remodelled and formally procured service from August 2023.

# Alternative options considered

Option 1 – To extend the current contracts rather than directly award new ones.

This was not an option as the current contracts were for a set period with an end date of 1 November 2022 with no option to extend further, therefore, new contracts were for a continuation of service.

Option 2 – To conduct a procurement exercise for the 4 short term contracts.

The services come with significant set up costs regarding the provision of the accommodation, therefore, it would not be financially viable for a new provider to deliver the service for 9 months only to go through another procurement exercise to commission a holistic framework for supported housing a few months later. This would have a significant impact on council procurement and contracting resource as well as demonstrate very poor value for money for the Council.

### Agreed:-

(1) that approval be given for an exemption to be made to the Council's Procurement and Contract Procedure Rules and to authorise the Director of Adult Social Care to directly award four separate short-term contracts for accommodation-based housing related support for adults at risk of becoming homeless for a period of 9 months (2 November 2022 to 1 August 2023) for a combined value of £632.8k.

Contract	Provider	Service area	9 Month Contract Value	Contract End Date
1	Midland Heart	Generic Adults	£172.1k	1 Nov 2022
2	Trident	Generic Adults	£157.5k	1 Nov 2022
3	Green Square Accord	Generic Adults	£109.4k	1 Nov 2022
4	P3	Safe place to stay and assess	£193.8k	1 Nov 2022
Total	1	1	£632.8k*	

# 164/22 Award of Minor Adaptation/Handyperson Service 2023-2026

Approval was sought to authorise the Director of Adult Social Care, in consultation with the Cabinet Member for Adults, Social Care and Health, to award the contract for the supply of Minor Adaptations and Handypersons Service 2023-2026 following the conclusion of the current procurement exercise.

The Vice-Chair for the Economy Skills Transport and Environment Scrutiny Board questioned whether there would be a requirement for the handy person to enter people's property wearing over shoes. In response, the Cabinet Member for Adults, Social Care and Health stated that there would not be a requirement for the contracted provider to wear covers over shoes, as this posed a health and safety risk for the employee whilst at work. Any customers of the handyperson service could request the wearing of overshoes, but the decision to do so or not lay with the individual completing the work.

A further question on whether the handy person would be a local person. The Cabinet Member for Adults, Social Care and Health stated whilst this could not be answered, the contract would be sourced via a tender process and therefore the potential bidders were currently unknown. As with most tender exercises, the bidders would be required to answer a quality question based on social value.

#### **Reasons for Recommendations**

The current contract framework was due to end on 31 December 2022.

It was necessary to request delegated Director authority to award this contract upon completion of tender evaluation at the end of September 2022. This would ensure that mandatory standstill requirements were observed, and sufficient time was available to comply with any potential TUPE requirements. Furthermore, it would allow for an appropriate mobilisation period to be implemented.

### Alternative options considered

No alternate options had been considered as this contract was required under the SMBC Policy for the Provision of Assistance (Regulatory Reform Order (Housing Assistance) (England & Wales) Order 2012.

Additionally, under the Care Act 2014, a local authority must provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers would;

- (a) contribute towards preventing or delaying the development by adults in its area of needs for care and support;
- (b) contribute towards preventing or delaying the development by carers in its area of needs for support.

Due to the forthcoming expiration of the Minor Adaptation and Handyperson service contract in December a procurement exercise was required to continue the provision of such service and works.

The most economically advantageous solution was to conduct a tender process in compliance with the Public Contracts Regulations 2015. The cost of employing SMBC staff, alongside costs for supplies and services, would exceed the budget for this service.

# Agreed:-

- (1) that the Director of Adult Social Care in consultation with the Cabinet Member for Adults, Social Care & Health, be authorised to award the contract for the supply of Minor Adaptations and Handypersons Service 2023-2026 following the conclusion of the current procurement exercise.
- (2) to authorise the Director Law and Governance and Monitoring Officer to enter into any legal agreements to enable the course of action referred to in (1) above to proceed.

(3) that any necessary exemption be made to the Council's Procurement and Contract Procedure Rules to enable the course of action referred to in (1) above to proceed.

### 165/22 Procurement of an Adult Weight Management Service

Approval was sought to recommission the Tier 2 Weight Management Service for Adults, taking into account the change in funding source and revised timeline.

The Chair of Health and Adult Social Care Scrutiny Board questioned what this offered to the residents of Sandwell. In response, the Cabinet Member for Adults, Social Care and Health stated that the service would give residents the opportunity to access a professionally run Tier 2 service that would offer a 12-week programme of healthy eating/nutrition advice and support, as well as structured physical activity and exit routes in to other services and support.

A further question on who was going to co-ordinate this initiative was asked by the Chair. In response, the Cabinet Member stated that coordination across all health improvement services was delivered via Public Health and the Healthy Sandwell Team, who were in touch with all providers in the Borough. Anyone wanting advice on which weight management programme would best meet their needs could speak to the Healthy Sandwell Team.

The Chair of the Health and Adult Social Care Scrutiny Board also asked how this initiative would be made available to residents and how would they qualify. In response, the Cabinet Member for Adults, Social Care and Health stated that the service would be run from key community settings across Sandwell and at suitable days and times. The service would be regularly publicised, and it would accept referrals from healthcare settings, the Healthy Sandwell Team and self-referral. Residents would qualify if their BMI is at least 28 (but less in some ethnic groups or if certain health conditions are present).

### **Reasons for Recommendations**

Obesity causes problems at both an individual and societal level, in that it was a significant driver of ill health and demand on health services.

In Sandwell last year the rate of hospital admissions with obesity as a factor was 1842 per 100k population. This equated to over 5585 individual admissions. The rate in Sandwell was below average. However, without continued local investment rates could rise, leading to further, significant impact on both individuals and healthcare resources.

### Alternative options considered

The Council did not commission a future adult weight management service. This would have implications for people locally that could widen health inequalities.

### Agreed:-

- (1) that Cabinet consider and approve the proposal to re-commission the Tier 2 Weight Management Service for Adults, taking into account the change in funding source and revised timeline.
- (2) that the Director of Public Health be authorised, in consultation with the Chief Finance Officer, to procure a two plus one-year behavioural (tier 2) weight management service for adults using the public health budget.
- (3) to approve the revised timeline details from a service start date in July 2022 to a start date in early 2023 for a period of two years with the option to extend up to a further year until 2026 at a cost of £200,000 per year, so a £600,000 overall budget will be required (which includes the optional one-year extension period) for the service to include a multi-component programme addressing dietary intake, physical activity, and behaviour change for adults who are overweight

- or living with obesity with the primary aim of promoting health behaviour change, increased physical activity and improved self-esteem.
- (4) that the Director of Law and Governance & Monitoring Officer be authorised to enter into and execute, under seal as may be required, any contracts or ancillary documentation in relation to the award of contract referred to in recommendation (1) above.
- (5) that the Cabinet authorise an exemption to rule 8.7 of the Procurement and Contract Procedure Rules 2018/19 to allow a contract to be awarded to a successful tenderer in the event that the required minimum number of tenders are not received.
- (6) that Cabinet also approve Variations to the Contract up to a maximum of 10% of the Contract value, should they be necessitated, and that authority to approve such Variations be delegated to the appropriate Director of Public Health in consultation with the Cabinet Member for Living Healthy Lives.
- (7) that the Director of Public Health be authorised to look at options to extend current provision of the Tier2 Adult Weight Management service using available underspend from the current grant funding and/or Public Health grant with Everyone Health.
- (8) that in connection with (7) above, subject to the recommendation above being explored and an extension is allowed as per the framework agreement and Public Contract Regulations, the Director of Public Health and Director of Law and Governance and Monitoring Officer be authorised to enter into an extension agreement with the current provider Everyone Health.

# 166/22 Sandwell Museums Accreditation Submission to Arts Council England

Approval was sought to authorise the Director of Borough Economy to progress a submission from Sandwell Museums service towards potentially achieving full accreditation status – as part of Arts Council England's (ACE) national Museum Accreditation Scheme.

#### **Reasons for Recommendations**

Achieving full Museum Accreditation status supports those involved with a museum/service to deliver high quality services that were open and accessible and help people interact with the collections and protect/conserve them for the future. The Museum Accreditation scheme does this by making sure museums manage their collections properly, engage with visitors/key stakeholders and were governed appropriately. It also opened up opportunities for museums such as external funding opportunities and new partnerships – giving reputational confidence to potential donors (collections/funding) and other key supporters.

### Alternative options considered

The current service was not accredited and there was an option to remain unaccredited. This was not recommended as there were clear benefits to achieving accreditation including the increased ability to raise external funding to support the service and the potential ability to support recruitment of staff and volunteers and to increase learning from other accredited museum services.

**Agreed** that approval be given to the Director of Borough Economy to progress a submission from Sandwell Museums service towards potential achieving full accreditation status – as part of Arts Council England's (ACE) national Museum Accreditation Scheme.

# 167/22 Award of Contracts for Post-16 High Needs Education Provision

Approval was sought for an exemption to the Council's Procurement and Contract Procedure Rules, to enable the Council to enter into individual contracts with Education and Skills Funding Agency (ESFA) approved institutions and independent specialist institutions named in the approved list under Section 41 of the act.

The Chair of Children's Services and Education Scrutiny Board asked whether the Council was satisfied with the provision available for young people with the H.C.P and whether the outcomes were assessed. The Cabinet Member for Children and Education stated that individual students progress against outcomes were measured during Annual Review. Placement within different types of provision was dependent on student and parent/carers preference and cost to the local authority. Outcomes varied depending on the individual ability of pupil: university placement, training /supported internship / life skills courses.

A further question was asked whether we have the provision to meet their needs, given we see a rising increase in young people with H.C.P. The Cabinet Member stated that currently, specialist provision for Post 16 in Sandwell was provided by Special schools (Westminster and Meadows) as well as Wodensborough Academy (resource base) and Albright Centre. A small number of students with EHCPs stay at their mainstream secondary 6th forms. Mainstream colleges such as Sandwell College support children with SEN needs, however some students chose OOB colleges due to their locality and courses on offer i.e. Halesowen College, Dudley College. There would be a need to develop highly specialist Post 16 places going forward and this was within the Specialist Place Planning Strategy. Currently Westminster school were piloting an SPI – which was an expansion of their current Post 16 arrangements.

In support of Sandwell's statutory duty to secure provision in our area, the ESFA wou;d consider our requests to fill a gap in provision. Where evidenced gaps could not be filled through negotiation with good existing providers, the ESFA would put out to tender through open competition and advertised through ESFA's Update and on 'Contracts Finder', the government's site for advertising its contract opportunities.

The Chair questioned what provision was available in Sandwell and how many young people would need to go out of the borough to have their needs met. The Cabinet Member for Children and Education in response stated that Post 16 Provision at Meadows, Westminster and Wodensborough currently catered for 161 students. Sandwell College had approx. 123 students with EHCPs who attend. Westminster's pilot SPI has 12 students 125 attend OOB colleges but some of this would be based on student / family preference and course availability.

#### **Reasons for Recommendations**

The current arrangement ends on 8 October 2022, so an exemption is now required from 9 October 2022. This would enable a smooth transition between academic years and consistency of service.

This would allow the Council to make special educational provision to meet the special educational needs (SEN) of the young person; to secure the best possible outcomes for them across education, health and social care, and to prepare them for adulthood, as they grow older.

### Alternative options considered

There were specific provisions laid down for the purposes of satisfying Section 38 (Preparation of an Education, Health and Care plan by local authorities) and there were therefore no other options as the proposal in this report follows council procedure for exemption to contract procedure rules.

# Agreed:-

(1) that approval be given for an exemption to the Council's Procurement and Contract Procedure Rules, to enable the Council to enter into individual contracts with Education and Skills

Funding Agency (ESFA) approved institutions and independent specialist institutions named in the approved list under Section 41 of the Act;

- (2) authorise this exemption under Contract
  Procedure Rule 15.8 to enable the course of
  action referred to in (1) above to proceed where
  'genuine sole suppliers' for certain goods, service
  or works where it can be evidenced that there is
  no benefit in undertaking a procurement
  exercise', an automatic exemption is given to the
  following types of contract or activity Patient or
  Pupil choice and Sole Suppliers/Providers;
- (3) that the Director of Children's Services and Education be authorised to procure and award contracts to approved Education and Skills Funding Agency institutions.

# 168/22 SEND Information, Advice and Support Service (SENDIASS)

Following the appropriate procurement processes and in line with the Council's Procurement and Contract Procedure Rules, approval was sought to authorise the Director Law and Governance to agree and enter into a new contract with the successful tenderer for the provision of a Special Educational Needs and Disabilities Information, Advice and Support Service (SENDIASS) for a three year period from 1 April 2023 to 31 March 2026 (with the option to extend for a further year) on terms to be agreed by the Director of Children's Services and Education.

### **Reasons for Recommendations**

The Children and Families Act 2014 required local authorities to provide children with Special Educational Needs or Disabilities (SEND) for whom they were responsible with impartial information and advice about matters relating to their SEND.

On 8 October 2014, Cabinet duly approved the establishment of a new SENDIASS service in Sandwell (Minute No 58/14 refers).

The current contract with Action for Children for the delivery of the SENDIASS service expired on 31 March 2023.

The report sought approval to go out to tender again to identify a suitable agency to operate the service.

### Alternative options considered

In some local authorities the service had been provided internally. This had led to problems about how the service was viewed by parents. In addition, this approach had led to problems internally in addressing issues and determining roles. This option had been discounted as it failed to give the necessary impartiality for families.

### Agreed:-

- (1) following the appropriate procurement processes and in line with the Council's Procurement and Contract Procedure rules, that the Director Law and Governance be authorised to agree and enter into a new contract with the successful tenderer for the provision of a Special Educational Needs and Disabilities Information, Advice and Support Service (SENDIASS) for a three year period from 1 April 2023 to 31 March 2026 (with the option to extend for a further year) on terms to be agreed by the Director of Children's Services and Education:
- (2) that the Director Law and Governance be authorised to make any necessary exemptions to the Council's Procurement and Contract procedure rules to allow action in (1) above to be undertaken.

### 169/22 **2021/22 Financial Outturn**

Consideration was given to the financial outturn reports of the Capital Programme, Key Performance Indicators, each service area, Housing Revenue Account, Schools, and Treasury Management and approval sought to refer them to the Budget and Corporate Scrutiny Management Board for consideration and comment.

Approval was sought for the allocation of £0.141m to Sandwell Children's Trust to fund Covid-19 pressures, which is in addition to the transfers made during the year and represents total funding of £1.124m from the Covid Emergency Grant in 2020/21, as reflected within the Children's Services Outturn report.

Approval was also sought for the Revenue Contributions to Capital Outlay (RCCO) and reserve transfers of £5.542m.

Details of new grants that have been received during the final quarter of 2021/22 were noted.

The Chair of the Budget and Corporate Scrutiny
Management Board asked what steps were being taken by
the Council to ensure more robust financial management of
Sandwell Children's Trust and its budget. The Cabinet
Member for Finance and Resources stated that the Council
had representatives on both the Operational and Strategic
Partnership Boards at which the budget position was
discussed. The Head of Finance Business Partnering for
People also worked closely with the Finance team to
understand the latest budget projections and provide
support. The latest MTFP position that was discussed as part
of the budget setting process for 2022/23 showed that the
Trust would have a surplus budget by the end of 2023/24.

A further question was asked on what measures would be taken by the Council to account for the impact inflationary pressures would have on the current financial year. The Cabinet Member stated that Finance teams were working on estimating the additional cost of high inflation currently and these would be factored into the budget planning process for 2023/24 and the review of the MTFP.

The Chair of the Budget and Corporate Scrutiny Management Board also asked whether the Council's current financial plans account for inflation remaining high beyond 22/23. The Cabinet Member for Finance and Resources stated that the current MTFP for the council did not account for inflation remaining as high as it currently was as this was unknown at the time that MTFP was updated. Officers were now reviewing the MTFP and would factor in the impact of high inflation, albeit with a lot of uncertainty about how long the high inflation would continue for and at what level.

#### **Reasons for Recommendations**

Section 151 of the 1972 Local Government Act required the Chief Financial Officer to ensure the proper administration of the council's financial affairs. Budgetary control, which included the regular monitoring and reporting of budgets was an essential element in discharging this statutory responsibility. The recommended treatment of the year end variances supports the financial sustainability of the council.

### Alternative options considered

Cabinet could vary the proposed transfer to the Sandwell Children's Trust, the use of revenue to fund capital costs (RCCO) and the proposed treatment of the year end variances from budget.

# Agreed:-

- (1) that the financial outturn reports of the Capital Programme, Key Performance Indicators, each service area, Housing Revenue Account, Schools, and Treasury Management be received and referred to the Budget and Corporate Scrutiny Management Board for consideration and comment;
- (2) approve the allocation of £0.141m to Sandwell Children's Trust to fund Covid-19 pressures, which is in addition to the transfers made during the year and represents total funding of £1.124m

from the Covid Emergency Grant in 2020/21, as reflected within the Children's Services Outturn report;

- (3) approve the Revenue Contributions to Capital Outlay (RCCO) and reserve transfers of £5.542m as now submitted:
- (4) note the new grants that have been received during the final quarter of 2021/22 as now submitted.

### 170/22 Exclusion of the Public

Resolved that the public and press be excluded from the rest of the meeting to avoid the possible disclosure of exempt information under Schedule 12A to the Local Government Act, 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, relating to the financial and business affairs of any person, including the authority holding that information.

# 17122 Fair Cost of Care and other Adult Social Care and Support Market Pressures

Approval was sought for the financial intervention proposed for the Supported Living, Complex Residential, Day Care, Home Care and Extra Care (Non-Framework) and Older Peoples Residential and Nursing sectors paid below market rate, totalling £3.11m for 2022/23.

#### Reasons for recommendations

Approval was sought for a package of financial measures to support part of the Adult Social Care and Support provider market namely Supported Living, Complex Residential, Day Care, Home Care and Extra Care (Non-Framework) and Older Peoples Residential and Nursing sectors paid below standard rate. These providers had not benefited from annual uplifts unlike the 'in scope' services for the Fair Cost of Care exercise defined by the Government.

### Alternative options considered

Several alternative options were considered however, the recommendation was considered the most appropriate decision.

### Agreed:-

- (1) that the work being undertaken as part of the Government's Fair Cost of Care, and the extremely tight timescales for the completion of this task, be noted;
- (2) that the Cabinet recognises, supports and approves the financial intervention proposed in the report for the Supported Living, Complex Residential, Day Care, Home Care and Extra Care (Non-Framework) and Older Peoples Residential and Nursing sectors paid below market rate, as set out in the report, totalling £3.11m for 2022/23;
- (3) that it be noted that further investment in the 18+ Home Care and 65+ Residential and Nursing sectors may be required as a result of the outcome of the Fair Cost of Care programme and that similar exercises to be undertaken for the sectors detailed in (2) above;
- (4) that the Section 151 Officer be authorised to release the funding required and the Director of Adult Social Care to make payments to care providers;
- (5) that the Section 151 Officer be authorised to make the budget virements required for the additional payments, funded from the Market Sustainability and Social Care Grants.

### 172/22 Queen's Square Shopping Centre – Lease Assignment

Approval was sought for the refusal of landlord's consent to the assignment of the headlease of Queens Square Shopping Centre, West Bromwich, to Future High Street Living Limited.

The Chair of the Budget and Corporate Scrutiny
Management Board asked if further detail on the preplanning application discussions that had taken place
between the Council and the party concerned could be
provided and was the proposed demolition for the entire site.

In response, the Cabinet Member for Finance and Resources explained that the Council received a preapplication submission in January 2022, the Council had facilitated 2 rounds of pre app meetings with the applicant and a further focus meeting was held with the applicant and Regeneration Manager, Regeneration & Growth Director and the Leader of the Council on 7 June 2022.

The application currently concentrated on the Queen Square leased area, and a parcel of land (former M&S building), adjoining existing retail/residential block fronting Princes Parade leading towards Bull St and the Council's former Multi-Storey Car Park site (now demolished). The current proposal comprised 312 units, a mix of apartments and housing, plus re configured commercial space.

### Reasons for recommendations

The poor financial standing of the proposed assignee and unavailability of suitable guarantors.

#### Alternative options considered

Several alternative options were considered, but the recommendation was considered the most appropriate decision.

**Agreed** that the Cabinet approve the refusal of landlord's consent to the assignment of the headlease of Queens Square Shopping Centre, West Bromwich, to Future High Street Living Limited.

Meeting ended at 6.01pm.

Contact: <u>democratic\_services@sandwell.gov.uk</u>





# Minutes of Cabinet

# Wednesday 17 August at 3.30pm at Council Chamber, Sandwell Council House

**Present:** Councillor Piper (Chair);

Councillors Ahmed, Hackett, Hartwell, Hughes, Millard,

Padda and Rollins.

**In attendance:** Councillors E M Giles, Hinchliff, Simms and Shackleton.

**Also present:** Tony McGovern (Director of Regeneration and Growth),

Surjit Tour (Director of Law and Governance and Monitoring

Officer),

Matthew More (Communications and Corporate Affairs

Manager),

Sue Moore (Group Head for Education and Support

Services).

## 173/22 Apologies for Absence

Apologies for absence were received from Councillors Carmichael, Bhullar, Fenton, Moore and Shackleton.

#### 174/22 **Declarations of Interest**

Councillor Hughes declared a personal interest on the basis that he was a member of the Birmingham and Black Country Wildlife Trust.

















# 175/22 Report of the Budget and Corporate Management Scrutiny Board – Brandhall 'Options'

In accordance with the provisions contained with Part 4 of the Council's Constitution (Scrutiny Procedure Rules), the Council received a 'call-in' notification from Councillor Fenton, Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board on Monday 25 July 2022, relating to the Cabinet decision of 20 July 2022 on Brandhall 'Options' (Minute No. 147/22 refers).

Following the 'call-in' notification, the Budget and Corporate Scrutiny Management Board, at its meeting held on 8 August 2022, agreed to formally recommend that the decision relating to Brandhall 'Options' be referred back to Cabinet for reconsideration on the basis that information utilised by Cabinet in reaching its decision might have been incomplete in the following three respects:-

- The Strategic Housing Land Availability Assessment (SHLAA) for the site was omitted from the report and Cabinet might wish to satisfy itself that the correct process and methodology was followed in relation to the comparable assessment of the site;
- There was insufficient information contained in the report to confirm that alternative site options for the replacement of the Causeway Green Primary School and delivery of a new school had been fully explored, for example Cakemore playing fields did not appear to have been considered;
- There was insufficient explanation given with regard to how the public consultation results, particularly with regard to residents' views, had been evaluated and weighted in reaching the decision on the preferred option.

The Budget and Corporate Scrutiny Management Board also requested that any further financial analysis on the viability of the Brandhall site be presented at its future meeting.

The Cabinet Member for Regeneration and Growth commented that the differences of view and opinion were not deemed insurmountable and requested that a further meeting of Cabinet be convened in September in order for:-

















- Cabinet to be afforded the opportunity to comprehensively put forward its rationale in reaching the decision, in terms of the information available to Cabinet and clarification of any procedural aspects;
- Officers to be able to prepare a further report providing clarification on the information presented to Cabinet on 20 July 2022 as part of its decision-making process.

The Cabinet Member for Regeneration and Growth confirmed that both the Chair of the Budget and Corporate Scrutiny Management Board, Councillor Moore, and the proposer of the 'call-in', Councillor Fenton, had agreed to this approach.

### Agreed:-

- (1) that the findings of the Budget and Corporate Management Scrutiny Board made on 8 August 2022, relating to the Cabinet decision of 20 July 2022 on the preferred option for the Brandhall site (Minute No. 147/22 refers) be formally received;
- (2) that a further meeting of the Cabinet be convened at a date in September, to be agreed by the Leader of the Council, to consider a more detailed report in response to the issues identified by the Budget and Corporate Management Scrutiny Board.

Meeting ended at 3.39pm.

Contact: <u>democratic\_services@sandwell.gov.uk</u>





















# **Report to Cabinet**

### 28 September 2022

Subject:	Q1 Budget Monitoring 2022/23		
<b>Cabinet Member:</b>	Cllr Bob Piper, Finance & Resources		
Director:	Simone Hines, Director of Finance		
Key Decision:	Yes		
Contact Officer:	Rebecca Maher – Head of Finance		
	Rebecca Maher@sandwell.gov.uk		

### 1 Recommendations

#### **That Cabinet:**

- 1.1 Note the financial monitoring position as at 30 June 2022 and refer the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.
- 1.2 Approve an additional payment of £0.5m to Sandwell Children's Trust to fund the costs set out at paragraph 4.15
- 1.3 Approve the following budget virements above £1m in line with the revised delegated limits for Cabinet Members and Directors: -

Virements above £1m for Cabinet Approval	£'000	£'000	
ASC - Removal of target budget for Market sustainability & Fair Cost of Care as received as a ASC grant		(1,247)	
Resources - Removal of target budget for Market sustainability & Fair Cost of Care as received as a ASC grant	1,247		
TOTAL	1,247	(1,247)	

















### 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. The recommended treatment of the year end variances supports the financial sustainability of the council.
- How does this deliver objectives of the Corporate Plan?

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

# 4 Context and Key Issues General Fund Outturn

- 4.1 The overall projected outturn position for the General Fund is an overspend of £2.129m.
- 4.2 The overall projected net directorate outturn variance, excluding the HRA, is an overspend of £2.097m following the use of reserves. The variance for each directorate is summarised in the following table and analysed in more detail within Appendix 1.

Area	Ap pen dix	Total Budget	Projected Outturn	Variance from Budget	(Use of) Reserve & RCCO	COVID Pressures	Projected Variance
		£'000	£'000	£'000	£'000	£'000	£'000
Comparete Management	1 1	(204)	(20)	175	0		175
Corporate Management	1A 1B	63.523	(29) 69.754	175 6.231	(5,486)		745
Borough Economy Adult Social Care	1C	,	, .	-, -	. , ,		745
	1D	79,853	82,506	2,653			4 543
Regeneration & Growth	1E	9,309	11,844	2,535 933			1,513 506
Housing		2,111	3,044		(427)		
Children's Services	1F	88,253	91,276		(2,063)		960
Business Strategy & Change	1G 1H	11,909	12,097	188	(907)		(719)
Finance		9,483	11,309	1,826	(952)	(400)	874
Law & Governance	11	3,439	3,549	110	(419)	(198)	(507)
Vacancy Savings Q1		1,096	0	(1,096)	(40,000)	(400)	(1,096)
Net Service Expenditure (ex PH)	4.	268,772	285,349	16,578		(198)	2,451
Public Health	1J	64	(78)	(142)	(212)	(400)	(354)
Total Net Service Expenditure		268,836	285,272	16,436	(14,141)	(198)	2,097
Capital Charge Adjustment		(26,461)	(26,461)	0	0		0
External Interest Payments		16,555	16,319	· /	0		(236)
Interest/Dividend Receipts		(3,753)	(4,384)	(631)	0		(631)
West Midlands Transport Levy		13,117	13,117	0	0		0
West Midlands Magistrates Court		41	41	0	0		0
Environment Agency (Flood Defence)		88	88	0	0		0
Net Service Expenditure before use of balances		268,423	283,992	15,569		(198)	1,230
Use of Balances/RCCO/Central Items		(31,379)	(24,633)	6,746			(16,073)
Collection Fund Deficit		16,972	16,972	0	16,972		16,972
Council Tax		(117,967)	(117,967)	0			0
Business Rates		(136,049)	(136,049)	0			0
Total Net General Fund Expenditure (inc Central							
Items and use of balances)		(0)	22,315	22,315	(19,988)	(198)	2,129

















- 4.3 Directorates have held a number of vacancies during quarter one and the savings from these have been moved into a corporate budget to be used to offset the overall overspend against the General Fund. A piece of work is ongoing to identify if any of these vacancies can be taken as long-term savings, whilst being mindful of the impact that recruitment difficulties is having in a number of service areas.
- 4.4 The cost of living crisis is having a significant impact across the council both in terms of inflationary pressures and an increase in the expected pay award compared to the amount included in the original budget. The position at the end of June has assumed a 5% pay award compared to 2% included in the budget when approved in February. This increases the Council's salary costs by approximately £6m, including Sandwell Children's Trust. However, since the Qtr 1 forecast has been prepared the Local Government National Employers have made a pay offer for 2022/23 of a fixed amount of £1,925 across all spinal points. This equates to an increase of approximately 10% at the lower spinal points to 3% at the top of the NJC grading structure. Work is ongoing to confirm the cost implications of the pay offer, if accepted, but it is anticipated that the average increase is in the region of 7%, which would add a further £2.3m to the pay bill for 2022/23.

#### **Corporate Management (1A)**

4.5 The projected outturn for Corporate Management is an overspend of £0.175m. The main reason for this is the cost of the external commissioners for which there is currently no budget.

### **Borough Economy (1B)**

- 4.6 The projected outturn variance against budget for Borough Economy (prior to reserve transfers) is an overspend of £6.231m. The main reasons for this underspend are an underachievement of licensing income and inflationary pressures relating to utilities costs in Highways and the waste contract.
- 4.7 The directorate is planning to use £2.784m of directorate earmarked reserves and £2.702m of corporate reserves as outlined in Appendix 3. The corporate reserves being used are the Commonwealth Games reserve (£0.202m) and the Financial Planning reserve (£2.500m). The revised projected outturn after this use of reserves is an overspend of £0.745m. The Financial Planning Reserve was established as part of the 2022/23 budget process to manage in-year pressures, with rising inflation noted as a particular risk to the Council's budget position.

















#### **Adult Social Care (1C)**

- 4.8 The projected variance against budget for Adults Social Care (prior to reserve transfers) is an overspend of £2.653m. The main reasons for this are the increased cost of placements and the impact of the additional pay award across the directorate.
- 4.9 The directorate is planning to make use of £2.736m of the additional Social Care Grant that was set aside in a reserve at the beginning of the financial year and this will result in a revised projected outturn of breakeven.

#### Regen & Growth (1D)

- 4.10 The projected variance against budget for Regen and Growth (prior to reserve transfers) is an overspend of £2.535m. The main reasons for this are the impact of the additional pay award and utilities inflation. The directorate also has a number of one-off projects that are planned to be funded from the carry forward reserve which was created at the end of 2021/22. Other pressures include a continuing pressure on markets income and business rates costs for void properties.
- 4.11 The directorate is planning to use £0.931m of the directorate earmarked reserves, predominantly the carry forward from 2021/22 as outlined above. In addition, the directorate will be drawing down £0.091m of the corporate Commonwealth Games reserve. The revised projected outturn following this use of reserves is an overspend of £1.513m.

### **Housing General Fund (1E)**

- 4.12 The projected variance against budget for Housing (prior to reserve transfers) is an overspend of £0.933m. The main reasons for this are the impact of the additional pay award together with a review of floating support and transformation work which will be funded from the carry forward reserve. There are also pressures arising from additional security requirements at Granges and an under-achievement of income for garages.
- 4.13 The directorate is planning to use £0.427m of directorate reserves which results in a revised projected overspend of £0.506m.

### Childrens Services (1F)

4.14 The projected variance against budget for Children's Services is an overspend of £3.023m. The main reasons for this are the impact of the

















- pay award for the service and Sandwell Children's Trust and also the cost of exit packages as a result of restructuring within the directorate.
- 4.15 Sandwell Children's Trust is also experiencing pressures from exceptionally high cost placements as well as recruitment and retention issues and is forecasting a shortfall of £1.5m as at Qtr 1 against its budgeted surplus of £1.9m. This does not include the impact of the pay award mentioned above. This is due to a combination of factors, including an increase in the number of children with complex needs and a substantial increase in the weekly cost of placements compared to the MTFP assumptions. In addition, since the Qtr 1 forecast has been prepared the Trust has recruited additional project teams at enhanced rates in order to fulfil the statutory requirements of the service and to mitigate the difficulties in recruitment and retention of permanent staff. This is estimated to cost £750k for the year, which is offset slightly by savings of £250k in the costs of paying market supplements due to vacant posts. The Council has agreed to fund these additional costs to ensure the Trust can continue to meet its statutory responsibilities. The Council maintains a risk reserve for SCT and it is proposed to use a combination of Social Care Grant and the reserve to offset these additional costs.
- 4.16 The Council and SCT have discussed the current financial position and options to take corrective action. The Trust already has a savings target of £2.3m to achieve in 2022/23, with some risks around the ability to fully deliver the savings in relation to placements. SCT are considering a range of innovative ways to source and retain social workers and have developed a Workforce Strategy to take this forward. The Trust has also commissioned external support to undertake a review of the Trust Workforce Strategy and approach to recruitment and retention.
- 4.17 A number of non-operational vacancies are being frozen and in year savings targets for the remainder of the organisation have been increased to partly compensate for increased operational costs.
- 4.18 The Trust also has a Transformation Programme in place which is currently focussing on a review of Edge of Care services, with the objective of improving service delivery so that families are supported early enough and with the appropriate level of intervention to prevent the need for expensive statutory intervention, and a reorganisation of the Front Door to improve the application of thresholds and reduce the number of inappropriate referrals that waste time and resources whilst still managing safe-guarding risks effectively.

















- 4.19 The annual Contract Sum agreement with Sandwell Children's Trust provides for the Council to fund the cost of the pay award each year. As this was estimated at 2% when the Contract Sum was agreed, in line with the Council's assumption in its budget, the Council will need to fund the actual costs when known.
- 4.20 Following the use of reserves, the projected outturn position for Children's Services is an overspend of £0.960m.

#### **Business Strategy & Change (1G)**

4.21 The projected variance against budget for BSC (prior to reserve transfers) is an overspend of £0.188m. This will be offset by the use of reserves to fund one-off projects. Corporate reserves of £0.404m are planned to be used to fund exit packages for staff and corporate improvement plan work. The revised projection following this is an underspend of £0.719m.

#### Finance (1H)

- 4.22 The projected variance against budget for Finance (prior to reserve transfers) is an overspend of £1.826m. One of the main reasons for this is expenditure relating to the upgrade to Oracle Fusion which is being funded from an earmarked corporate reserve. There are also agency staff working on corporate improvement projects that are being funded from the Corporate Improvement Plan reserve.
- 4.23 Following the use of reserves, the projected outturn for Finance is an overspend of £0.874m, which is largely due to the increased pay award and additional interim posts.

### Law & Governance (11)

4.24 The projected variance against budget for L&G (prior to reserve transfers) is an overspend of £0.110m. However, £0.419m expenditure is planned to be drawn down from the directorate's general reserve to cover one-off projects, some linked to the Corporate Improvement Plan and this results in a projected underspend of £0.507m.

### **Public Health (1J)**

4.25 Public Health is a ringfenced grant and therefore any underspend has to be transferred into a specific Public Health Reserve. The projected outturn variance is currently an underspend of £0.354m. This is mainly

















due to delays in planned activity against some projects that are being funded from the grant.

### **Housing Revenue Account (1K)**

4.26 The projected variance against budget for the HRA (prior to reserve transfers) is an underspend of £0.825m. This is due to a number of vacancies across the services areas funded from the HRA account.

#### Central Items/RCCO/Use of Balances

- 4.27 The council has several centrally held budgets. The nature of these is such that they are not within a specific directorate's control. The council also makes use of balances towards one-off expenditure and as Revenue Contributions to Capital Outlay.
- 4.28 The net projected outturn variance against these budgets is an underspend of £16.073m and more detail is provided in Appendix 2. The main reason for this is the additional Section 31 grant that was received to fund the Collection Fund deficit of £16.972m that was brought forward from 2021/22. This deficit arose mainly as a result of the additional Business Rates reliefs that were granted to businesses by Central Government to assist with the continuing impact of the COVID pandemic.

#### **Use of Reserves**

4.29 At the end of 2021/22 £154.971m was held in earmarked reserves and three new reserves have been created as part of the budget setting process for 2022/23 which increased the opening balance to £164.703m. During the year, it is projected that £36.911m of these balances will be used leaving a remaining balance of £127.972m. A significant proportion of the use of reserves is the Business Rates S31 grant reserve, which is maintained due to timing differences in the accounting treatment for business rates income. Further detail is provided in Appendix 3.

### Capital

- 4.30 Expenditure on the Council's capital programme is forecast to be **£166.723m** during 2022/23. Appendix 4 provides a detailed breakdown of the programme.
- 4.31 The main changes that have taken place since the 2021/22 outturn are as follows: -

















- A decrease of £0.773m in the Adults Social Care budget mainly in respect of slippage of resources into 2023/24 in relation to Adult Social Care Capital Grant.
- An increase of £4.040m in the Borough Economy budget mainly in respect of the introduction of the Active Travel Fund – Tranche 2 monies £1.542m and the Local Transport Plan resources £2.223m being agreed by the West Midlands Combined Authority, and the introduction of a £0.275m budget for Street Lighting SON to LED pressures which is subject to Cabinet approval on 28<sup>th</sup> September 2022.
- An increase of £18.466m in the Regeneration & Growth budget in respect of monies received from the Department for Levelling Up, Housing & Communities in respect of several Towns Fund major schemes.
- An increase of £2.097m in the Children & Education budget mainly to reflect the use of Basic Need & School Condition resources to continue various school improvement schemes.
- An increase of £7.468m in the Housing Revenue Account (HRA) budget mainly in respect of High Rise & New Build projects in 2022/23.

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

- 4.32 Section 106 monies are paid by developers towards the cost of providing community and social infrastructure but must be used for specific purposes. The Council currently holds £3.390m in Section 106 monies and is forecasting to spend £0.667m of this leaving a remaining balance of £2.723m.
- 4.33 The Community Infrastructure Levy is a charge that local authorities can set on new development to raise funds to help fund the infrastructure, facilities and services which are needed to support new homes and businesses in the areas. The Council currently holds £2.787m in the Capital 80% pot CIL monies and is not forecasting any expenditure against this.

#### 5 Conclusion

5.1 The Council is facing a challenging financial position for 2022/23, largely due to the impact of inflation. The additional forecast cost from the

















increased pay award and inflation on key services is in the region of £10m and may increase if the current pay offer is accepted.

5.2 Leadership Team and the Finance Team have carried out a review of underspends from 2021/22 and vacant posts in order to mitigate the inflationary increases, and the result of these reviews are reflected in the forecast outturn position. Work is ongoing to identify further corrective action to reduce the budget deficit as the Council does not have sufficient unallocated reserves to cover the current forecast overspend.

#### 6 Alternative Options

6.1 There are limited alternatives to the recommendations included in this report. Cabinet could decide not to allow the proposed use of reserves by directorates, but this would increase the projected overspend and result in a further reduction in the council's general fund balance.

### 7 Implications

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

### 8 Appendices

App 1 Outturn Summary for Directorates

App 2 Central Items

App 3 Reserves

App 4 Capital

App 5 CIL and S106 Funding

















#### **Background Papers** 9

None



















## 2022/23 Revenue Monitoring Summary

Area	App	Total	Projected	Variance	(Use of)	Corporate	Projected
	end	Budget	Outturn	from	Reserve &	Funding of	Variance
	ix			Budget	RCCO	COVID	
						Pressures	
		£'000	£'000	£'000	£'000	£'000	£'000
	4.0	(00.4)	(00)	475			4==
Corporate Management	1A	(204)	(29)				175
Borough Economy	1B	63,523	69,754	*	V		745
Adult Social Care	1C	79,853	82,506	· ·	•		0
Regeneration & Growth	1D	9,309	11,844	•	•		1,513
Housing	1E	2,111	3,044		,		506
Children's Services	1F	88,253	90,276	· ·			2,023
Business Strategy & Change	1G	11,909	12,097	188	(907)		(719)
Finance	1H	9,483	11,309	1,826	(952)		874
Law & Governance	11	3,439	3,549	110	(419)	(198)	(507)
Vacancy Savings Q1		1,096	0	(1,096)	0		(1,096)
Net Service Expenditure (ex PH)		268,772	284,349	15,578	(11,866)	(198)	3,514
Public Health	1J	64	(78)	(142)	(212)	, ,	(354)
Total Net Service Expenditure		268,836	284,272	15,436		(198)	
Capital Charge Adjustment		(26,461)	(26,461)	· ·	0	, ,	0
External Interest Payments		16,555	16,319		0		(236)
Interest/Dividend Receipts		(3,753)	(4,384)		0		(631)
West Midlands Transport Levy		13,117	13,117	0	0		Ó
West Midlands Magistrates Court		41	41	0	0		0
Environment Agency (Flood Defence)		88	88	0	0		0
Net Service Expenditure before use of balances		268,423	282,992		(12,078)	(198)	2,293
Use of Balances/RCCO/Central Items		(31,379)	(24,633)				(16,073)
Collection Fund Deficit		16,972	16,972	0,7 10	16,972		16,972
Council Tax		(117,967)	(117,967)	l ő	10,512		10,572
Business Rates		(117,907)					0
Total Net General Fund Expenditure (inc Central		(100,049)	(150,049)	U			U
Items and use of balances)		(0)	21,315	21,315	(17,925)	(198)	3,192
Housing Revenue Account (HRA)	1K	(300)	(1,125)	(825)	750		(75)
Individual Schools Budgets (ISB)	1L	(300)	100	•	7.30		100
individual Schools Dudgets (ISD)	'└		100	100			100
Total Net Expenditure		(300)	20,290	20,590	(17,175)	(198)	3,217

# Coporate Management APPENDIX 1A

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	376	551	175	0	0	175
Corporate Management	(580)	(580)	0	0	0	0
TOTAL	(204)	(29)	175	0	0	175

# Borough Economy APPENDIX 1B

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/	Corporate Funding of	Projected Outturn
		• data iii	varianos	RCCO	COVID-19	Variance
					Pressures	
	£'000	£'000	£'000	£'000	£'000	£'000
Tourism, Culture & Leisure	9,722	11,259	1,537	(1,195)	0	342
Commercial Services	2,270	2,786	516	(112)	0	404
Regulated Services	3,368	3,744	376	0	0	376
Highways Services	16,649	19,132	2,483	(2,500)	0	(17)
Directorate Management	204	227	23	0	0	23
Waste Improvement Partnership	31,310	32,606	1,296	(1,679)	0	(383)
TOTAL	63,523	69,754	6,231	(5,486)	0	745

## Adult Social Care APPENDIX 1C

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Management Team	1,477	1,548	71	0	0	71
Business Management	662		(90)	0	0	(90)
Social Work & Therapy	4,426	4,740		0	0	314
External Placements	63,960		2,647	(2,736)	0	(89)
Integrated Hub	530	885	355	0	0	355
Direct Services	6,149	5,682	(467)	0	0	(467)
Commissioning	2,649		(94)	0	0	(94)
Better Care Fund	0	(83)	(83)	83	0	0
			0	0	0	0
TOTAL	79,853	82,506	2,653	(2,653)	0	0

R&G APPENDIX 1D

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/	Corporate Funding of	Projected Outturn
				RCCO	COVID-19 Pressures	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Growth and Spatial Planning Service	2,340	3,105	765	(706)	0	59
Development Planning and Building	662	716	54	0	0	54
Strategic Assets and Land Service	5,621	7,169	1,548	(225)	0	1,323
Management	686	854	168	(91)	0	77
TOTAL	9,309	11,844	2,535	(1,022)	0	1,513

# Housing & Assets APPENDIX 1E

Service Area	Total Budget	Projected	Projected	(Use of)	Corporate	Projected
		Outturn	Variance	Reserves/	Funding of	Outturn
				RCCO	COVID-19	Variance
					Pressures	
	£'000	£'000	£'000	£'000	£'000	£'000
Community Partnerships and	1,100	1,344	244	(200)	0	44
Housing Solutions	1,252	1,655	403	(227)	0	176
Income Management and Money	202	219	17	0	0	17
Tenancy & Estate Management	(767)	(571)	196	0	0	196
Management	324	397	73	0	0	73
TOTAL	2,111	3,044	933	(427)	0	506

Children's Service Appendix 1F

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Director of Children's Services	14,559	15,733	1,175	0	0	1,175
Education Support Services	1,701	1,573	-	0	0	(129)
Learning Improvement	2,725	,	• •	0	0	119
Inclusive Learning	8,274	8,233	(41)	0	0	(41)
Sandwell Children's Trust	60,995	61,894	899	0	0	899
Children's Social Care	0	0	0	0	0	0
TOTAL	88,253	90,276	2,023	0	0	2,023

roundings - column F

# **Business Strategy and Change**

### **APPENDIX 1G**

Service Area	<b>Total Budget</b>	Projected	Projected	(Use of)	Corporate	Projected
		Outturn	Variance	Reserves/	Funding of	Outturn
				RCCO	COVID-19	Variance
					Pressures	
	£'000	£'000	£'000	£'000	£'000	£'000
Director	47	150	103	0	0	103
ICT	5,381	5,582	201	(557)	0	(356)
Human Resources	3,704	3,502	(202)	(47)	0	(249)
Service Improvement	2,121	2,118	(3)	(160)	0	(163)
Business Excellence	656	745		(143)	0	(54)
				0	0	0
TOTAL	11,909	12,097	188	(907)	0	(719)

## Finance APPENDIX 1H

Service Area	<b>Total Budget</b>	Projected	Projected	(Use of)	Corporate	Projected
		Outturn	Variance	Reserves/	Funding of	Outturn
				Corporate	COVID-19	Variance
				Resources/	Pressures	
				RCCO		
	£'000	£'000	£'000	£'000	£'000	£'000
Directorate	192	187	(5)	0	0	(5)
Financial Management	3,791	5,509	1,718	(884)	0	834
Revenues and Benefits	2,583	2,707	124	(68)	0	56
Business Management	2,917	2,906	(11)	0	0	(11)
	2 122	11.000	4.000	(0.70)		0=4
TOTAL	9,483	11,309	1,826	(952)	0	874

Law and Governance APPENDIX 1

Service Area	Annual	B/fwd from	<b>Total Budget</b>	Projected	Projected	(Use of)	Corporate	Projected
	Target	Previous		Outturn	Variance	Reserves/	Funding of	Outturn
	Budget	Year				Corporate	COVID-19	Variance
						Resources/	Pressures	
						RCCO		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Directorate	154		154	389	235	0	0	235
Governance Services	2,108		2,108	2,083	(25)	(45)	0	(70)
Registration Services	(1,793)		(1,793)	(1,701)	92	(133)	(198)	(239)
Legal	2,969		2,969	2,777	(192)	(241)	0	(433)
TOTAL	3,439	0	3,439	3,549	110	(419)	(198)	(507)

## Public Health APPENDIX 1J

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Communicable Disease	3,270	2,974	(296)	0	0	(296)
Long Term Conditions	3,270 3,131	3,072		0	0	(298) (59)
Childrens	10,279	•	· /	0	0	180
Substance Misuse & Smoking	3,747	3,850		(103)	0	(1)
Wider Determinants	4,252	4,280		(12)	0	16
Public Health Management	2,374	2,428		(97)	0	(43)
Public Health Grant	(25,816)	(25,816)	0	Ó	0	Ò
Public Health Savings Target	(1,173)	(1,323)	(150)	0	0	(150)
	,		0	0	0	0
TOTAL	64	(78)	(141)	(212)	0	(353)

# **Housing Revenue Account**

## **APPENDIX 1K**

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management & Maintenance	39,674	39,424	(250)	0	0	(250)
Business Excellence	3,305	3,305	0	0	0	0
Services in Borough Economy	3,573	3,792	219	0	0	219
Corporate HRA	48,901	49,101	200	0	0	200
Housing Management	14,395	14,180	(215)	0	0	(215)
PFI	(594)	(1,344)	(750)	750	0	0
Rents & Other Charges	(117,154)	(117,183)	(29)	0	0	(29)
SLA's	7,600	7,600	0	0	0	0
TOTAL	(300)	(1,125)	(825)	750	0	(75)

## **Directorate Individual Schools Budget**

## **APPENDIX 1L**

Service Area	Total Budget	Projected Outturn	Projected (Use of) Variance Reserves RCCO		Reserves/ Funding of	
	£'000	£'000	£'000	£'000	£'000	£'000
Individual Schools Budget		100	100	0	0	100
			0	0	0	0
TOTAL	0	100	100	0	0	100

# **Central Items Monitoring**

# Appendix 2

Central Item	Annual Target Budget	Projected Outturn	Projected Variance	(Use of) Reserves/ RCCO	Corporate Funding of COVID-19 Pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Local Authority Subcriptions	104	113	9	0	0	9
Wolverhampton: WMCC and WMRE	45	25	(20)	0	0	(20)
Combined Authority	1,660	1,660	0	0	0	0
External Audit Fee	144	290	146	0	0	146
New Homes Bonus Grant	(786)	(786)	0	0	0	0
No Recourse to Public Funds	531	1,112	581	0	0	581
Business Rates Compensation Grant	(28,253)	(28,253)	0	(17,100)	0	(17,100)
Corporate Projects	1,000	1,016	16	0	0	16
Insurance	(395)	(395)	0	0	0	0
Bank Charges	335	335	0	0	0	0
Airport Rent Income	(100)	(100)	0	0	0	0
Apprenticeship Levy	480	480	0	0	0	0
Past Service Pension Costs	5,178	5,178	0	0	0	0
Local Welfare Provision	0	285	285	0	0	285
Housing Benefits	501	606	105	0	0	105
Pensions General	4,560	4,560	0	0	0	0
Coroners	352	402	50	0	0	50
Members Allowances	1,474	1,384	(90)	0	0	(90)
Public Law Fees	366	336	(30)	0	0	(30)
Special Events	25	0	(25)	0	0	(25)
Templink	(429)	(429)	0	0	0	0
COVID-19 Facilities	0	0	0	0	0	0
COVID-19 Emergency Funding	0	5,719	5,719	(5,719)	0	0
COVID-19 Containing Outbreak	0	0	0	0	0	0

COVID-19 Local Council Tax Support	0	0	0	0	0	0
COVID-19 Restart Grant	0	0	0	0	0	0
COVID-19 Local Restriction Support	0	0	0	0	0	0
COVID-19 Business Support Grants	0	0	0	0	0	0
COVID-19 Test and Trace	0	0	0	0	0	0
COVID Funding - Collection Fund	(1,900)	(1,900)	0	0	0	0
COVID Funding - Airport Diividends	(1,488)	(1,488)	0	0	0	0
Building Schools for the Future	400	400	0	0	0	0
Lower Tier Services Grant	(596)	(596)	0	0	0	0
New Services Grant 2022/23	(7,015)	(7,015)	0	0	0	0
TOTAL	(23,809)	(17,063)	6,746	(22,819)	0	(16,073)

This will be used to populate the Central Items Appendix.

# Reserves Appendix 3

Earmarked Reserve	Balance as at 31 March 2022	Projected use / (addition to) in year	•
	£'000	£'000	£'000
Corporate Management			
Kickstart Revaluation (NEW 2022/23)	(1,553)	0	\
	(1,553)	0	(1,553)
Borough Economy			
Portway Lifestyle Centre	(730)	0	(730)
Physical Activity Board	0	0	0
Borough Economy General Reserve	(1,652)		,
Dartmouth Park HLF	(265)	40	(225)
Aquatics Centre UOW	(100)	0	(100)
SERCO Waste Commitments	(3,816)	1,679	(2,137)
BE Grant Carryforward Reserve	(11)	0	(11)
	(6,574)	2,784	(3,790)
<u>Adults</u>			0
Adult Social Care General Reserve	(3,745)	0	(3,745)
Better Care Fund	(10,660)	(83)	(10,743)
	(14,405)	(83)	(14,488)
Regen & Growth			
R&G General Reserve	(2,302)	931	(1,371)
Sinking Fund Central 6th Building	(1,096)	0	(1,096)
Forge Mill Farm Demolition	(230)	0	(230)
School Repair Reserve	(120)	0	(120)
Bull Street Demolition	0	0	0
R&G Grant Carryforward Reserve	(208)	0	(208)
R&G Capital Project Support	(6,777)	0	(6,777)
	(10,733)	931	(9,802)

(5,102) (1,357)

Housing	1 1		
H&A General Reserve	(442)	300	(142)
H&A Grant Carryforward	(687)	127	(560)
	(1,129)	427	(702)
Childrens Services			
Children's Services General Reserve	(1,589)		(1,589)
SCT Reserve	(2,636)		(2,636)
	(4,225)	0	(4,225)
Business Strategy & Change			0
BSC General Reserve	(715)	504	(211)
ICT Refresh	(1,747)	0	(1,747)
	(2,462)	504	(1,958)
<u>Finance</u>			
Finance General Reserve	(2,171)	68	(2,103)
Sandwell Children's Trust	(45)	32	(13)
	(2,216)	100	(2,116)
Law & Governance			
L&G General Reserve	(1,236)	610	(626)
POCA	(833)		(833)
Leaders Office	(100)	0	(100)
	(2,169)	610	(1,559)
Public Health			
Learning for Public Health	(502)	97	(405)
Public Health Grant Reserve	(9,481)		(9,481)
Public Health Earmarked Reserves	(403)	115	(288)
	(10,386)	212	(10,174)
		_	
Total Directorate Reserves	(55,852)	5,485	(50,367)
L			
Finance - Central Items	(7.000)		<b>(= 2</b> 00)
Insurance Reserve	(7,232)	0	(7,232)
COVID Emergency Funding	(16,931)	5,719	
S31 Relief Grant	(30,896)	17,100	(13,796)

TOTAL	(164,703)	34,848	(129,855)
Total Non-Directorate Reserves	(108,851)	29,363	(79,488)
	, , ,	, -	· · ·
, ,	(33,758)	6,830	(26,928)
Financial Planning Reserve (NEW 2022/23)	(2,500)	2,500	0
Social Care Grant (NEW 2022/23)	(5,700)	2,736	(2,964)
Cemetery RCCO Reserve	(1,446)		(1,446)
Commonwealth Games	(1,793)	293	(1,500)
Corporate Improvement Plan	(1,536)	131	(1,405)
Invest to Save Reserve	(3,000)		(3,000)
Business Rates Volatility Reserve	(7,000)		(7,000)
Oracle Fusion	(3,231)	852	(2,379)
Pay Award	(1,000)		(1,000)
Exit Packages	(2,052)	318	(1,734)
New Asset System	(500)		(500)
General Capital Reserve	(4,000)		(4,000)
Corporate Items			
	(8,159)	(286)	(8,445)
Post LAC Pupil Premium Grant	(114)	114	0
BSF PFI Sinking Fund	(4,680)	(200)	(4,880)
BSF FM Sinking Fund	(3,365)	(200)	(3,565)
<u>ISB</u>			
	(66,934)	22,819	(44,115)
Finance Grant Reserve	(11,875)	0	(11,875)

 Reserves use per summary
 34,897

 Difference
 49

 ISB
 (286)

 L&G RCCO
 236

 (50)

 Closing Balance 2021/22
 (154,971)

 Difference
 (9,732)

Financial Planning	(2,500)
Social Care Grant	(5,700)
Kickstart	(1,553)
Difference on Cemetery RCCO	20
	(9,733)

## SANDWELL METROPOLITAN BOROUGH COUNCIL

## CAPITAL MONITORING 2022/2023 - PERIOD 3 JUNE

P ല g summary	Original Budget 2022/23 (Main Programme)	Additional Approvals / Adjustments Re-Profile to Approvals / Adjustments Re-Profile to Future Years Programme) Revised Budget Self Financing 2022/23 (Main Programme) 2022/23		2022/23		(Surplus) / Deficit for the Year				
JUNE 2022/23	£	£	£	£	£	£	Actual Spend to Date £	Remaining Spend £	Total Forecast Expenditure £	£
Dinastan of Figure	6,000	(6 000 <u>)</u>	0	0	0.00			0		
Director of Finance	6,000		0	4 000 000	0.00		-	0		
Law & Governance	4,401,000	(2,000)	0	4,399,000	0.00	4,399,000	417,834.55	3,981,165	4,399,000	0
Business Strategy & Change	3,756,000	(65,000)	0	3,691,000	0.00	3,691,000	451,851.29	3,239,149	3,691,000	0
Adults Social Care	3,966,000	(10,000)	0	3,956,000	268,000.00	4,224,000	2,350,175.55	1,873,824	4,224,000	0
Borough Economy	4,319,000	249,000	0	4,568,000	13,783,000.00	18,351,000	3,819,392.01	14,531,608	18,351,000	0
Regeneration & Growth	13,723,000	(15,000)	0	13,708,000	30,305,000.00	44,013,000	5,633,161.33	38,379,839	44,013,000	0
Housing & Assets	1,621,000	0	0	1,621,000	11,476,000.00	13,097,000	1,164,517.05	11,932,483	13,097,000	0
Children & Education	81,000	(1,000)	0	80,000	8,874,000.00	8,954,000	975,721.01	7,978,279	8,954,000	0
Housing Revenue Account (HRA)	80,992,000	4,880,000	2,588,000	88,460,000	0.00	88,460,000	9,159,240.34	79,300,760	88,460,000	0
GRAND TOTAL	112,865,000	5,030,000	2,588,000	120,483,000	64,706,000.00	185,189,000	23,971,893.13	161,217,107	185,189,000	0

Section 106 - Capital							
Section 106 Scheme (Target Site)	Town	Development Agreement Number	Service Area	Description of Project	Balance Available @ 01/04/22	Expenditure for 2022/23	Balance Remaining @ 31/03/23
					£	£	£
Wednesbury Town centre	Wednesbury	DC/04/42399	Leisure - Parks (Matthew Huggins)	C.C.T.V.	96,294.71	-	96,294.7
Wednesbury North ward (Wednesbury Memorial and Brunswick Park)	Wednesbury	DC/06/45826	Leisure - Parks (Matthew Huggins)	Leisure and Public realm.	3,947.23	-	3,947.23
Wednesbury South ward	Wednesbury	DC/12/55176	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space.	47,434.63	-	47,434.63
   Willingsworth linear park/Hydes Road Pool, Hill Top park	Wednesbury	DC/07/48874 & DC/05/45542	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space.	3,237.83	-	3,237.83
River Tame corridor north (Wednesbury)	Wednesbury	DC/05/45542 DC/10/52930	Leisure - Parks (Matthew Huggins)	Leisure - Improvements to Public Open Space area.	16,417.73	_	16,417.73
The second of th		2 07 107 02 000	Leisure - Parks (Matthew Huggins)		,		,
Princes End ward	Tipton	DC/06/46907	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	2,083.87	-	2,083.87
Victoria Park	Tipton	DC/11/53708	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	21,890.30	-	21,890.30
Jubilee Park	Tipton	DC/11/53027	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area.	29,632.19	-	29,632.19
Jubilee Park Jubilee Park	Tipton Tipton	DC/13/55690 DC/13/55690	Leisure - Parks (Matthew Huggins)	Leisure - Improvement of open space and play areas.  Leisure - Improvement of open space and play areas.	2,664.39 21,377.35	-	2,664.39 21,377.39
Great Bridge Ward	Tipton	DC/13/55558	Leisure - Parks (Matthew Huggins) Leisure - Parks (Matthew Huggins)	Leisure - Improvement of open space and play areas.  Leisure - Maintenance, improvement or enhancement of open space.	15,733.66	-	15,733.66
Wednesbury Oak Road, Tipton	Tipton	DC/14/57003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	10,000.00	-	10,000.00
Wednesbury Oak Road, Tipton	Tipton	DC/14/57003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	10,000.00	-	10,000.00
Wednesbury Oak Road, Tipton	Tipton	DC/14/57003	Leisure - Parks (Matthew Huggins)	Leisure - enhancement and maintenance of the Public Open Space	18,764.76	-	18,764.76
Borough wide	Tipton	DC/15/58921	Housing & Partnership (Warren Williams)		167,168.40	-	167,168.40
Borough wide	Tipton	DC/15/58921	Housing & Partnership (Warren Williams)	· · · · · · · · · · · · · · · · · · ·	122,851.20	-	122,851.20
Borough wide	Tipton	DC/10/52848	Housing & Partnership (Warren Williams)	· · · · · · · · · · · · · · · · · · ·	26,459.22	26,459.22	-
Borough wide Borough wide	Tipton Tipton	DC/10/52848 DC/10/52848	Housing & Partnership (Warren Williams) Housing & Partnership (Warren Williams)	· · · · · · · · · · · · · · · · · · ·	193,069.00 230,568.00	193,069.00 20,388.96	210,179.04
Alexandra Rd/Upper Church Lane (On application site)	Tipton	DC/09/50926	Planning (Alex Oxley)	Planning - Maintenance of new open space	32,229.45	20,300.30	32,229.45
A Howarian a May opport official Early (off application only)	Tipton	20/00/00020	rianing (riox exicy)	Harring Maintenance of New Spain Space	02,220.10		02,220.10
Doorstep Green & Marsh Lane open space (as plan)	West Bromwic	h DC/04/43353	Leisure - Parks (Matthew Huggins)	Leisure - For the provision of offsite public open space and play area.	54,762.40	-	54,762.40
Greets Green & Lyng ward	West Bromwic	h DC/05/45555	Leisure - Parks (Matthew Huggins)	Leisure - Provision, maintenance, enhancement of public open space.	14,516.72	-	14,516.72
100 Birmingham Road (Vicinity of site)	West Bromwic	DC/05/45586	Leisure - Parks (Matthew Huggins)	Leisure - Towards the maintenance, improvement or enhancement of open space and play areas (vicinity of the site)	17,170.96	_	17,170.96
Yew Tree scheme	West Bromwic		Leisure - Parks (Matthew Huggins)	Leisure - Offsite provision and maintenance of public open space/play space.	6,626.88	-	6,626.88
Kendrick Park	West Bromwic		Leisure - Parks (Matthew Huggins)	Leisure - on the provision and improvement an maintenance of open space.	104,398.00	-	104,398.00
Charlemont playing fields	West Bromwic		Leisure - Parks (Matthew Huggins)	Leisure - Remodelling or extension of sports and leisure provision.	99,202.95	-	99,202.95
Greenside Way (Vicinity of site)	West Bromwick		Leisure - Parks (Matthew Huggins)	Leisure - Open space contribution.	132,760.80	-	132,760.80
Borough Wide	West Bromwic	h DC/05/44045	Housing & Partnership (Warren Williams)	Affordable Housing	430.34	-	430.34
Air Quality consultant	West Bromwic	h DC/10/52747	Public Health (Andy Thorpe)	Environmental health - Towards the creation of a project consultant post to review and assess air quality.	20,000.00	-	20,000.00
Grace Mary Estate Open Space	Rowley Regis	DC/09/51300	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area	22,393.42	-	22,393.42
Bury Hill Park	Rowley Regis	DC/09/51606 & DC/10/52460	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space in respect of the enhancement of Youth facilities	5,666.90	-	5,666.90
Mary Macarthur Gardens	Rowley Regis	DC/10/51793	Leisure - Parks (Matthew Huggins)	Leisure - Provision, enhancement and maintenance of offsite public open space and play area	4,117.32	_	4,117.32
Tividale Ward	Rowley Regis	DC/12/55027	Leisure - Parks (Matthew Huggins)	Leisure - Provision of offsite public open space and play area	16,477.62	-	16,477.62
Blackheath Ward	Rowley Regis	DC/06/45692	Leisure - Parks (Matthew Huggins)	Leisure - Open space	16,988.00	-	16,988.00
Blackheath Ward	Rowley Regis	DC/09/51104	Leisure - Parks (Matthew Huggins)	Leisure - Maintenance, improvement or enhancement of open space	28,153.64	-	28,153.64
Borough Wide	Rowley Regis	DC/15/58342	Housing & Partnership (Warren Williams)	· · · · · · · · · · · · · · · · · · ·	596,295.00	-	596,295.00
	Rowley Regis	DC/18/62111	Housing & Partnership (Warren Williams)	Allordable Flodollig	75,000.00	-	75,000.00
Brades Green Open Space	Oldbury	DC/05/43995	Leisure - Parks (Matthew Huggins)	Leisure -Enhancement to open space (as plan)	4,750.75	-	4,750.75
Norman Road Dams	Oldbury	DC/05/45598	Leisure - Parks (Matthew Huggins)	Leisure - Off-site public open space & play area	2,976.64	-	2,976.64
Langley Ward	Oldbury	DC/09/51660	Leisure - Parks (Matthew Huggins)	Leisure - Off-site public open space & play area	46,106.45	-	46,106.45
Broadwell Park & Ward	Oldbury	DC/13/56684	Leisure - Parks (Matthew Huggins)	Leisure - Open space	32,835.00	-	32,835.00
Borough Wide	Oldbury	DC/08/49007	Housing & Partnership (Warren Williams)	· · · · · · · · · · · · · · · · · · ·	90,600.00	90,600.00	-
Borough Wide Borough Wide	Oldbury Oldbury	DC/14/57470 DC/14/57737	Housing & Partnership (Warren Williams) Housing & Partnership (Warren Williams)		336,217.00 210,000.00	336,217.00	210,000.00
	Olubury	†	Trousing & Farthership (Warren Williams)	Environmental Health - Towards the creation of a project consultant post to review	·	-	23,642.44
Air Quality Consultant	Oldbury	DC/10/52897	Public Health (Andy Thorpe)	and assess air quality.	23,642.44	-	20,012.1
Victoria Park	Smethwick	DC/04/42703	Leisure - Parks (Matthew Huggins)	Leisure - Towards improvement & enhancement	21,631.23	-	21,631.23
War Memorial - Cape Hill site	Smethwick	DC/04/42703	Highways (Simon Chadwick)	Highways - Maintenance contribution	7,261.16	-	7,261.16
St Pauls Ward	Smethwick	DC/12/55069	Leisure - Parks (Matthew Huggins)	Leisure - Improvement or enhancement of open space	38,308.03	-	38,308.03
West Smethwick Park Smethwick Hall Park	Smethwick Smethwick	DC/08/49405 DC/09/51635	Leisure - Parks (Matthew Huggins) Leisure - Parks (Matthew Huggins)	Leisure - Open space and play space  Leisure - Offsite public open space and play space	112,451.31 45,148.75	-	112,451.31 45,148.75
Smethwick Ward	Smethwick	DC/09/51635 DC/12/54411	Leisure - Parks (Matthew Huggins)	Leisure - Orisite public open space and play space  Leisure - Provision of open space.	8,763.50	-	8,763.50
	Smethwick	DC/15/58384	Leisure - Parks (Matthew Huggins)	Leisure - to carry out the Canal Enhancement Works in accordance with the Canal Improvement Works Brief	122,380.59		122,380.59
Total Section 106	1	I	Regeneration & Growth	1	3,389,857.72	666,734.18	2,723,123.54

Community Infrastructure Levy (CIL) - Capital Element (80%)					
CIL Scheme	Service Area	Description of Project	Balance Available @ 01/04/22	Expenditure for 2022/23	Balance Remaining @ 31/03/23
			£	£	£
Balance in CIL fund to date - not allocated to individual projects	Regeneration & Growth		2,787,479.62	-	2,787,479.62
·					
Total Community Infrastructure Levy (CIL) - Capital Element			2,787,479.62	-	2,787,479.62

Community Infrastructure Levy (CIL) - Revenue Element (15%)  CIL Scheme	Service Area	Description of Project	Balance Available @ 01/04/22	Expenditure for 2022/23	Balance Remaining @ 31/03/23
			£	£	£
Oldbury	Regeneration & Growth	Various Schemes	99,653.84		99,653.84
Rowley	Regeneration & Growth	Various Schemes Various Schemes	80,921.00	-	80,921.00
Smethwick	Regeneration & Growth	Various Schemes	67,758.00	-	67,758.00
Tipton	Regeneration & Growth	Various Schemes	29,719.38	-	29,719.38
Wednesbury	Regeneration & Growth	Various Schemes	53,673.22	-	53,673.22
West Bromwich	Regeneration & Growth	Various Schemes	99,941.20	-	99,941.20
Total Community Infrastructure Levy (CIL) - Revenue Element			431,666.64	- [	431,666.64

Note: 5% of CIL relates to Revenue Administration which is not reflected on this Appendix 7

# Virements Appendix 3

Virements above £1m for Cabinet Approval	£'000	£'000
ASC - Removal of target budget for Market sustainability & Fair Cost of		(1,247)
Care as received as a ASC grant		(1,=11)
Resources - Removal of target budget for Market sustainability & Fair Cost of Care as received as a ASC grant	1,247	
TOTAL	1,247	(1,247)

### Vacancy Savings Q1/Reconciliation of Budget

_	<b>Budget Movement</b>	Revised Budget	Roll Forward	Difference
Corporate Management		-204	-204	0
Borough Economy	-35	63,558	63,558	0
Adult Social Care	-318	80,171	80,171	0
Regeneration & Growth	-358	9,667	9,667	0
Housing	-152	2,263	2,263	0
Children's Services	-109	88,362	88,362	0
Business Strategy & Change	-101	12,010	12,009	-1
Finance		9,483	9,483	0
Law & Governance	-23	3,462	3,462	0
Total	-1,096			-1
-	-			
Central Items	-23,808	-23,809		-1





# **Report to Cabinet**

#### 28 September 2022

Subject:	Proposal to Declare the Whole of Sandwell as a
	Smoke Control Area
<b>Cabinet Members:</b>	Councillor Suzanne Hartwell
	Cabinet Member for Adults, Social Care and Health
Director:	Public Health, Lisa McNally
Key Decision:	Yes. The decision affects communities living or
	working in an area comprising two or more wards or
	electoral divisions in Sandwell
<b>Contact Officer:</b>	Senior Environmental Health Officer (Air Quality)
	Elizabeth Stephens
	Elizabeth_stephens@sandwell.gov.uk

#### 1. Recommendations

- 1.1 That the results of the public consultation on the Proposal to Declare a boroughwide Smoke Control Area as detailed in **Appendix 1** be received.
- 1.2 That the Council be recommended to approve Sandwell MBC 'Declaring' the whole Borough of Sandwell as a Smoke Control Area (SCA) under the Clean Air Act 1993 and replace the existing 51 Smoke Control Areas and ensure that all properties in the Borough are subject to the same legal requirements in relation to the prevention of smoke from building chimneys.
- 1.3 That subject to 1.2 above, the Director of Public Health be authorised to revoke the existing 51 Smoke Control Orders and making a single Borough-wide Smoke Control Order, with the Smoke Control Area coming into operation on the date specified in the Order which will not be earlier than six months from the date of confirmation.

















#### 2 Reasons for Recommendations

#### **Legal Duty**

- 2.1 As a Council we have a legal duty to assess local air quality and where necessary take appropriate action to protect the health of those living and working in the Borough. The declaration of a borough-wide Smoke Control Area is just one of a range measures that Sandwell Council can implement to help reduce the exposure of all its communities to the harmful smoke emissions created by domestic solid fuel burning.
- 2.2 The process of creating a borough-wide Smoke Control Area is not a quick process and it can typically take several years to bring into full effect. This is due to the legal processes that must be adhered to, as well as the robust level of scrutiny required to ensure a fair and transparent assessment is undertaken. It has been particularly important to ensure that residents and businesses within Sandwell are adequately informed about the proposal and that they understand the reasons for it and its implications. We have a duty to ensure that all our stakeholders have been given sufficient time to raise any objections. The full timetable for implementing the borough-wide SCA proposal is provided in **Appendix 3**. The first ten steps on this timetable have now been completed, the next step, step No.11, requires Cabinet approval to issue the Order to 'Declare a Borough-wide Smoke Control Area'. If agreed by Cabinet and then full Council, the Order can be made and then be formally advertised for six weeks. If no formal objections are received, the borough-wide Smoke Control Area would come into effect no sooner than 6 months after the date on which the Order is signed.
- 2.3 A 6-week public consultation on the 'Intention to Declare a Borough-wide Smoke Control Area' has now been completed as requested by full Council in December 2021. The initial report presented to Council in December 2021 outlining the SCA proposal and supporting evidence is available on Sandwell Council's Modern.Gov Website or by clicking here.

















- 2.4 No formal objections have been received to the proposal following both formal advertisement and the public consultation in May and June 2022. A discussion of the results of the public consultation are provided in section 4 of this report and the full results of the report are provided in **Appendix 1.**
- 2.5 The results of this public consultation have been subject to scrutiny by the Director of Public Health and the Cabinet Member for Adults Social Care and Health who maintain their support for this proposal.

#### **Protecting Public Health**

- 2.6 Sandwell currently has 51 separate Smoke Control Areas, by extending the SCA to cover the whole of the borough all neighbourhoods will be protected against harmful smoke emissions, at present homes and businesses in approximately 4/5ths of the borough can still legally burn unauthorised fuels (i.e. wood and coal) in nonexempt appliances and on open fireplaces. A borough-wide SCA would address this inequality.
- 2.7 Domestic burning of wood and coal is the main source of man-made PM<sub>2.5</sub> in urban areas like Sandwell. Contrary to popular belief, road transport makes up about 13%.
- 2.8 PM2.5 has a significant impact on human health, it can cause coughs, dizziness, inflamed airways and shortness of breath. It can increase the risk of pneumonia, COPD and lung cancer as well as heart disease and stroke leading to early death. It can also impact pregnancy and the development of children's lungs.
- 2.9 Scientific research clearly demonstrates that burning even untreated, bare wood produces smoke that contains a harmful mix of gases and fine particulate matter (PM<sub>2.5</sub>). The dangerous gases produced during domestic burning include benzene, formaldehyde, acrolein and polycyclic aromatic hydrocarbons (PAHs). If we continue to allow

















- people to burn 'whatever they want' we are condoning the exposure of our population to a harmful cocktail of chemicals.
- 2.10 The social and economic benefits of implementing a boroughwide smoke control area are far reaching and its potential to have a positive impact on public health clearly outweighs any initial set up costs or its future enforcement.
- 2.11 Although wood burning stoves in the UK only account for 6% of energy consumption they make up to 40% of the UK's social-health related costs from home heating. Social-health related social costs are calculated using direct (health care) expenditures (e.g. hospital admissions, loss of working days) and indirect health impacts and accompanied welfare loss (e.g. managing diseases such as COPD, increased mortality risk and reduced life expectancy due to air pollution).
- 2.12 The average yearly social-health related cost of heating a household using a wood burning stove in the UK is £670.00, compared with £26.50 for non-condensing gas boiler and £17.50 for a condensing gas boiler. Whilst the average social-health related cost of driving a diesel car for one year is £185.85 compared with £670.00 for one wood burning stove. (European Public Health Alliance (2022)).
- 2.13 According to the 2021 census data there are now 130,200 households in Sandwell, and government research estimates that 8% of households in the UK have wood burning stoves. Based on these figures the yearly social-health related costs in Sandwell from wood burning stoves could amount to circa £6,978,720.00. Requiring all households in Sandwell to either use a Defra exempt stove and/or authorised fuels could significantly reduce this health cost burden.



















- 2.14 The implementation of a borough-wide SCAs is not an uncommon or unusual tool to use to protect air quality, in the West Midlands, for example two of our neighbouring authorities, Birmingham and Dudley already have them in place.
- 2.15 At a time of steeply rising fuel prices the likelihood of residents resorting to wood and coal burning as alternatives to gas and electricity for home heating is likely to rise. Although unauthorised fuels and nonexempt stoves may offer financial savings for at a time of high inflation and rising energy costs, their use comes with a huge social-health related cost. As a council we should not be knowingly allowing residents to sacrifice their own health and the health of others around them, just because unauthorised fuels are cheaper. As a Council we need to assist residents who are struggling with the cost of heating and will face fuel poverty this winter by helping them to find clean and safe ways to heat their homes instead. This includes providing information and advice not only where they can get practical and financial help, but also energy efficiency measures that are likely to provide year on year savings. Supporting those on a low income and in receipt of government benefits is particularly important, for example many residents will be unaware that they are entitled to help towards home insulation and boiler replacement. Examples of further information on financial support and information on energy saving is provided in Appendix 5.
- 2.16 By creating a borough-wide SCA we will continue to raise general awareness about the risks to health from domestic burning and particularly the risks to those breathing in smoke from unauthorised fuels including wood and coal. This messaging is essential if we are to prevent this adding to the burden of health issues being experienced in Sandwell.



















# 3 How Does This Deliver Objectives of The Corporate Plan?



# Best start in life for children and young people

Young children face a greater risk to their health from ultrafine particulate emissions (PM<sub>2.5</sub>) which is strongly associated with domestic burning and is the largest source of ultrafine particulate matter in urban areas. Exposure to PM<sub>2.5</sub> is shown to have both short and long-term impacts, including respiratory illnesses and impaired lung and cognitive development in children.



# People live well and age well

Air pollution is a key threat to the health of our population and a driver of health inequalities. Addressing air pollution will reduce health inequalities and increase both the perceived and actual position of Sandwell as a cleaner and safer place to live.



#### Strong resilient communities

Addressing air pollution and in particular PM<sub>2.5</sub> will contribute towards improving the overall health and resilience of our communities.



# Quality homes in thriving neighbourhoods

By providing a SCA that is Borough wide, all neighbourhoods in Sandwell would be afforded the same level of protection from harmful emissions that are created by the burning of solid fuels in domestic properties and businesses.

# 4 Context and key issues

# **History of Smoke Control Areas in Sandwell**

4.1 The 1956 Clean Air Act (CAA) originated out of the London smogs in the 1950s. In December 1952 a particularly severe London smog that lasted five days, caused an estimated 12,000 additional deaths and finally led to the creation of the 1956 Clean Air Act. This allowed for

















6



- the creation of Smoke Control Areas, initially to reduce smoke from coal burning.
- 4.2 The 1993 Clean Air Act consolidated two previous CAAs and allowed for Smoke Control Areas to also be used to ban emissions from smoke from domestic premises. When the Metropolitan Borough of Sandwell was formed in April 1974 it inherited 51 separate Smoke Control Areas from the previous county authorities of Warley and West Bromwich.
- 4.3 The Clean Air Act 1993 enables local authorities to declare the whole or parts of the district as a Smoke Control Area (SCA) through a Smoke Control Order. Where an SCA exists, residents will not be able to emit smoke from a chimney and are required to use authorised smokeless fuels or 'exempt appliances'. A fine of up to £350.00 can be issued for breaking the rules. The use of an SCA is a key control for Sandwell in minimising harmful smoke emissions from residential and small-scale combustion plants.
- 4.4 A new single Smoke Control Area would ensure that all properties in the borough are subject to the same legal requirements in relation to smoke control under the Clean Air Act 1993.

# Relevance of Declaring the Whole of Sandwell a Smoke Control Area in 2022

4.5 In recent decades the main air pollutant of concern in Sandwell has been nitrogen dioxide (NO<sub>2</sub>) which is closely correlated with road transport. In 2005 Sandwell was declared an Air Quality Management Area due to exceedances of NO<sub>2</sub> across the Borough. Emissions from NO<sub>2</sub> have significantly decreased due to improvements in vehicle technology as well as decreased industrial emissions, but now there is now growing concern about the levels of PM<sub>2.5</sub> in Sandwell and the associated health impacts.

















- 4.6 Estimates of Particulate Matter (PM<sub>2.5</sub>) at three monitoring sites in Sandwell in 2019 demonstrated levels above the World Health Organisation guidelines of 10μg/m3. With no known safe level for PM<sub>2.5</sub> the short and long-term impacts on health are significant. There is strong evidence that air pollution causes the development of coronary heart disease, stroke, dementia, respiratory disease and lung cancer, and it both causes and exacerbates asthma.
- 4.7 The government revised its figures for the sources of PM<sub>2.5</sub> in 2020. Although some PM<sub>2.5</sub> (approximately 13%) comes from transport a substantial proportion (approximately 25%) is still from domestic burning.
- 4.8 The contribution of PM<sub>2.5</sub> from small combustion sources such a domestic stoves and fireplaces is growing. This is of concern because when there is a concentration of small combustion emissions from burning activities in an urban area, these emissions have a more significant population impact than burning in sparsely populated rural areas.

# Public Consultation and Advertising Sandwell Council's Intention to Declare a Borough-wide Smoke Control Area

4.9 Although not required in law, a 'non-statutory' consultation was completed with residents and businesses in July and August 2021. The majority of respondents to this survey were in favour of a boroughwide Smoke Control Area.

















4.10 The decision to undertake a public consultation went beyond the statutory requirement of a 6-week formal advertising period in a local newspaper and in the London Gazette. This decision was made to increase public awareness of the health issues related to the burning of smoky fuels and to ensure that residents and businesses were given the opportunity to have their say about the proposal. This also enabled officers to identify any significant issues of concern for further consideration.

# **Online Consultation Responses**

- 4.11 60 responses were received in total during the 6-week consultation period. Consultees were asked 9 questions and a report of the results from the public consultation is provided in **Appendix 1**.
- 4.12 The final question allowed for respondents to comment on the proposal with unlimited text, for which 41 comments were received. Officers have spent time reviewing, grouping and then responding to these comments. The Council response to the comments received via the online public consultation and from Facebook and Twitter and emails sent to the Pollution Control Team can be found in the Public Consultation Results and Analysis Report in Appendix 1.

#### **Headline Statistics for 6-Week Public Consultation**

- 4.13 The responses to the questions asked in the Smoke Control Area public consultation are provided in full in the Consultation Report, but can be summarised as follows:
- 85% of respondents agreed or strongly agreed that improving air quality should be a key priority for Sandwell. 9% disagreed or strongly disagreed and 4% neither agreed or disagreed.
- 80% of respondents knew that breathing in smoke from wood and coal burning can result in cancer, stroke, heart disease, asthma, COPD, decrease children's lung development and cause pregnancy

















complications. Whilst **10%** did not know and a further **10%** were not sure.

- 0% of respondents lived on a canal boat or other inland water vessel moored in Sandwell.
- 13% of respondents (8 people) use a wood/coal burning stove, an open fireplace or other combustion appliance with a chimney inside their home.
- Of the 8 respondents using a solid fuel burning stove 6 did not know if their stove was on Defra's list of exempt appliances.
- Respondents were asked why they chose to use a solid fuel stove or open fire place and were given five options, of which they could pick as many as they liked. From the 8 respondents, 5 stated it was to save money, 3 to supplement other heating and 2 to create a nice atmosphere. None of the respondents stated that it was because it was their only source of heating.
- 98% of the respondents stated they did not own or manage a business in Sandwell that used a biomass boiler or wood/coal burning stove or any other appliance with a chimney, whilst 2% did not know.
- 67% of respondents thought that all of Sandwell should be protected by a Smoke Control Order. Whilst 23% were against it and 10% did not know.
- 53% of respondents gave a Sandwell home or business address postcode. Out of the six Sandwell towns, the greatest response was from Oldbury with 25%, followed by West Bromwich with 22%, then Rowley Regis and Tipton with 16%, Smethwick was 12% and Wednesbury with 9%.

















# Comments received in response to the Public Consultation

4.14 Many comments were supportive of the proposal and agreed with the need for a borough-wide smoke control area and the need to stop people from burning inappropriate materials so as to prevent future decline in air quality and recognised the link with ill health. Examples of some of the comments made include:

'Air pollution is a health emergency in this borough',

'Wood burning stoves are a real problem around here'

'We do not want to return to those days of smoke polluted air and smog which have been largely eradicated in the last few decades'.

- 4.15 In terms of those who were not supportive of the Council's proposal, the comments fell into a variety of categories, which have been summarised below:
  - Wood burning is fine as we have always done it to keep warm.
  - The proposal is a waste of money as it is not a significant issue and there are other issues we should be focussing on.
  - Traffic is a bigger problem for air pollution than wood burning stoves.
  - The proposal is a knee jerk reaction to the expected increase in residents using solid fuel stoves and fireplaces because of the rise in gas and electricity prices.
  - Narrow boats are not significant polluters
  - This proposal will result in people being forced into fuel poverty
  - Commercial businesses are a more significant issue for smoke emissions.
  - The proposal will increase the cost of authorised fuels

Examples of some of the comments received include:

















'Man has burned wood since the dawn of time to keep warm'. 'You're targeting households instead of taking responsibility for improving roads and the environment'.

'I think there is far more air pollution from traffic within Sandwell than from those who have wood burners. Sandwell council should put more efforts into traffic pollution'.

'This is not the time to bring in this law when the cost other forms of fuel are skyrocketing'.

4.16 Some comments were outside the scope of this consultation, these included suggestions that the council should be doing more to tackle air pollution including smoke from bonfires, BBQs and firepits. Suggestions were also made that the Council should do more to reduce road traffic, including promoting and providing more active and sustainable travel options.

# Responses from neighbouring local authorities

4.17 Several supportive email responses were received from other local authorities in the West Midlands.

'We fully support the proposal'- Coventry City Council

'Having a borough wide Smoke Control Area is more appropriate for mainly urban local authorities and Sandwell fit into that category. It will make for consistency across the district and help in communication with citizens and be more relevant given both the increasing prevalence of wood fired burners and the changes to enforcement of emissions within Smoke Control Areas brought about by the Environment Act 2021. Furthermore, it will align with Birmingham City Council's boroughwide Smoke Control Order, given that we have a common border. **Birmingham City Council** 

















'As we share most of our Eastern boundary with Sandwell, I can only see that it will give rise to greater consistency and improved control over emissions'.

# **Dudley Metropolitan Borough Council**

#### **Legal Information and Timescales**

- 4.18 The Council has already advertised its 'Intention to Declare a borough-wide Smoke Control Area' the remaining legal step now is for the issuing of a Smoke Control Order which will 'Declare a borough-wide Smoke Control Area'.
- 4.19 Further details of the legislative process and proposed timetable for implementing a Borough-wide Smoke Control Order are provided in Appendix 3.
- 4.20 This borough-wide Smoke Control Order will revoke the existing 51 Smoke Control Orders and the whole of the Metropolitan Borough will be declared Smoke Control Area, with no exemptions.
- 4.21 A period of 6 weeks from the last date of advertising the Order is allowed for any formal objections to be made. It is assumed that all properties currently not in existing Smoke Control Areas can comply with the provisions (i.e. capable of being heated without the use of unauthorised solid fuels or non-exempted appliances).
- 4.22 Section 24 of the Clean Air Act 1993 gives local authorities the power to require adaptation of fireplaces in private dwellings to ensure compliance with emissions as required under Section 20. This includes the payment of a grant if necessary to assist with the adaptation. The likelihood of any fireplace adaptation being required is not considered to be a significant one. Those with non-compliant stoves and open fireplaces should not require any adaptation other than to switch to burning authorised fuel and using 'smokeless' firelighters, i.e. gas poker or smokeless BBQ lighters. In very old properties original fireplace grates are sometimes required to be

















changed for thicker fire-bars which can withstand higher heat intensities from authorised fuels. However, unless the fireplace is the only form of heating for the home the local authority would not be required to assist in paying for this adaptation.

#### 5 **Alternative Options**

# **Continue with Existing Smoke Control Areas**

- 5.1 To continue with Sandwell's 51 Smoke Control Orders means that differing legal requirements would remain for exempted properties compared to other parts of the borough. This is inequitable and will result in mixed messages and potential greater levels of noncompliance by those in existing smoke control areas who consider themselves unfairly penalised. There is not envisaged to be any legitimate reason for objection.
- 5.2 Non-exempt solid fuel burning stoves and open fire places have a negative impact on internal and external air-quality and have a significant burden in terms of health costs, both short and long term. If domestic burning in properties across Sandwell continues unchecked and unregulated the impact could negate the technological gains made through cleaner vehicle technology, home energy efficiency and controls of industrial processes.
- 5.3 It is envisaged that the use of solid fuel burning stoves and open fireplaces will increase with rising energy prices. At a time when households are facing financial hardship, it is easy to accept wood and coal burning as the cheap solution. Air pollution is already impacting negatively on our economy and health, but if we allow the increased burning of unauthorised fuels and appliances it will come with a high price tag in terms of health care both now and in the future.

















# 6 Implications

Resources:	There remain some associated costs in Declaring a Smoke Control Area, this would include officer time to complete the work required to make a Smoke Control Order and the cost of placing public notices in the London Gazette (approx. £70) and twice in local newspapers (approximately £1,700 + VAT).		
There is potential for residents to claim financial assistance for fireplace or stove adaptations. So the first surveys in 2021, no claims have been related that there will be many if any legitimate claims, but we will not know this for countil the remaining 6-week period of formal adverse has been completed. Any claim would have to be considered on its merits, but such claims are not expected to result in excessive cost. In exception circumstances individual exemptions could be abut given the risks to health from burning smokey we would look to avoid this where possible.			
	Costs are not expected to be excessive when weighed against the potential benefits to health. Funding for these costs can be found from the existing Public Health budget.		
Legal and Governance:	This initiative will contribute to Sandwell's Air Quality Action Plan, Sandwell's Climate Change Strategy and the Annual Status Report on Air Quality in Sandwell.		
	The initiative will be undertaken by Council Air Pollution officers with the support, advice and guidance of Sandwell's legal team.		
Risk:	The Corporate Risk Management Strategy (CRMS) will continue to be complied with throughout, in identifying and assessing the significant risks associated with this strategic proposal. This includes (but is not limited to) political, legislation, financial, environmental and reputation risks. A project risk		

















register was compiled in 2021 and has been reviewed and updated. The risk register is monitored by the Pollution Control Team. Based on the information provided it is the officers' opinion that for the risks that have been identified so far and the arrangements in place are adequate to manage and mitigate these effectively.

A risk assessment has been undertaken and no "red" risks were reported.

This report does not relate to the collection of personal information and therefore a privacy impact assessment is not required. Any person who wishes to object the declaration or to make a claim for fireplace/stove adaptation will be required to e-mail or write to the Pollution Control Team at Sandwell Council or pollution\_control@sandwell.gov.uk. Data will be handled and stored in accordance with the departments existing GDPR controls.

# **Equality:**

Householders who use solid fuel as their only means of heating may find the switch to authorised fuels slightly more expensive, increasing the risk of putting them into fuel poverty (i.e. spending more than 10% of their income on heating their homes). However, authorised fuels do burn more efficiently. There is also financial assistance and grants available for those on low-incomes to help with home insulation and updating heating provision. Households in this position will be signposted to sources of help through a variety of communication channels, including press, social media and Sandwell Council's website.

Conversely the existing patchwork of Smoke Control Areas does not provide equality in protecting residents from harmful pollutants generated by solid fuel burning and open fires, and its contribution to PM<sub>2.5</sub> which is now linked with both short and long-term health impacts.



















Health and Wellbeing:	Air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions and it is associated with a plethora of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer, plus recent research has suggested links between air quality and stunted lung development in children, exacerbation of degenerative sight loss in adults and dementia in the elderly.
Social Value	Proactive measures now to improve air quality will have long-term positive impact by reducing the health-related social costs and subsequent burden on the NHS to treat and care for those who are exposed both short and long-term to harmful smoke emissions. This proposal reduces health inequalities and is designed to support longer and healthier lives.

# 7. Appendices

**Appendix 1** Results of Public Consultation on Proposal to Declare a Borough-wide Smoke Control Area.



- Appendix 2 Draft copy of the borough-wide Smoke Control Order
- **Appendix 3** Timetable for Implementation of the Proposed Boroughwide Smoke Control Area in Sandwell.
- **Appendix 4** Details of the legislative process and a summary of the steps for revocation of the existing 51 Smoke control Areas and implementation of a borough-wide Smoke Control Order across Sandwell.

















# **Appendix 5** Smoke Control Area Risk Register

# **Appendix 6** Smoke Control Area Equality Impact Assessment

# 8. Background Papers

The health related social costs of air pollution due to residential heating and cooking - European Public Health Alliance (2022) <a href="https://cedelft.eu/publications/health-related-social-costs-of-air-pollution-due-to-residential-heating-and-cooking/">https://cedelft.eu/publications/health-related-social-costs-of-air-pollution-due-to-residential-heating-and-cooking/</a>

The Clean Air Act 1993 – Part III – Smoke Control Areas <a href="https://www.legislation.gov.uk/ukpga/1993/11/part/III">https://www.legislation.gov.uk/ukpga/1993/11/part/III</a>

Black Country Ultra Low Emission Vehicle Strategy: <a href="https://consultation.wolverhampton.gov.uk/bct/bct-ulev-strategy/user\_uploads/black-country-ulev-strategy-2020.pdf">https://consultation.wolverhampton.gov.uk/bct/bct-ulev-strategy/user\_uploads/black-country-ulev-strategy-2020.pdf</a>

Sandwell - Smoke Control Areas Summary and Map <a href="https://data.gov.uk/dataset/2e59be11-a9db-4b9e-8cbb-8e2f2567c588/sandwell-mbc-smoke-control-area">https://data.gov.uk/dataset/2e59be11-a9db-4b9e-8cbb-8e2f2567c588/sandwell-mbc-smoke-control-area</a>

Emissions of air Pollutants in the UK – Particulate Matter (PM10 and PM2.5) <a href="https://www.gov.uk/government/statistics/emissions-of-air-pollutants/emissions-of-air-pollutants-in-the-uk-particulate-matter-pm10-and-pm25">https://www.gov.uk/government/statistics/emissions-of-air-pollutants/emissions-of-air-pollutants-in-the-uk-particulate-matter-pm10-and-pm25</a>

Airborne particles from wood burning in UK Cities – Environmental Research Group – King's College London <a href="https://uk-air.defra.gov.uk/library/reports?report\_id=953">https://uk-air.defra.gov.uk/library/reports?report\_id=953</a>

Sandwell Annual Status Report for Air Quality 2020 <a href="https://www.sandwell.gov.uk/info/200274/pollution/485/air\_quality">https://www.sandwell.gov.uk/info/200274/pollution/485/air\_quality</a>

Burning in UK Homes and Gardens – Research Report (Dec 2020) http://sciencesearch.defra.go

































# Smoke Control Area Public Consultation Results and Analysis

PUBLIC OPINION AND COUNCIL RESPONSE TO THE PROPOSAL OF DESIGNATING ALL OF SANDWELL AS A SMOKE CONTROL AREA

Consultation Period: 9 MAY – 20 JUNE 2022

# Borough-wide Smoke Control Area Public Consultation

# Table of Contents

Bac	kground	2
Con	sultation Results	3
1.	How much do you agree or disagree that improving air quality should be a key priority for Sandwell?	3
2.	Did you know that breathing in smoke from wood and coal burning can result in cancer, stro heart disease, asthma, COPD, decrease children's lung development and can cause pregnanc complications?	у
3.	Do you live on a canal boat or other inland water vessel which is moored in Sandwell?	4
4a.	Do you use a wood/coal burning stove, an open fireplace or use any other combustion appliance with a chimney inside your home, (this includes boats moored in Sandwell)?	4
4b.	If yes, is your stove from Defra's list of exempt appliances?	5
4c.	If you have one, why do you use a solid fuel appliance or open fire place?	5
5.	If you own/manage a business in Sandwell do you use a biomass boiler/wood/coal burning stove, an open fire place or any other appliance with a chimney?	6
6.	Currently only parts of Sandwell are protected by a Smoke Control Area order - do you think of Sandwell should be?	
7.	Do you have any further comments?	7
Key	Issues/Concerns Raised	7
Den	nographic Breakdown of Respondents	8
Con	sultation Publicity Poster	9
Wo	rd Cloud of Comments Received	10
Sun	nmary of Comments and Sandwell MBC's Responses	11
Sun	nmary of Comments on Facebook and Twitter and Sandwell Council's Responses	28

# Borough-wide Smoke Control Area Public Consultation

# Background

An on-line public consultation was held for a 6-week period between 8 May 2022 to 20 June 2022. The consultation asked residents and business owner to have their say on Sandwell's intention to declare a borough-wide Smoke Control Area.

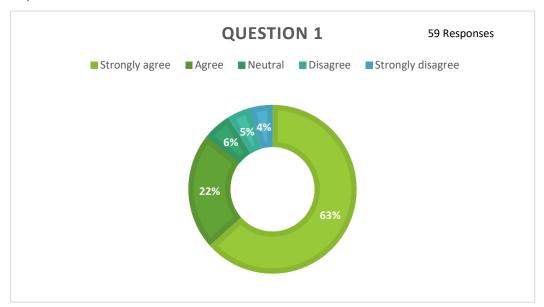
The public consultation was bought to the public's attention using social media advertising and a poster campaign. A copy of the poster is provided in **Appendix 1**, and the following information channels were used to advertise the proposal:

- 2 formal public notices in the Express and Star over two weeks.
- Live radio interview with Radio WM (11 May 2022).
- Live radio interview with Black Country Radio (11 May 2022).
- An article in the GovDelivery bulletin issued to residents.
- Council press release and article published in the Express and Star.
- Social media posts on Sandwell Council's Facebook page and Environmental Health Facebook page.
- An article in Sandwell Council's business website 'Think Sandwell'
- An article in the 'Schools Newsletter' circulated to all schools in Sandwell via email.
- Posters displayed in all public libraries.
- Posters and email article circulated to community centres and faith centres.
- Emails, posters and information sent to the Canal and Rivers Trust for advertising at the 3 residential moorings in Sandwell.
- Emails sent to all Councillors via Democratic Services.
- Emails sent to all West Midlands local authority pollution control teams (Dudley, Wolverhampton, Birmingham, Walsall, Solihull, and Coventry).
- Emails sent to staff at the West Midlands Combined Authority

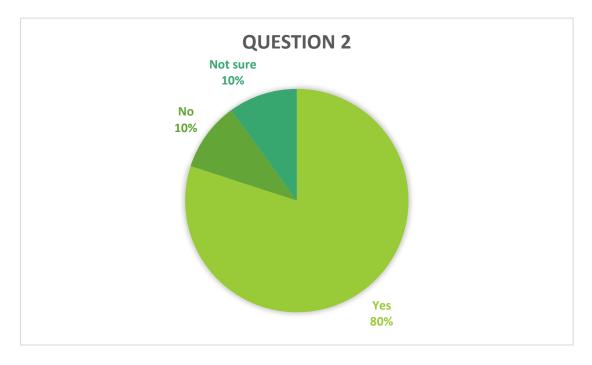
# Borough-wide Smoke Control Area Public Consultation

#### **Consultation Results**

1. How much do you agree or disagree that improving air quality should be a key priority for Sandwell?

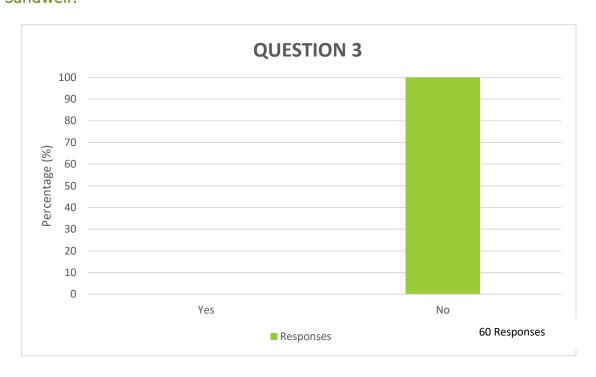


2. Did you know that breathing in smoke from wood and coal burning can result in cancer, stroke, heart disease, asthma, COPD, decrease children's lung development and can cause pregnancy complications?

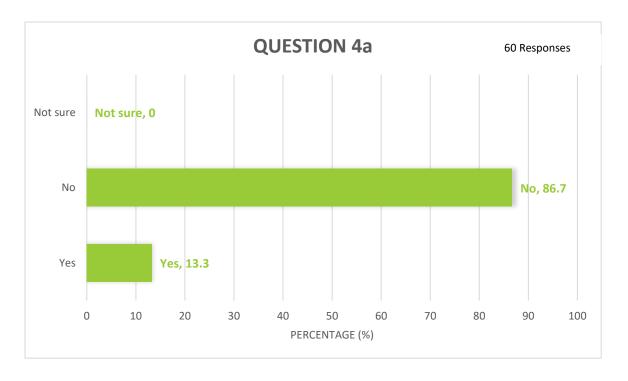


60 Responses

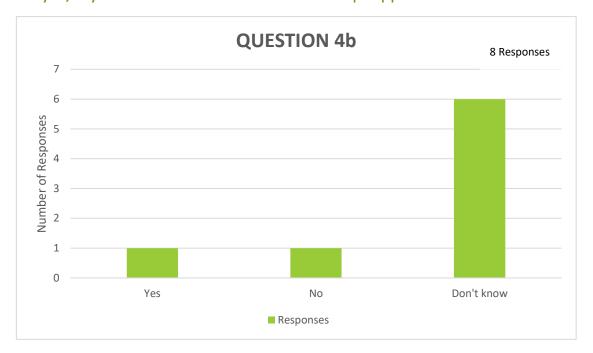
3. Do you live on a canal boat or other inland water vessel which is moored in Sandwell?



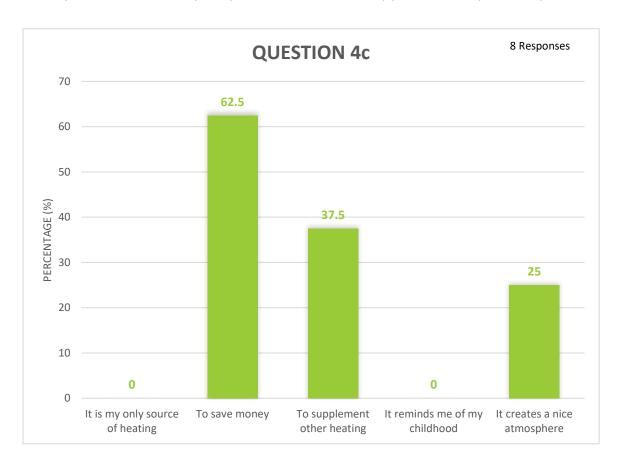
4a. Do you use a wood/coal burning stove, an open fireplace or use any other combustion appliance with a chimney inside your home, (this includes boats moored in Sandwell)?



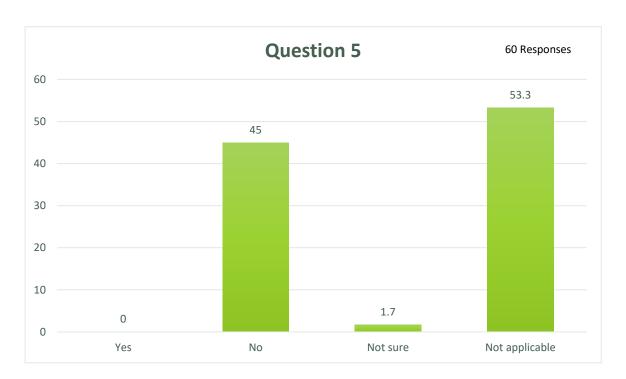
# 4b. If yes, is your stove from Defra's list of exempt appliances?



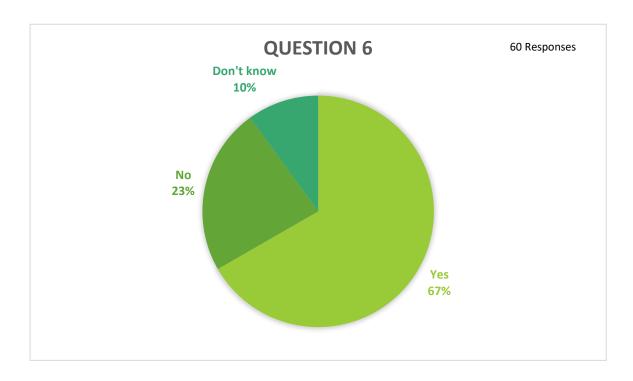
# 4c. If you have one, why do you use a solid fuel appliance or open fire place?



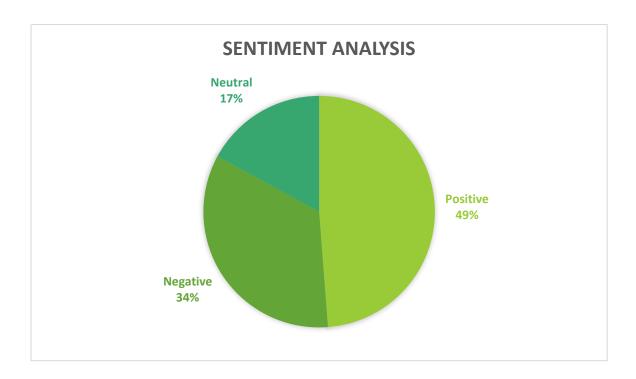
5. If you own/manage a business in Sandwell do you use a biomass boiler/wood/coal burning stove, an open fire place or any other appliance with a chimney?



6. Currently only parts of Sandwell are protected by a Smoke Control Area order - do you think all of Sandwell should be?



#### 7. Do you have any further comments?

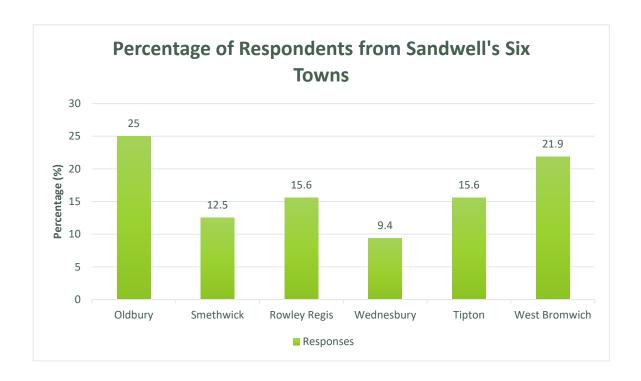


# Key Issues/Concerns Raised

# In summary;

- 41 comments were received.
- The most common concern was the financial impact of requiring everyone to use an authorised appliance or authorised fuel against the rising costs of living.
- Concerns were voiced that the proposal would cost a lot to implement but conversely comments were also made that the council was undertaking the proposal for financial gain.
- Many comments related to respondents concerns about air quality that
  were outside the scope of this consultation. These included requests for
  more action in tackling air pollution from motorway traffic and garden
  bonfires, chimeneas and BBQs and more investment in active and
  sustainable travel.
- The word cloud in **Appendix 2** represents the key concerns/comments raised.
- Details of all comments received to the consultation on-line and via Facebook and Twitter and the Council response to them is provided in **Appendix 3 and Appendix 4.**

# Demographic Breakdown of Respondents



# **Consultation Publicity Poster**

# **IMPROVING LOCAL AIR QUALITY**

# HAVE YOUR SAY

SMOKE CONTROL AREA CONSULTATION



# What do you think about Sandwell Council's proposal to create a boroughwide Smoke Control Area?

A Smoke Control Area could help improve local air quality by reducing the amount of harmful air pollution that can be emitted from wood and coal burning stoves and fireplaces in homes and businesses.

Find out more and have your say at:

# www.sandwell.gov.uk/SmokeControlArea

Consultation starts 9 May, ends 20 June 2022



A copy of the proposed Smoke Control Order and the accompanying plan may be inspected free of charge 9am to 5pm Monday to Friday from 9 May 2022 until 20 June 2022 at:

Sandwell Council House, Freeth Street, Oldbury, B69 3DB

OR online at: www.sandwell.gov.uk/SmokeControlArea

#### Word Cloud of Comments Received

motorway fired pizza better cycle infrastructure cost fireworks heating low emissions zone antisocial behaviour price of fuel money barbeque wednesbury town centre traffic scrap yard chimeneas energy crisis cost of fuel fuel price

# Summary of Comments and Sandwell MBC's Responses

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	Responses in agreement with the proposal	
1.	<ul> <li>Wood burning stoves are a real problem around here, people are burning the wrong fuels, or they aren't working properly, often wet wood, and pallets.</li> </ul>	In support of the proposal, no response required.
2.	Air pollution is a health emergency in this borough.	In support of the proposal, no response required.
3.	There are several wood burners and open fireplaces in my street and we know that they burn anything even fences that have been pre-treated. There needs to be control of these obnoxious materials being burnt	In support of the proposal, no response required.
4.	Wednesbury regularly smells of chemicals and fumes. I'm asthmatic and a believe the air pollution does contribute to my discomfort	In support of the proposal, no response required.
5.	Strongly agree that all of Sandwell should be designated a smoke free area.	In support of the proposal, no response required.
6.	I am pleased that canal boats are included because the smell of burning wood in the moorings down the street can reach my home on cold nights.	In support of the proposal, no response required.
7.	With the cost of fuel increasing, wood burning stoves will only become more common - only yesterday, a neighbour had a very large flue for a stove installed and this is worrying for me as I am asthmatic. The increased burning of wood and other	In support of the proposal, no response required.

	Summary of Comments Received from the	Sandwell MBC Response
	Formal Public Consultation	
	noxious materials will become a problem for Sandwell if not controlled. We do not want to return to those days of smoke polluted air and smog which have been largely eradicated in the last few decades.	
8.	<ul> <li>BRILLIANT idea, as many people appear to burn any old rubbish in wood burners these days and the smell often requires the closing of windows</li> </ul>	In support of the proposal no response required.
9.	I suffer from Asthma and find it particularly difficult to get my breath when the air quality is poor. My quality of life is therefore reduced and I whole hearted approve of the idea of a smoke free Sandwell.	In support of the proposal, no response required.
10.	<ul> <li>Response from the WM-Air project, University of Birmingham. Exposure to poor air quality results in short- and long-term health impacts and is estimated to be responsible for up to 36,000 premature deaths each year across the UK (RCP, 2016). In the West Midlands Nitrogen dioxide (NO2) and particulate matter (PM) are the pollutants with the greatest impact on health. The WHO (2021) guideline level for PM2.5 (an annual average concentration of 5 μg m-3) is exceeded across Sandwell and in most UK urban areas. The proposed PM2.5 target of an annual average concentration of 10 μg m-3 (DEFRA, 2021) is also exceed across much of Sandwell (see Zhong et al. 2021 Figs. A1 and A2). The UK Clean Air Strategy (2019) states that, based on National Atmospheric Emission Inventory (NAEI) data, 38% of primary particulate emissions come</li> </ul>	In support of the proposal, no response required.

Summary of Comments Received from the	Sandwell MBC Response
Formal Public Consultation	
from burning wood and coal in domestic open fires	
and solid fuel stoves. In the West Midlands, the	
"domcom" sector within the NAEI contributes a	
small amount to total NO2 emissions but is	
responsible for a large proportion of direct (41%)	
PM2.5 emissions, primarily through domestic solid	
fuel combustion. Modelling from the WM-Air	
project (Mazzeo et al., 2022) assessed the impact of	
a range of scenarios with reduced emissions from	
changes in road transport, agricultural activities and	
domestic combustion to test the impact of possible	
mitigation policies at a national or local level	
(WMCA area) on ambient concentrations of PM2.5.	
Results showed that, of the cases considered,	
combined mitigation policies to reduce both road	
transport and agricultural emissions would have the	
strongest effect on the average PM2.5 levels both in	
winter and in summertime if applied at a national	
level (UK cases). Conversely, mitigation policies to	
reduce domestic solid fuel combustion inside the	
WM area would result in the most effective policy	
if applied on a regional level only (WM case), of the	
scenarios considered. Reducing PM2.5	
concentrations is necessary to improve public health	
and to allow the region to meet the proposed	
national PM2.5 target levels. Given the relatively	
long atmospheric lifetime of PM2.5 action to	
address PM2.5 emission is best taken across the	
Borough and actions, such as the Sandwell smoke	
control area, designed to reduce PM2.5 emissions	

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	from domestic solid fuel combustion across the region are important to reduce total PM2.5 emissions. References provided.	
	Wood burning is fine, we need it to keep warm	
11.	<ul> <li>We need to let houses burn whatever fuel they need to keep their homes warm.</li> <li>Man has burned wood since the dawn of time to keep warm.</li> <li>It is not a major issue in Sandwell. Stop controlling people and forcing them to purchase more expensive products. You would be punishing a handful of people just so you can be seen to follow the herd of Greta. Folk have used wood as a natural recourse for thousands of years and should continue to do so.</li> </ul>	Scientific research clearly demonstrates that burning even untreated, bare wood produces smoke that contains a harmful mix of gases and fine particulate matter. The dangerous gases produced during domestic burning include benzene, formaldehyde, acrolein and polycyclic aromatic hydrocarbons (PAHs). If we allow people to burn 'whatever they want' this could include treated wood and plastics which release extremely harmful chemicals.  Treated timber contains CCA (chromated copper arsenate) and should never be burnt as firewood. CCA is a wood preservative that has been used for timber treatment since the mid 1930's. It is a mixture of chromium, copper and arsenic. When burnt toxic arsenic is released into the atmosphere and the ash released from CCA treated timber can contain up to 10 per cent (by weight) arsenic, chromium and copper. Swallowing only a few grams of this ash can be extremely harmful. Symptoms can include nausea and/or vomiting, diarrhoea, and a 'pins and needles' feeling in the skin. Timber is commonly treated with CAA and can be found in fencing, decking and outdoor structures, so it is tempting to burn off cuts from fencing projects. Although there are alternative timber treatments that do not contain arsenic, unless there is certainty that it hasn't been treated with CCA timber should never be burnt that has had any sort of chemical treatment.  Arsenic in the body accumulates in cells, which over time may lead to skin, bladder, kidney, liver, lung, and prostate cancers. Other forms of arsenic toxicity in humans have been observed in blood, bone marrow, cardiac, central nervous system, gastrointestinal, gonadal, kidney, liver, pancreatic, and skin tissues.

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	Considered consultation information inadequate and/or questioned the statistics provided.	
12.	<ul> <li>Not clear which parts of Sandwell are currently protected by a smoke control area.</li> <li>I would like to know which areas of Sandwell are smoke controlled because you don't get this message out very well.</li> </ul>	The areas currently protected by Smoke Control Areas are highlighted on Sandwell's Smoke Control Area web page <a href="https://www.sandwell.gov.uk/downloads/file/33089/maps">www.sandwell.gov.uk/downloads/file/33089/maps</a> of existing and proposed scas 2022. Sandwell's Air Quality web page has also now been updated to include a list of all streets in Sandwell that are in existing smoke control areas. <a href="https://www.sandwell.gov.uk/downloads/file/33090/existing">https://www.sandwell.gov.uk/downloads/file/33090/existing</a> smoke control areas by street
13.	<ul> <li>Not entirely sure what this is supposed to be about, all the surrounding documentation is as clear as mud.</li> </ul>	Information about the Smoke Control Area was and is provided on Sandwell's air quality web pages, including FAQs about exempt appliances and approved fuels, as well as a copy of the legal Smoke Control Area Order.
14.	<ul> <li>This questionnaire is designed to channel people to the answers you want to hear. I am aware that combustion is a source of substances that can harm health. I am surprised at the quoted high percentage of pollutants attributed to stoves. In this locality my sense of smell tells me that few people burn wood etc. on a regular basis. You should have done a representative survey of stove/chimney burning to gain local data?</li> <li>I'm not convinced also by the statistics in the document. 1 in 12 houses has a wood burner.</li> </ul>	The consultation was designed to encapsulate public understanding about the health risks of wood smoke, raise awareness of the issues and assess opinion of the proposed widening of the pre-existing Smoke Control Areas. Responses were recorded from every town in Sandwell, and an additional public pre-consultation survey was carried out in July/August 2021.  The statistics used in the consultation were sourced from the UK government's 'Clean Air Strategy 2019' that cited sources from recent scientific research papers as well as Defra's research on Burning in UK Homes and Gardens (December 2020) <a href="https://randd.defra.gov.uk/Document.aspx?Document=14972">http://randd.defra.gov.uk/Document.aspx?Document=14972</a> Finalreport-BurninginUKhomesandgardens.pdf
	The proposal is a waste of money as it is not a significant issue and there are other issues we should be focussing on	
15.	There are more beneficial things which the Council could spend their money on. This is just making money from residents and businesses who are just trying to get by.	The social and economic benefits of implementing a boroughwide smoke control area are wide reaching and their potential impact far outweighs the initial set up costs or its enforcement.

# Summary of Comments Received from the Formal Public Consultation

- The proposed blanket order would be a heavy-handed limit on what can and cannot be burnt, especially at a time when people are burning alternative fuels because gas and electricity prices are at all-time highs. The air quality in elevated areas such as much of Rowley Regis is excellent and further restrictions are completely unnecessary. We remember the 'smogs' in the 1960s and understood the reasons for the introduction of the original Clean Air Act, but we do not support its extension to all areas without incontrovertible cause.
- Maybe concentrate on the people in the community rather than doing the latest tick box exercise, and no doubt paying extortionate salaries and wasting tax payer's money.
- Many people will have poorer lungs after Covid but unless the bigger issues around the environment, public health, employment, housing includes poorer health amongst BAME populations then improvements with this will be minimal
- In 5 years things will be the same unless there's better roads, better public transport (Including school buses) that is cheap, safe and reliable, better work environments (less commuting) and reductions in smoking and vaping.
- You're targeting households instead of taking responsibility for improving roads and the environment.
- Prohibiting the use of open fires and non-DEFRA approved stoves, even if they are burning smokeless

# Sandwell MBC Response

The initial set up costs for the creation of a boroughwide Smoke Control Area are approximately £6,000 (this includes the formal advertising of the proposal as well as advertising its declaration, and publicity necessary to raise awareness along with staff time to ensure correct legal process is followed). Once in place there are no additional staffing costs in relation to its operation as staff are already in post who would extend their existing regulatory powers to encompass the rest of the borough.

However, air pollution created from wood burning in homes is responsible for **£0.9bn** a year in health-related damages in the UK, according to analysis by the European Public Health Alliance (2022) <a href="https://cedelft.eu/publications/health-related-social-costs-of-air-pollution-due-to-residential-heating-and-cooking/">https://cedelft.eu/publications/health-related-social-costs-of-air-pollution-due-to-residential-heating-and-cooking/</a>

This report estimates that the average yearly social health-related costs of heating a household using a wood burning stove using data from 2018 was £670.00, whilst it was £26.50 for a non-condensing gas boiler and £17.55 for a condensing gas boiler.

Although wood burning stoves in the UK only account for **6%** of energy consumption they make up to **40%** of the UK's health related costs from home heating. Health related social costs include direct (health care) expenditures (e.g. hospital admissions, loss of working days) and indirect health impacts and accompanied welfare loss (e.g. managing diseases such as COPD, increased mortality risk and reduced life expectancy due to air pollution).

A rough and indicative estimate of health-related social costs per diesel car and heating appliances reveals that driving a diesel car for one-year causes health-related social costs of £185.85, whilst a wood burning stove is over £670.00.

These figures are also an underestimation of the total health costs because it only includes outdoor pollution. The costs due to indoor air pollution have not been quantified by this study. Yet, indoor air is often more polluted than outdoor air due to higher concentrations of certain pollutants and that residents tend to spend the majority of their time indoors.

	Summary of Comments Received from the	Sandwell MBC Response
	Formal Public Consultation	
	fuels, removes alternative heating methods & will increase the use of gas & electric heating which - in the case of older gas appliances - is not necessarily a cleaner alternative.  • I am amazed that Sandwell thinks this is an important issue. I strongly suspect the number of households in the borough who actually use solid fuel burning equipment to heat their homes is minimal. And the percentage of those who do not burn smokeless fuel must be a small percentage of those with the equipment. If it is such a tiny problem, then criminalising and imposing ludicrously large punitive fines for a few particles of smoke is in reality bullying - a sledgehammer to crack a nut. I must also comment I have not witnessed any Mary Poppins-type Chim Chim	The cost-benefits for health are clearly evidenced for ensuring that we both encourage people to avoid wood burning stoves or fire places or use DEFRA exempt appliances or authorised fuels to minimise these harmful emissions.
	Cheree smoke-filled skies since the 1970s.	
	Traffic is a bigger problem for air pollution than wood burning stoves	
16.	The Council should stop wasting money on projects like the one-way system in Wednesbury and increase bus routes and cycle lanes to reduce car usage.	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces and is not being suggested as an alternative to tackling vehicle emissions.
	<ul> <li>I am more concerned at vehicle emissions, particularly diesel, caused by traffic congestion on the Dudley Road. Why not follow Birmingham's example and impose a low emissions zone?</li> <li>I think there is far more air pollution from traffic within Sandwell than from those who have wood burners. Sandwell council should put more efforts</li> </ul>	Surprisingly the main source of man-made PM <sub>2.5</sub> in an urban area like Sandwell, is from the domestic burning of wood and coal - approximately 38%, while road transport makes up about 12%. This smoke control area proposal is not being suggested as an alternative to encouraging and improving sustainable travel options or efforts to reduce car usage or the reduction in congestion and pollution created by vehicle emissions. These travel options and traffic management proposals still form a key part of Sandwell's Air Quality Action Plan 2020-2025.

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	<ul> <li>into traffic pollution. I have lived on the Wolverhampton Road for over 20 years and the council has never been interested in cutting pollution before.</li> <li>Need a better cycle infrastructure.</li> <li>Many thousands of times more pollution comes from diesel particulates &amp; Nitrous Oxide emissions from old and poorly maintained trucks &amp; buses using Sandwell's roads; and from vehicles stuck in unnecessary traffic jams due to poorly timed traffic lights (the mile-long jams caused by Holyhead Road lights, Morrisons, Wednesbury for example); and from illegal cars and motorbikes without MOTs and some with failing engines being driven at lethal speeds on urban roads and never caught due to the utter lack of police. Surely some of these are a priority before attacking the tiny minority using smokeless fuel in non-compliant burners.</li> </ul>	With regards to tackling roadside air quality, Sandwell Council has undertaken NO <sub>2</sub> monitoring across the borough for over twenty years and also has five continuous air quality monitoring stations. Sandwell was declared as an Air Quality Management Area in 2005 and over the last twenty years a variety of measures have been taken to dramatically improve traffic-based pollution. Measures the introduction of bus lanes, traffic signalling improvements, the Midland Metro, cycle lanes, and bus upgrades/retrofits to Euro VI standards. Air quality data from Sandwell along with other local authorities helps form central government policies for air quality improvements, including new vehicle emission standards and scrappage schemes. Sandwell has seen a significant overall downward trend in NO <sub>2</sub> in the last twenty years. Sandwell's Air Quality Annual Status Report 2022 (available to download from the Council's Air Quality webpage) confirmed that in 2021 99.2% of the borough was compliant with the national air quality objective for NO <sub>2</sub> .  The introduction of a Clean Air Zone/s in Sandwell is beyond the scope of this consultation — although it should be noted that this option was discussed and dismissed by the leader of the Council in 2018.
17.	Living by the motorway is a bigger risk factor to health, but concern growing about the increasing smoke pollution from wood burners.	Nitrogen dioxide levels across the borough have been declining in Sandwell since 2012, this is due to improvements in car technology to reduce harmful emissions, rather than a reduction in traffic. Unlike particulate matter, concentrations of $NO_2$ do drop quite significantly when you move just a few metres away a from busy road. However, fine particulate matter, associated with wood and coal burning, not only pollutes the air where it is produced, often in densely areas but also travels long distances, so that even those living away from busy roads can be impacted.
	The proposal is a knee jerk reaction to the expected increase in residents using solid fuel stoves and	

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	fireplaces as a result of the rise in gas and electricity costs	
18.	<ul> <li>This is a knee jerk consultation that has suddenly made its way to the forefront due to the fact that people may now use fuel burning stoves in order to avoid CRIPPLING energy costs. And now they are being targeted. This is not a priority, with minimal real-life impact on Sandwell Residents.</li> <li>This is not the time to bring in this law when the cost other forms of fuel are skyrocketing. Really poor timing!!</li> <li>Your timing in launching this proposal, a mere 1 month after the most financially damaging rise in domestic heating fuel costs in living memory, is astonishing. I wonder if you have any concept what occurs outside of the council house in Oldbury? Do you understand the hardships residents are now facing in terms of heating their homes?</li> </ul>	Sandwell Pollution Control Officers first began looking seriously at the creation of a boroughwide Smoke Control Area in January 2021. This was in response to mounting scientific evidence of a growing potential health crisis linked to air pollution from solid fuel burning stoves. The Public Consultation was not a knee jerk reaction to the cost of living crisis, but a considered process that began eighteen months ago, to ensure that appropriate scrutiny and legal process was followed. A brief timeline below explains the actions taken and when:  • January 2019 - The Clean Air Strategy 2019 is published and confirms air pollution concerns linked to homes using open fires and stoves, and links to both indoor air pollution, and outdoor air pollution with its potential to affect those far away from the source. Section 6.2 states, 'we have seen the growth of biomass boilers for home heating. This increase in burning is having an impact on our air quality and now makes up the single largest contributor to our national PM emissions at 38%'  Smoke Control Areas remain an important mechanism by which to reduce local emissions from burning.'  As a local authority we have a duty to assess air quality and where necessary take appropriate action to protect the health of those living and working in the borough.  • January 2021- Research into the existing patchwork of 51 separate Smoke Control Areas. Discussions held with Dudley and Birmingham Councils who already have boroughwide smoke control areas.  • March 2021 – Legal advice sort with Sandwell's legal team re. potential to create boroughwide SCA.  • June 2021 – Meeting with Cabinet Member Suzanne Hartwell and Leader of the Council to present the proposal for their consideration and request agreement to do an initial survey.  • July/August 2021 - Three surveys were completed on the proposal for a boroughwide SCA, one for residents, businesses and young people.

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response	
		<ul> <li>August 2021 – Councillor Workshop – 'Should the whole of Sandwell be designated as a Smoke Control Area?'</li> <li>September 2021 – Presentation of the proposal to create a boroughwide Smoke Control Area at the Health and Wellbeing Scrutiny Board</li> <li>October 2021 – Presentation and report to Cabinet regarding the proposal to and create a boroughwide Smoke Control Area, and to request agreement to undertake a Public Consultation on the proposal. Agreed by Cabinet and to be heard by full Council for agreement.</li> <li>December 2021 – Report to full Council for agreement to undertake a formal public consultation on the proposal to create a boroughwide smoke control area. Unanimous full council agreement was given.</li> <li>January - March 2022 – Delays incurred due to legal process and ensuring correct delegations of authorities to Directors and Officers. A decision was then made to delay the consultation until May to avoid the pre-election period.</li> <li>May - June 2022 – Formal advertising period and public consultation goes ahead May 9th to June 20th.</li> </ul>	
	Who and how will this proposal be enforced?		
19.	<ul> <li>I think it's a brilliant idea, however I don't know how you would enforce this.</li> <li>Are over-stretched environmental health officers going to be tasked with enforcement?</li> </ul>	The staff are already in post who would extend their existing regulatory powers to encompass the rest of the borough. All pollution control officers investigating a non-compliant household once the SCA comes into force will be required to follow the steps set down in the Regulators Code (Section 23, Legislative and Regulatory Reform Act 2006) to ensure that enforcement is proportionate and meets various legal tests. Although the enforcement of existing smoke control areas is well managed at present, it will be subject to review by senior management to ensure adequate staff are in place to ensure its effective enforcement.	
20.	I strongly agree with the principal of controlling these emissions on health grounds. It would be great if there was more transparency about the continuous monitoring and enforcement of these	The council currently maintains a comprehensive record of both formal and informal actions in relation to smoke complaints on its CIVICA database. This information is reviewed on a regular basis by managers within the team to identify numbers and trends in complaints and to ensure	

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	controls, too, to demonstrate the value of these controls through reduced emissions (or lack thereof), or issues where enforcement capability could be improved.	there is adequate officer capacity to respond. Anonymised data on informal and formal action taken is available to any interested party via a Freedom of Information request.
21.	<ul> <li>In recent years there have been a proliferation of household installations of wood burning stoves. I have two properties close to me who had such Installations in the last few years. During winter time, the fumes, smell and pollution directly enters my home. I have reported this to Sandwell MBC, but still they are operating them.</li> </ul>	Wood burning stove installations are not banned in a Smoke Control Area, provided either authorised fuels or exempt stoves are installed then they can be used. Although these fuels and stoves still produce some emissions they will produce less than unauthorised fuels and non-exempt appliances.
	Narrow boats are not significant polluters	
22.	The M5 /M6 is a major polluter in Sandwell not narrow boats!	This consultation is about protecting public health from exposure to harmful particulate matter that is emitted from all open fireplaces and small solid fuel stoves whether they are produced on land or on inland waterways.  Although motorways are responsible for the emission of particulate matter this consultation is not addressing that issue. Other policies are being implemented within Sandwell to reduce pollution from motorway traffic, including the 'Third Wave' NO2 reduction programme for motorway link roads and the National Highways 60mph speed limit for air quality between Junction 1 and Junction 2 on the M5 in Oldbury.
	This proposal will result in people being forced into fuel poverty	
23.	With the cost of fuel smoke free zones at present are a ridiculous idea where people use open fires and wood burners to keep their families warm. This plan would send some people further into fuel poverty I know the council could not care less about this and want people to pay through the teeth for fuel. Most people don't have open fires	The council intention with this boroughwide proposal, is not about putting people into fuel poverty, but about helping people find safer ways to keep themselves warm that doesn't result in them sacrificing their own health, their family's health, and the health of the wider community. This is because cheap heating using non-authorised fuels and stoves comes at a huge cost to health.

	Summary of Comments Received from the	Sandwell MBC Response
	Formal Public Consultation	
	<ul> <li>and wood burners only a very small percentage of the Sandwell area so why persecute them?</li> <li>I consider that the council is completely out of tune with this initiative. Are you not aware of the current crisis affecting Sandwell residents regarding the outrageous and immoral increases in energy prices. Some people, including myself, will only be able to use open fires or wood burning stoves, which will be their only source of heating because they cannot afford to use central heating. You really do need to reconsider your intentions and put them on the back burner until this crisis is sorted out.</li> <li>With the price of electric, oil and gas getting too expensive to use the only thing we will use in the future will be wood.</li> <li>Stop penalising a few people who are using wood burners, especially when gas and electricity prices are unaffordable.</li> <li>Schemes that help or would help householders to improve insultation etc are virtually non-existent that would benefit the economy and lives of many.</li> </ul>	For people already using authorised fuels and exempt appliances then the boroughwide smoke control area will have very little impact on them. For those who aren't currently compliant with the smoke control area rules, then yes, they will be required to buy authorised fuels should they want to use an open fireplace or solid fuel stove which is not exempt. Authorised fuels are more expensive than basic wood off cuts or foraged wood, but they do burn much more efficiently, so will last longer and give out more heat. The Council has no financial gain from the type of fuel people purchase.  We want to assist all our residents in finding the necessary help to make their homes more energy efficient and to be able to access cleaner and safer fuels. For example, improving home insulation is extremely important in reducing fuel costs with year on year savings. Insulating lofts can reduce bills by over £300 each year, whilst draught proofing doors and windows saves £45 a year and blocking up an open chimney with a chimney sheep saves £65 a year. Replacing inefficient gas boilers or installing more energy efficient heating systems is also important. Residents on a low income and in receipt of government benefits may be entitled to help towards insulation and boiler replacement and are being directed to the website Simple Energy Advice UK  For those who are struggling to pay their energy bills, there is information on the Council website. This includes a link to the Citizens Advice Bureau webpage where there is detailed information for those experiencing fuel poverty.
	Commercial businesses are a bigger problem for smoke emissions	
24.	Lots of local businesses, little back street places	A boroughwide Smoke Control Area includes all commercial biomass boilers that burn wood
	have lots of incinerators which burn all sorts of old	and coal, and they are required to use Defra 'exempt appliances' or authorised fuels. A list of
	rubbish, this can stink on a cold day	exempt appliances is listed on the Website: <u>Defra Exempt Appliances</u> . All commercial biomass

	Summary of Comments Received from the	Sandwell MBC Response
	Formal Public Consultation	
	<ul> <li>Why not concentrate on commercial businesses that kicks out more smoke?</li> <li>There needs to be much more control and action taken against industrial pollutants, particularly from the increase in large scale recycling processes that are purported as having green credentials, but which are emitting particulates into our atmosphere that are going unnoticed. 'Green' is not necessarily always clean.</li> </ul>	boiler manufacturers are required to meet Defra exemption requirements under the Clean Air Act 1993, more information on specific requirements is provided at <a href="mailto:environmental">environmental</a> protection.org.uk. All other commercial and industrial activities that have the potential for creating significant emissions to air, land and/or water are regulated as 'Permitted Processes' by either Sandwell MBC or the Environment Agency under the Environmental Permitting (England & Wales) Regulations 2016.
	Grants should be provided for fireplace/stove conversions	
25.	You should ensure that inland water vessels won't be expected to pay for really expensive fuel conversion (more than a couple of £100). If this is required it should be supported with grants, especially for those who live on them full time and who have a low income.	Section 24 of the Clean Air Act 1993 gives local authorities the power to require adaptation of fireplaces in private dwellings to ensure compliance with emissions as required under Section 20. Where solid fuel burning is the only form of heating for a property. This includes the payment of a grant if necessary to assist with the adaptation. Those with non-compliant stoves and open fireplaces should not require any adaptation other than to switch to burning authorised fuel and using 'smokeless' firelighters, i.e. gas poker or smokeless BBQ lighters. In some cases, original fireplace grates are sometimes required to be changed for thicker firebars which can withstand higher heat intensities from authorised fuels.
26.	To replace non-compliant wood-burning stoves runs to many thousands of pounds which many residents can ill afford when combined with the colossal energy cost increases. In many cases -mine in particular - these open fires or stoves would have been in the house when the occupiers moved in.	The Smoke Control Area order <b>does not</b> affect non-compliant stoves from burning smokeless authorised fuels. Those with non-compliant stoves are still permitted to use them with smokeless authorised fuels, as they do not emit excessive amounts of smoke. There should be no requirement to replace a non-compliant stove, only a requirement to use authorised fuel. If a fireplace is the only means of heat for a property, then Section 24 of the Clean Air Act 1993 gives local authorities the power to require adaptation of fireplaces in private dwellings to ensure compliance with emissions as required under Section 20. Where solid fuel burning is the only form of heating for a property. This includes the payment of a grant if necessary to assist with the adaptation. Those with non-compliant stoves and open fireplaces should not require any adaptation other than to switch to burning authorised fuel and using 'smokeless' firelighters, i.e. gas poker or smokeless BBQ lighters. In some cases, original fireplace grates

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		are sometimes required to be changed for thicker fire-bars which can withstand higher heat intensities from authorised fuels.
	The proposal will increase the cost of authorised fuels	
27.	We spent a lot of money installing a Defra approved appliance and use authorised fuel and worried for what this all means especially if it pushes up the costs of authorised fuel because suppliers know customers are limited with options/more demand.	Although it is recognised that demand for authorised fuels is likely to increase this winter, this increase in demand is likely to be across the UK. Sandwell declaring a boroughwide Smoke Control Area is unlikely to have a massive impact on this market because;  I. The Air Quality (Domestic Solid Fuels Standards) (England) Regulations 2020 now require that only authorised 'ready to burn' dry fuels can be sold in England in volumes of less than 2m³. This means that small volumes of wood being sold for domestic burning from any retailers are now authorised fuels, so the choice is now limited for anyone whether they live in a smoke control area or not.  II. As there are other local authorities in the West Midlands that already have boroughwide Smoke Control Areas in place including Dudley and Birmingham, and then other authorities such as Walsall and Wolverhampton that also have parts of their boroughs designated as Smoke Control Areas, there is already existing demand for authorised fuels. The increase in demand will be driven by residents across the West Midlands and further afield who also want to use fireplaces and stoves in SCAs, so Sandwell's declaration is unlikely to have a huge additional impact on demand.  It should also be noted that some Defra approved appliances can burn home seasoned wood, provided it has less than 20% moisture content.  Expanding the existing smoke control areas is one of many measures that can be used to tackle existing health inequalities across the borough and to ensure that all communities in Sandwell benefit from these regulations.
	Issues raised outside the scope of the Consultation	

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
28.	We need to stop this Green agenda. We need to start getting our fuel from cheap gas under our feet, i.e. fracking. Alternatively, we need to start getting more from North Sea exploration. STOP putting the burden on British homes and families.	The proposal for a boroughwide Smoke Control Area has not been generated as part of a 'Green Agenda' or about responding to the national policy on energy affordability. The policy is about protecting public health from exposure to harmful particulate matter to which there is no safe level of exposure. Health inequalities will continue to grow between households and communities if we continue with only approximately 1/5 <sup>th</sup> of the borough being protected by Smoke Control Orders. Wood burning stoves are still permitted in Smoke Control Areas, just when used with approved fuel that emits significantly less smoke or certified stoves can be used with normal fuel.
29.	<ul> <li>The smoke control area should cover bonfires, barbeques and fire pits. We have constant nuisance from outdoor fires being regularly lit. They cause health issues and more should be done to control them.</li> <li>On Whitehall road every time it's nice sunny weather people in the allotments always light a fire and then go home and then we are left with smoke</li> <li>It should also not prohibit or make overly difficult things such as outdoor barbecues, bonfires, chimeneas and camping stoves (gas can, meth etc fuelled).</li> <li>I don't think it's just wood burning stoves that should be targeted, people who have garden fires should be banned from doing so. When we have such an excellent recycling system in the area there should be absolutely no need for anyone to be burning anything in their back gardens. Most times people do this when it's a nice day and other residents have our washing out &amp; windows open hence causing a major smoke nuisance &amp; sometimes</li> </ul>	Smoke Control Areas are designated under the Clean Air Act 1993 and the regulations do not extend to outdoor residential fires including bonfires, BBQs, fire pits etc. Outdoor domestic fires are regulated under S.79 of the Environmental Protection Act 1990. Under s.79 recurring smoky fires or a fire that is particularly toxic in nature can be classified as a 'Statutory nuisance' and enforcement action can be taken to abate the nuisance. Residents can report potential 'statutory nuisances' to the Pollution Control Team through the Council's pollution <a href="https://www.sandwell.gov.uk/info/200274/pollution/">https://www.sandwell.gov.uk/info/200274/pollution/</a> .  The Clean Air Act 1993 (as amended) does not allow local authorities to ban domestic wood burners but allows local authorities to minimise the emission of harmful smoke from them by requiring the use of either authorised fuels or Defra Exempt appliances.  There are currently laws surrounding fireworks in place in the UK and these are enforced by the police. Fireworks cannot be set off in the street or in public places. Fireworks should also not be set off between 11pm and 7am except for Bonfire Night, where the cut off is midnight, and New Year's Eve, Diwali and Chinese New Year, when the cut off is 1am.

	Summary of Comments Received from the	Sandwell MBC Response
	Formal Public Consultation	
	<ul> <li>potential fire hazards. To my mind this should be classed as Anti-Social Behaviour.</li> <li>You need to make it a priority to ban all these home installations.</li> <li>I wish you could do something about the number of fireworks set of in Sandwell from August, through to the End of January.</li> <li>Bonfires, barbeques, chimeneas and wood-fired pizza ovens are not covered by this legislation. Why not? I would wager bonfires annually cause hundreds of times more particulate pollution than the relatively few who burn smokeless fuel in a stove. Had this legislation been in place would Sandwell have been able to light beacons for Queen Elizabeth's Platinum Jubilee?</li> </ul>	
30.	I feel tacking the antisocial behaviour linked to "in your face" vehicle-based drug dealing on Sandwell estates should be more of a priority with this having a more negative impact on Sandwell resident's lives that the effect of the odd garden stove.	This consultation is regarding the proposal for a boroughwide Smoke Control Area and reducing the emission of harmful smoke in local neighbourhoods from wood and coal burning stoves and fireplaces. We are therefore not able to respond to concerns about drugs and antisocial behaviour.
31.	<ul> <li>More should be done to tackle businesses burning things like tyres and oil, especially the garages in Wednesbury and the units next to Screwfix.</li> <li>You should crack down on burning of rubbish at industrial premises not to mention the frequent fires at scrap yards. Of course, these measures require more effort than the proposed regulation, which smacks of virtue signalling.</li> </ul>	This consultation is about protecting public health from exposure to harmful particulate matter that is emitted from open fireplaces and small solid fuel stoves used inside homes and businesses. All complaints received about burning outside on business premises are currently investigated by Consumer and Citizen Protection Officers in Regulatory Services.
32.	I live near the M6 Junction 8, and a railway line behind my house. I get lots of black dust in my	Although particulate matter is generated by motorway traffic and diesel trains, this consultation is specifically about reducing the emission of harmful smoke in our local

	Summary of Comments Received from the Formal Public Consultation	Sandwell MBC Response
	house. It does bother me that I am breathing this in.	neighbourhoods from small domestic and business wood and coal burning stoves and fireplaces.
33.	Reductions in green space has an impact (yet spaces like Brandhall could reduce) when in fact we need more green space for communities to connect and improve public health opportunities.	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces. This is not about responding to Sandwell's green spaces policy.

## Summary of Comments on Facebook and Twitter and Sandwell Council's Responses

	Summary of Comments Raised on Sandwell's Environmental Health Facebook Page Re. the Smoke Control Area Public Consultation (423 Views)	Response
1.	Considering how much electric/gas has gone up by, wood burning stoves may be the only way some people will be able to afford to heat their homes.	See response no. 23 provided in the formal consultation responses.
2.	I'd worry more about all the fly tipping and lack of dog waste bins being emptied	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces. This consultation is not about responding to concerns about fly tipping and dog fouling.

	Summary of Comments Raised on Sandwell MBC's Facebook Page re. Smoke Control Area Public Consultation	Response
	Post Engagement = 754 Post Impressions = 9,150 Post Reach = 9,070	
1.	Don't know why they are bothering no one seems to take notice. Not enough police on duty for anything.	The Smoke Control Area order is enforced by the Council, not the police.

	Summary of Comments Raised on Sandwell MBC's Facebook Page re. Smoke Control Area Public Consultation  Post Engagement = 754 Post Impressions = 9,150 Post Reach = 9,070	Response
2.	<ul> <li>What about garden fires</li> <li>I really don't see how this will have any impact when so many people have chimeneas, fire pits, barbecues, braziers and garden fires. Seems another waste of funds.</li> </ul>	Smoke Control Areas are designated under the Clean Air Act 1993 and the regulations do not extend to outdoor residential fires including bonfires, BBQs, fire pits etc.  See response no.29 in the formal consultation responses.
3.	You could cut more pollution by removing the ridiculous improvements you made to West Bromwich high Street. I was taught that the shortest distance between 2 points is a straight line. Not a zig zag.  Making local roads 20mph doesn't help either. You never get out of third gear. Your going slower but the engines going faster.  If you just want to make revenue from fines. You could always just enforce the laws you already have. You could make a fortune in hill top from people throwing litter on the floor and not removing dog mess	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces and is not being suggested as an alternative to tackling vehicle emissions.  See response no.16 in the formal consultation responses.
4.	Like Birmingham's clean air zone, what a joke.	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces. This is not like Birmingham's Clean Air Zone which has been created to reduce air pollution from traffic.
6.	If you're that worried about air quality, why did you allow the quarry in Rowley to re-open for soil management?! The trucks coming in and out of there are filthy and the amount of dust they produce is horrible. The air quality around there is shockingly bad!	The proposal for a boroughwide Smoke Control Area is about reducing the emission of harmful smoke in our local neighbourhoods from wood and coal burning stoves and fireplaces. All commercial and industrial activities that have the potential for creating significant emissions to air, land and/or water are regulated as 'Permitted

	Summary of Comments Raised on Sandwell MBC's Facebook Page re. Smoke Control Area Public Consultation	Response
	Post Engagement = 754 Post Impressions = 9,150 Post Reach = 9,070	
		Processes' by either Sandwell MBC or the Environment Agency under the Environmental Permitting (England & Wales) Regulations 2016.
7.	Is this to stop people trying to save money on their gas bills	See response no. 23 provided in the formal consultation responses.
8.	Why do this when folk will need an alternative to gas and electric heating.  Do we not have enough of a nanny state as it is? There are very few properties with traditional wood burners and coal fires in this area, just leave them be. Authorised fuel means more expensive fuel!	See response no. 15 provided in the formal public consultation responses
9.	I wonder why businesses located in Sandwell who cause these issues on a larger scale are not being "targeted" first instead of people during an energy cost crisis trying to heat their home	See response no.14 in the formal public consultation responses
10.	Save green spaces, plant more trees, surely that's more important than the odd household chimney	See response no.33 in the formal public consultation responses

	Summary of Comments Raised on Sandwell Council's Twitter Page re. Smoke Control Area Public Consultation Post Impressions = 1,916 Post Engagements = 50	Response
1.	Don't you know the majority of Sandwell has been a smokeless zone since the 60s it's just you never bothered to implement the law.	Currently the minority, about one fifth of Sandwell is covered by Smoke Control Areas and these are enforced and regulated by our Pollution Control Officers. Expanding the existing smoke control areas is one of many measures that we are trying to use to tackle existing health inequalities across the borough. We want to ensure that all communities in Sandwell benefit from these regulations.

	Emails sent to Pollution Control Inbox in Response to Smoke Control Area Public Consultation	Response
1.	Due to the rise in heating costs do you think this is a time for this people are desperate right now come winter people will not be able to warm their houses and now you're thinking of restrictions on them!! This is a bad idea.	See response no. 23 provided in the formal public consultation responses.
2.	I have been reading online about your new proposals, I find it hard to understand that you can use BBQ's, chimeneas, and have a bonfire which are exempt from the rules, people have more of these than people have log burners. People who have log burners or open fires, myself included, already use smokeless fuel, I buy mine from a reputable supplier, as I'm sure most people do as that is mainly all you can buy. How much money is being spent on putting this in place? Wouldn't this money be better spent on other services as these rules and regulations already exist. At this moment in time everyone is having a hard-enough time trying to keep up with ever rising fuel bills and general cost of living without having local authorities wasting money when it could be put to better use. Is there an incentive for Sandwell council to enforce this so-called initiative at this present time bearing in mind there is still such thing as accountability?	See responses no.15 and no.29 provided in the formal public consultation responses.

#### [PROPOSED SMOKE CONTROL ORDER]



#### Clean Air Act 1993 (as amended) Section 18

## THE BOROUGH COUNCIL OF SANDWELL SMOKE CONTROL ORDER 2022

Sandwell Metropolitan Borough Council ("the Council") in exercise of its powers under section 18 of the Clean Air Act 1993 (as amended), hereby make the following Order:

- 1. This Order may be cited as The Borough Council of Sandwell Smoke Control Order 2022 ("the Order"). This Order will come into operation not less than six months from the date this Order is made. All existing Smoke Control Orders are hereby revoked from the date that this Order comes in to operation.
- 2. The Council declares the whole of the area within its boundary to be a Smoke Control Area as shown on the attached Plan. The Plan has been prepared and sealed with the common seal of the Council and a copy has been deposited at the offices of the Council at: Oldbury Council House, Freeth Street, Oldbury, West Midlands, B69 3DE.
- 3. In the whole of the Smoke Control Area created by this Order (that is, all land within the borough boundary), the operation of section 20 of the Clean Air Act 1993 (the prohibition on emissions of smoke from chimneys) shall be applicable to all buildings and moored vessels.
- 4. Other than exemptions made by the Secretary of State under section 21 of the Act, there are no moored vessels, buildings, or classes of buildings, or fireplaces, or classes of fireplaces in the Smoke Control Area that are exempt from the operation of section 20 of the Clean Air Act 1993 (the prohibition on emission of smoke from chimneys).

THE COMM	ON SEAL of THE		)
<b>BOROUGH</b>	COUNCIL OF SAN	<u>IDWELL</u>	)
was hereunt	o affixed on this	day	)
of	2022 in the prese	nce of:-	)

# MAP OF THE PROPOSED BOROUGH COUNCIL OF SANDWELL SMOKE CONTROL AREA 2022



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#### **MAP**



Area to be included in the Proposed Borough of Sandwell Smoke Control Area 2022

### <u>Timetable for Implementation of the Proposed Borough-wide Smoke Control Area in Sandwell</u>

Step	Action	Legal Requirement? (Yes or No)	Date
1.	Cllr Suzanne Hartwell and Director of Public Health, Lisa McNally agree that initial surveys with Young Persons, Residents and Businesses can be undertaken. This is not a 'public consultation' but an exercise in maximising understanding of the benefits behind the proposed change and raising general awareness.	No	29/06/2021
2.	Surveys launched with information on the SCA proposal via social media platforms, press releases, and through local schools.	No	13/07/2021
3.	Councillor workshop arranged for 31 August 2021 to discuss the proposal, listen to feedback and investigate/consider any concerns.	No	31/08/2021
4.	Surveys close 1 September 2021– results to be analysed and summarised for Cabinet Committee on 20 October 2021	No	31/08/2021
5.	Proposal for 'Intention to Declare a Smoke Control Area' to be shared with the Adult Health and Scrutiny Committee on 13 September 2021.	No	13/09/2021
6.	Report submitted to Cabinet Committee on 20 <sup>th</sup> October 2021. To include feedback from the surveys and Councillor Workshop. A request was made to Cabinet to hold a public consultation on the proposal to issue a Notice declaring the Council's intention to revoke the existing 51 SCAs and declare a Borough-wide Smoke Control Area. Cabinet agreed the proposal but required that it was also heard by Full Council for agreement before going ahead.	No	20/10/2021

Step	Action	Legal Requirement? (Yes or No)	Date
Page (	The Report on the request to hold a public consultation on the proposal to revokes the 51 existing SCAs and create a Borough-wide Smoke Control Area was presented to Full Council and agreed.	No	7/12/2022
<b>68</b> .	Notice of Intention to Declare a Borough-wide Smoke Control Area Following Full Council agreement – delegated responsibility was given to the Director of Public Health who issued a formal Notice that stated Sandwell Council's 'Declaration of Intention to Declare a Borough-wide Smoke Control Area'.	Yes	9/5/2022
9.	<ul> <li>Local Authority Publicise Intention</li> <li>A minimum 6 weeks advertising period was completed by the Council with the issuing of a 'Notice of Intention to Declare a Borough-wide SCA'. This included: <ul> <li>Publication of the Notice in the London Gazette (twice)</li> <li>Publication over two successive weeks in the Express and Star</li> <li>Posting of Notices in conspicuous places including all Public Libraries, Facebook and Twitter</li> <li>Ensuring copies of the Proposed Order were available to the public, by leaving copies at Oldbury Council House, for at least 6 weeks from last newspaper notice.</li> </ul> </li> </ul>	Yes	Published in the London Gazette and Express and Star 9/5/2022 and 16/5/2022  Copies of the Proposed Order available 9/5/2022 to 4/7/2022
10.	In conjunction with the legally required 6 Weeks Advertising Period the local authority also carried out a 6-week Public Consultation. This public consultation was advertised through Sandwell Council's communication streams including, social media platforms, radio and local newspapers.	No	9/5/2022 to 20/6/2022
11.	Return to Cabinet for Approval A cabinet report will be submitted following the six weeks consultation and advertising period. This will summarise the results of both as well as highlight any	No	28 September 2022

Step	Action	Legal Requirement? (Yes or No)	Date
Page 161	written legitimate objections to the SCA Notice. (There is the option to vary an Order by exempting specific properties/business on a case by case basis). A request will be made to Cabinet for them to agree that this proposal is put before full Council to allow the Director of Public Heath to make a Smoke Control Order, this would revoke the existing 51 SCAs and declare a Borough-wide Smoke Control Area.		
12.	A report will be presented to Full Council requesting agreement that the Director of Public Health is given authority to make an Order that revokes the existing 51 SCAs and declare a Borough-wide Smoke Control Area.	No	25 October 2022
13.	Making of a Borough-wide Smoke Control Order  The Director of Public Health makes the Smoke Control Order. The Order will come into operation on such a date not less than six months after it is made. The date may be specified in the Order. A notice is published in the London Gazette and in local newspaper/s informing that the Order has been made and its general effect. It must specify where a copy of the Order and any map referred to can be inspected for a period of at least 6 weeks from date of publication. Copies must also be made available in conspicuous places across the Borough so that it is bought to the attention of those living and working in Sandwell.  Any objections to the Order must be made to the Secretary of State.	Yes	November 2022
14.	Confirmation of Order  If no objection is made to the Secretary of State within the 6-week period since advertising the Order or if every objection so made is withdrawn, the Secretary of State if he thinks fit, may confirm the Order either way with or without modifications.  Or before confirming the Order the Secretary of State can require a local enquiry to be held or afford the objector the opportunity to appear before him and be heard by him. Consideration will then be given by the Secretary of State to either the enquiry	Yes	January 2022

Step	Action	Legal Requirement? (Yes or No)	Date
Page 1	report, or the objection raised in person and he will then confirm the Order with or without modifications.		
<b>9</b> 15.	Borough-wide Smoke Control Area Comes into Force If no formal objections are received and no intervention is made by the Secretary of State, the Order will come into operation on such a date not less than six months after it is made.	Yes	May 2023

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#### <u>Details of the Legislative Process and a Summary of Steps for</u> <u>Implementation of a Borough-wide Smoke Control Order in Sandwell</u>

#### **Smoke Control Area – The Legislative Process**

The process of declaring a Borough-wide Smoke Control Area would be an Executive Decision through the Leader and Cabinet to be implemented by Portfolio Holder /Officer.

The current Scheme of Delegation from May 2021 authorises the Director of Borough Economy to act and authorise others to act on his/her behalf to perform all functions under the Clean Air Act 1993 (see page 24 out of 201 in the Scheme of Delegation)

Section 18 of the Clean Air Act 1993 allows the authority to declare the whole of the Borough a Smoke Control Area with common requirements/standards Borough-wide (though the right to retain some variations /exceptions is retained).

This would be achieved by revoking all existing Smoke Control Orders and replacing them with the Borough-wide one, in in one process. Section 18 (3) of the Act allows for Smoke Control Orders to be revoked. The process itself is set out in schedules 1 and 5 respectively and is described below.

The Schedules to the Act deal with what is required before making the order and what to do on implementation of the Order and are dealt with in Schedule 1 and Schedule 5 Part III respectively. There is also the issue of due registration of Smoke Control Orders as a Local Land Charge.

- 1. Before the proposed order is made the council is required to publish in the London Gazette (once) and for two successive weeks in some newspaper circulating in the area to which the order will relate (e.g. Express and Star, Birmingham Evening Mail) a Notice –
  - Stating that the Local Authority propose to make the order(s) and its general effect (dealing with both revocation and implementation)

    Specifying a place in the District where a copy of the order and any map or plan referred to in it may be inspected by any person free of charge at all reasonable times during a period of not less than 6 weeks from the last publication of the notice and stating that within that period any person who will be affected by order may by notice in writing to the local authority object to the making of the Order.
- 2. Besides publishing such a Notice, the local authority shall post and keep posted throughout the period mentioned in paragraph 1 copies of the Notice in such number of conspicuous places within the area to which the order will

relate to them necessarily for the purpose of bringing the proposal to make the order to the notice of persons who will be affected.

- **3.** If objection is duly made to the Local Authority within the period mentioned in paragraph 1 and is not withdrawn the local authority shall not make the order without first considering the objection.
- **4.** Subject to paragraphs 5 and 6 an Order shall come into operation on such date not less than six months after it is made, as may be specified in it
- 5. An Order varying a previous Order so as to exempt specified buildings or classes of Buildings or Fireplaces from the Operation of Section 20 (Prohibition of smoke emissions in Smoke Control Areas) may come into operation on, or any time after the date upon which it was made.
- **6.** This allows for Postponements of the Order coming into operation if one is required

#### **SCHEDULE 5 PART III**

This deals with the confirmation and coming into operation of Control Orders

**12.** After an Order is made the council shall publish in the London Gazette and in some newspaper circulating in the area to which the Order relates to a notice stating that the order has been made and its general effect.

Specifying a place in the District of the Local Authority where a copy of the Order and any map referred to may be inspected by any person free of charge at all reasonable times during a period of <u>not less than 6 weeks</u> from the date of the last publication of the Notice **and** 

Stating within that period any person who will be affected by the Order may by notice in writing to the Secretary of State object to the confirmation of the Order

- 13. Besides publishing a notice as required by paragraph 12 the Local Authority who have made the Order shall post and keep posted throughout the period mentioned in that paragraph, copies of the Notice in such number of conspicuous places within the area to which the Order relates as to appear to them necessary for the purpose of bringing the Order to the notice of persons affected.
- **14.** If no objection is duly made to the Secretary of State within the period mentioned in Paragraph 12 (b)or if every objection so made is withdrawn, the Secretary of State if he thinks fit confirm the Order either way with or without modifications.
- **15.** In any other case the Secretary of State shall before confirming the order either-
  - (a) Cause a local enquiry to be held or

- (b) Afford any person by whom an objection has been duly made in accordance with paragraph 12 (c) and not withdrawn an opportunity of appearing before and being heard by him for the purpose and after considering the objection and the report of the inquiry or the person so appointed, confirm the order with or without modifications.
- **16.** If such an inquiry is held Section 250 of the Local Government Act 1972 applies-i.e. the usual powers to summons documents/witnesses before the inquiry.

Paragraphs 17-19 below deal with the confirmation of the Order, Postponements or Modifications

- **17.** Subject to paragraphs 18 and 19, an order when confirmed shall come into operation on such date as may be specified in the order, not being earlier than six months from the date of the confirmation.
- **18.** An order varying a previous order so as to exempt specified buildings or classes of building or specified fireplaces or classes of fireplace from the operation of section 18 may come into operation on, or at any time after, the date of its confirmation.
- **19.** (1) If, before the date on which an order is to come into operation, the local authority—
- (a) pass a resolution postponing its operation; and
  - (b) publish a notice stating the effect of the resolution in the London Gazette and also once at least in each of two successive weeks in some newspaper circulating in the area to which the order relates;

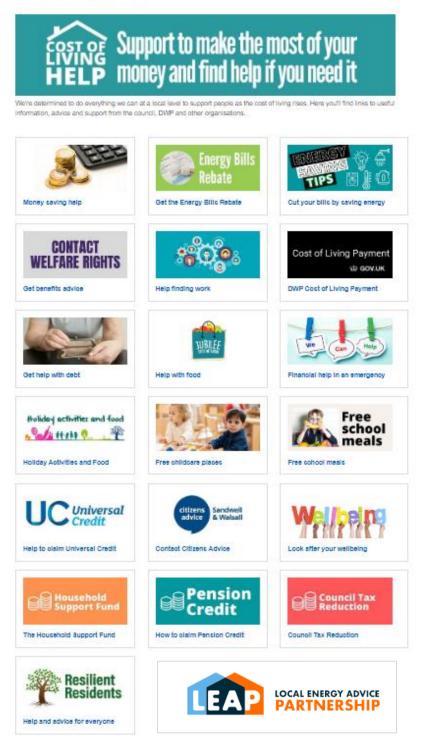
the order shall, unless its coming into operation is again postponed under this paragraph, come into operation on the date specified in the resolution.

(2) A local authority shall not without the consent of the Secretary of State exercise their power under sub-paragraph (1) of postponing the coming into operation of an order for a period of more than twelve months or for periods amounting in all to more than twelve months.

### **Cost of Living – Information and Advice**

Sandwell Council has a website page at <a href="www.sandwell.gov.uk/costoflivinghelp">www.sandwell.gov.uk/costoflivinghelp</a> that is dedicated to providing residents with links to a wide variety of resources to help residents now facing significant increases in energy costs.

Cost of Living Help



The most recent Government UK resources including the <u>Cost of Living Payment - GOV.UK (www.gov.uk)</u> providing detailed help for households and costs of living payments will also be made available on Sandwell's Smoke Control Area website page.

Cost of living payments and resources in brief:

- All residents on means-tested benefits will receive a payment of £650 this year, made in two instalments. This includes all eligible households receiving at least 1 pence on the qualifying date of the following benefits; Universal Credit, Income-based Jobseekers Allowance, Income-related Employment and Support Allowance, Income Support, Pension Credit, Working Tax Credit and Child Tax Credit
- The first payment of £326 will be made to households in payment of a qualifying benefit between April 26 and May 25 from July 14, with a further £324 to be paid from September totaling £650. For eligible households on tax credits only, the first payment will be made in the autumn and the second in the winter.
- There will also be a £150 payment made to people on qualifying disability benefits which can be in addition to the above due to be paid in September
- There will also be an extra £300 for pensioner households paid as an increase to their winter fuel payment to be paid from mid-November
- In addition to these payments, there is also the Energy Bills Support Scheme which will see all domestic energy customers receive a one-of rebate of £400 paid by their energy providers. This money will not need to be paid back
- Households liable for Council Tax in Bands A-D in England have received a £150 Council Tax Rebate to help with the rising cost of bills
- And the government has also extended the Household Support Fund until March 2023, providing an extra £421million of local support in England.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted





## **Equality Impact Assessment**

Proposal to Declare the Whole of Sandwell as a Smoke Control Area (Revoking and replacing the existing 51 SCAs)



Title of proposal (include forward plan reference if available)	Proposal to Declare the Whole of Sandwell as a Smoke Control Area (Revoking and replacing the existing 51 SCAs)
Directorate and Service Area	Pollution Control Team, Public Health
Name and title of Lead Officer completing this EIA	Sophie Morris, Environmental Improvement Officer
Contact Details	Sophie_Morris@sandwell.gov.uk
Names and titles of other officers involved in completing this EIA	Elizabeth Stephens, Senior Environmental Health Officer (Lead Air Quality)
Partners involved with the EIA where jointly completed	
Date EIA completed	01/08/2022
Date EIA signed off or agreed by Director or Executive Director	
Name of Director or Executive Director signing off EIA	
Date EIA considered by Cabinet Member	

### 1. The purpose of the proposal or decision required

See <u>Equality Impact Assessment Guidance</u> for key prompts that must be addressed for all questions



#### (Please provide as much information as possible)

Sandwell Council has a duty to assess air quality and where necessary take appropriate action to protect the health of those living and working in the borough.

Burning in a domestic setting creates a variety of toxic emissions including fine particulate matter ( $PM_{25}$ ) which has a significant impact on human health and the environment. In particular,  $PM_{2.5}$ , has been associated with higher mortality rates for people with heart and respiratory diseases and lung cancer.

The contribution of wood and solid fuel burning in urban areas is significant. A government commissioned survey in 2020, demonstrated that 68% of indoor burners lived in urban areas in the UK, as opposed to 32% in rural areas. Due to higher population densities in urban areas, population exposure is greater. Reducing population exposure is key to reducing health impacts. The ambition for the UK as a whole is to reduce concentrations below the World Health Organisation (WHO) guideline.

Smoke Control Areas are designed to reduce the emission of smoke from chimneys by requiring the use of either authorised fuel or by using Defra 'exempt appliances' for example certain burners and stoves. Unauthorised fuel must not be used in a smoke control area unless it is used in an exempt appliance.

Sandwell currently has 51 separate Smoke Control Areas. This means only some parts of the borough are protected against smoke emissions, whilst many properties in the Borough can legally burn unauthorised fuels (i.e. wood and coal) and use non-exempted appliances. The proposed new single Smoke Control Area will address this inequality by ensuring that all premises in Sandwell Metropolitan Borough fall under the requirements of a Smoke Control Area.

#### 2. Evidence used/considered

Page 175



In recent decades the main air pollutant of concern in Sandwell was related to road transport and associated nitrogen dioxide (NO<sub>2</sub>) concentrations. In 2005 Sandwell was declared an Air Quality Management Area due to exceedances of NO<sub>2</sub> across the Borough. Emissions from NO<sub>2</sub> have significantly decreased due to improvements in vehicle technology and decreased industrial emissions, but instead there is now growing concern about the levels of PM<sub>2.5</sub> in Sandwell and the associated health impacts.

Estimates of Particulate Matter ( $PM_{2.5}$ ) at three monitoring sites in Sandwell in 2019 demonstrated levels above the World Health Organisation guidelines of  $10\mu g/m3$ . With no known safe level for  $PM_{2.5}$  the short and long-term impacts on health are significant. There is strong evidence that air pollution causes the development of coronary heart disease, stroke, respiratory disease and lung cancer, and exacerbates asthma.

Although some PM<sub>2.5</sub> (approximately 12%) comes from transport a substantial proportion (approximately 38%) is from domestic burning, industry and commercial sources.

The contribution of PM<sub>2.5</sub> from small combustion sources such a domestic stoves and fireplaces is growing. This is of concern because when there is a concentration of small combustion emissions from burning activities in an urban area, these emissions have a more significant population impact than burning in sparsely populated rural areas.

In London and Birmingham, it has been estimated that the contribution of wood burning to urban-derived  $PM_{2.5}$  was between 23 and 31%. Monitoring data also suggests that the  $PM_{2.5}$  concentration levels follow a pattern of use i.e. increasing during the evening and weekends and in the colder months, which is consistent with use of stoves and fireplaces.

The Clean Air Act 1993 enables local authorities to declare the whole or parts of the district as a Smoke Control Area (SCA) through a Smoke Control Order. Where an SCA exists, the authorised use of designated smokeless fuels or exempt appliances is required. A fine of £1,000 can be issued for breaking the rules. The use of an SCA is a key control for Sandwell in minimising potentially harmful emissions from residential and small-scale combustion plants.

#### 3. Consultation

Page 176 2



A soft consultation in the form of three surveys; one aimed at young people, another for adult residents and another for businesses, was completed in the Summer 2021.

A formal advertising period of 6 weeks was undertaken in accordance with the requirements of the Clean Air Act 1993. In addition to this a public consultation was also completed, which was not mandatory but was viewed as being important for ensuring that all stakeholders had an opportunity to have their say about the proposal.

### 4. Assess likely impact

A new single Smoke Control Area would ensure that all properties in the borough are subject to the same legal requirements in relation to smoke control under the Clean Air Act 1993.

The social and economic benefits of implementing a boroughwide Smoke Control Area are far reaching. By reducing exposure to harmful air pollutants and in particular PM2.5 this proposal will have a positive impact on public health that clearly outweighs any initial set up costs or its future enforcement.

There is a potential cost impact for those who currently use unauthorised fuels for heating their homes as authorised fuels do cost more. There is therefore concern that this could push some households into fuel poverty at a time of high inflation and rising energy costs. However, the use of unauthorised fuels comes with a huge social-health related cost. Residents who are struggling with the cost of heating and are likely to face fuel poverty this winter will need help and advice on accessing financial and practical advice on keeping their homes warm. This includes providing information and advice not only where they can get practical and financial help, but also providing energy efficiency measures that are likely to provide year on year savings.

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

Page 177



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

Protected Characteristic		Negative Impact ✓	No Impact ✓	Reason and evidence (Provide details of specific groups affected even for no impact and where negative impact has been identified what mitigating actions can we take?)
Age	✓			Poor air quality disproportionately affects children and the elderly, so improving air quality via the Smoke Control Area will decrease this effect on the most vulnerable age groups, promoting equality. (https://www.atsjournals.org/doi/full/10.1164/rccm.201806-1147OC)
Disability	✓			Those with some disabilities are also disproportionately affected by poor air quality, that can be positively addressed by implementing a Smoke Control Area, improving health and quality of life for those with disabilities.  (https://link.springer.com/chapter/10.1007/5584_2014_11_)



Page 179	Gender reassignment		X	
	Marriage and civil partnership		X	
	Pregnancy and maternity	<b>✓</b>		Pregnant women are more likely to suffer from pregnancy complications, including stillbirths, low birth weight and pre-term birth, in areas of high particulate matter air pollution PM2.5, so implementing a Smoke Control Area across the whole of Sandwell could reduce the risk to pregnant women and their unborn children. (https://link.springer.com/article/10.1007/s11356-014-3458-7)
	Race	✓		Poor air quality disproportionately affects those of black or minority ethnic communities (BAME), this is because they are often exposed to higher levels of air pollution where they live. The reasons for this are complex but deprivation is generally sited as the most significant factor, although historical immigration patterns to an area may also mean that we should not consider deprivation to be the only factor. It has been suggested that BAME communities may be more likely to tolerate a legacy of poorer area quality for the benefits of living closer to friends and family in a community that



				they feel safe and comfortable in. In addition, these communities often have local facilities that serve their specific needs for example shops and religious facilities, so that even when they can afford to move to less polluted areas they choose to stay. Therefore, by implementing a Smoke Control Area across the whole of Sandwell we want to help to reduce this inequality within our BAME communities' by reducing their exposure to poor air quality. ( <a href="https://www.imperial.ac.uk/news/163408/ethnic-minorities-deprived-communities-hardest-pollution/">https://www.imperial.ac.uk/news/163408/ethnic-minorities-deprived-communities-hardest-pollution/</a> )
Religion or pelief			X	
Sex			X	
Sexual prientation			X	
	Sexual	Sexual	Sexual	Sex X Sexual X



Page	Other									
le 181										
	Does this EIA red	quire a full	l impact ass	sessment	? Yes	No	X			

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

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



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

Provision of information and advice to persons who are concerned about fuel poverty including advice and support about access to grants and home improvements.

Supporting those on a low income and in receipt of government benefits is particularly important, for example many residents will be unaware that they are entitled to help towards home insulation and boiler replacement.

A vast amount of information and details of support available for those concerned about fuel poverty can now be found on Sandwell MBC's 'Cost of Living' web page.

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

Given the cost of living crisis further efforts are being made to ensure that residents can easily access help/guidance/information that will support them with heating their homes using clean fuels and not feel pressure to resort to the burning of unauthorised fuels.

## 7. Monitoring arrangements

The air pollution team will continue to monitor the borough of Sandwell via 5 continuous monitoring stations, and a network of low-cost air quality monitors. The team will also continue to respond to intelligence and complaints received with regards to domestic burning including smoke from chimneys as well other sources of outdoor burning which contribute to local concentrations of PM2.5, in order to continue to protect and improve air quality for residents in Sandwell.



8.	Action planning
N/A	





## **Report to Cabinet**

## 28 September 2022

Subject:	Sandwell Children's Trust Contract Review			
<b>Cabinet Member:</b>	Cabinet Member for Children and Education,			
	Councillor Simon Hackett			
Director:	Director of Children and Education,			
	Michael Jarrett			
<b>Key Decision:</b>	Yes			
<b>Contact Officer:</b>	Mandip S. Chahal, Senior Commissioning Manager for			
	Statutory Services			
	Mandip1_chahal@sandwell.gov.uk			

#### 1 Recommendations

- 1.1 That the Cabinet, as the decision maker for the Council, in its capacity as sole Member (shareholder) of Sandwell Children's Trust (SCT) a private company limited by guarantee and employer of SCT for the delivery of services pursuant to a Service Delivery Contract (SDC) made between the Council and SCT dated 1 April 2018:
  - a) formally receives the Contract Review Report
  - b) notes the progress made to date by Sandwell Children's Trust in delivering services as set out in the Contract between the Council and the move from being judged as inadequate to requires improvement to be good.
  - c) agrees the recommendations detailed in the contract review:
    - i) does not recommend to the Secretary of State that the break clause is invoked
    - ii) authorises the Director of Children and Education, in consultation with the Chief Executive of the Council and the Cabinet Member for Children and Education, to agree with Sandwell Children's Trust revised contractual key performance indicators, to commence on 1st April 2023
    - iii) The requirement to achieve a judgement of 'Good' as per the ILACS framework be revised from within four years of

















contract commencement (March 2022) to the next standard ILACS inspection by Ofsted (within three years of the previous inspection).

#### 2 Reasons for Recommendations

- 2.1 The Service Delivery Contract (SDC) between the Council and Sandwell Children's Trust went live on 1 April 2018. The total contract period was for 10 years with an option to exercise a break after 5 years of operation.
- 2.2 The SDC included a requirement for the Trust to produce an annual review each year and a Contract Review at the end of year 4 of operation. There is a joint requirement on the Council to also review the contract at the end of year 4.
- 2.3 Schedule 3 of the SDC sets out what should be included in the contract review:
  - the Trust's performance against budgets in the first four (4) Contract Years;
  - demand analysis in respect of the services against assumptions and models in respect of the first four (4) Contract Years;
  - the Trust's performance of the services against the Performance Targets in the first four (4) Contract Years;
  - the Trust's proposals for the future operation and performance of the services;
  - whether the Trust has achieved the standard 'Good' as set out in the Ofsted guidance\* within four (4) years of the services; Commencement Date as evidenced by the Annual Self Evaluation and/or any external regulatory inspection;
  - whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims); and
  - such other matters that the Parties may agree from time to time.

(\*Ofsted's framework and guidance for inspection of local authority children's services (ILACS) in need of help and protection, children in care and care leavers.)

















- 2.4 On the completion of the Contract Review process a recommendation must be made to the Secretary of State on whether a Break Notice should be served, and children's social care functions brought back under the direct management of the Council.
- 2.5 The Secretary of State will make the final decision on the serving of the break notice, considering the recommendations of both the Council and Sandwell Children's Trust.

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



Best start in life for children and young people

SCT works with children, families, foster carers, schools, statutory and voluntary providers to support the achievements of vulnerable children and those in the care of the Council

SCT works to ensure that children in the care of the Council receive the support and opportunities that any parent would give their child



People live well and age well

SCT ensures coordination between social care and the NHS to better protect vulnerable children



Strong resilient communities

SCT supports families to improve children's life chances

SCT works closely with the police to ensure that children are protected from the impact of crime, domestic violence, and all forms of exploitation



Quality homes in thriving neighbourhoods

SCT supports care leavers to live independently in the community, working closely with Housing to ensure care leavers are able to good quality accommodation in Sandwell.



















#### A strong and inclusive economy

SCT works with families to access services and support so that they are able to improve their economic well-being and the life chances for their children

#### 4 Context and Key Issues

- 4.1 On the 6 October 2016, the government formally announced its decision to introduce a trust to run children's social care services in Sandwell. This decision came after a Department for Education (DfE) appointed commissioner recommended that services be removed from local authority control for a period of time.
- 4.2 In a statutory direction, issued under Section 497A (4B) of the Education Act 1996, the Council was directed to work with a newly appointed DfE commissioner to set up a children's services trust and to transfer children's social care functions to this newly created body.
- 4.3 In March 2017 a paper was presented to Cabinet that set out the arrangements for the new body. This included the corporate model, the strategic decision-making functions the Council would retain as sole owners of the new organisation (reserved matters) and the composition of the Trust's Board and how members would be appointed and by whom.
- 4.4 In February 2018 the Council approved a ten-year contract between the Council and Sandwell Children's Trust (the Trust), which consisted of the Service Delivery Contract (SDC), Support Services Agreements (SSA) and Occupation Documents. In addition to this, the Council entered into a governance side agreement with the DfE which set out certain rights afforded to the Secretary of State in respect of the Reserved Matters for the Intervention Period. This agreement sets out when and how the Council consults with and obtains the consent of the Secretary of State and will be in place throughout the period of intervention.
- 4.5 The Service Delivery Contract consists of core legal terms under which the Trust provides the services and in turn receives payment for the same, referred to as the contract sum, from the Council. The SDC includes key operational provisions such as the Services Specification and Performance Management Framework setting out how the Trust's



















performance will be measured, together with an outline of the contractual governance arrangements and the interface with the dependencies for which the Council retains statutory responsibility.

- 4.6 The Service Delivery Contract between the Council and Sandwell Children's Trust went live on 1 April 2018 for the delivery of children's social care functions. The total contract period was for 10 years with an option to exercise a break after 5 years of operation. The SDC included a requirement for the Trust to produce an annual review each year and a Contract Review in year 4.
- 4.7 There is a joint requirement on the Council to also review the contract at the end of year 4 and make a recommendation to the Secretary of State whether to exercise the option to break after 5 years of operation. The break clause is in addition to the standard termination clauses included in the contract if Consistent Failure has occurred.
- 4.8 Unlike the annual review, the contact review is undertaken by both parties and the Service Delivery Contract sets out what this review should cover.
- 4.9 On completion of the contract review process it must be agreed whether a Break Notice is to be served by the Council. If the Statutory Direction is still in force, then a final report must be produced and sent to the Secretary of State. The final report must include a recommendation on whether the Break Notice should be served by the Council. Where SCT and the Council cannot come to a joint recommendation on whether a Break Notice should be served the report should include each party's position. The Secretary of State will make the final decision on the serving of the break notice, considering the recommendations of the parties.
- 4.10 If the Statutory Direction is no longer in place, then the Council can make the final decision on whether the Break Notice is to be served.
- 4.11 If the Break Notice is served, the Service Delivery Contract will end on the 31 March 2023, services delivered by the Trust would need to be transitioned back to the Council prior to this date. The Trust must be given a minimum of 6 months' notice of the intention to invoke the break clause. There would then be 6 months during which all staffing and service transition would need to take place.

















- 4.12 Since 2018 the Trust has demonstrated a clear trajectory of improvement. This can be seen in the monitoring, focussed visits and inspection reports produced by Ofsted and the performance reports tabled at the Operational Performance Board (OPB), the Strategic Partnership Board (SPB) and the Children and Education Scrutiny Board.
- 4.13 On 29<sup>th</sup> May 2022 notice was received from Ofsted that they would be undertaking a full inspection of children's services under the ILACS Framework<sup>1</sup>. It was the first full inspection since 2017, where services were judged as inadequate. Following a 3-week long inspection, Ofsted published their findings on 5<sup>th</sup> July 2022. They judged Sandwell Children's Services as 'requires improvement to be good', meaning that they found there are no widespread or serious failures that create or leave children being harmed or at risk of harm. This outcome, along with the inspection of the fostering service in August 2021, which delivered a judgement of 'Good' (a shift from the previous judgement of 'requires improvement to be good'), clearly demonstrates that there is a positive trajectory of service improvement.
- 4.14 The funding provided by the Council to the Trust in 2022/23 will be £71.7m and was determined by the contract sum negotiation process and change controls agreed by Cabinet. This figure is higher than the annual budget when the Trust was set up in 2018 basis. There have been several financial pressures on the Trust linked to demand, the cost of placements and significant staff recruitment and retention issues, which is a national issue, that have underpinned the need for additional funding. The Trust has detailed how it will reduce the total spend on service provision, through efficiencies and demand management, so that by 2024/25 the annual budget will be, after inflation and pay awards, over £2m/year lower than the 2021/22 budget.
- 4.15 The expectation when the Trust was set up was that services would move from being 'inadequate' to 'Good' within 4 years. This expectation was set when a global pandemic was not the reality in which children's services would be operating for over 2 years. The impact of the pandemic on delivery for all public services has been significant:

<sup>&</sup>lt;sup>1</sup> Ofsted's framework and guidance for inspecting local authority services for children (ILACS) in need of help and protection, children in care and care leavers

















children's services had to focus on supporting and safeguarding children, meaning focussed practice improvement has been delayed. Due consideration should therefore be given to revising the timeline for achieving a judgement of 'Good', and with the next inspection likely to be approximately two and half years from now, it is suggested that moving the target date for achieving 'Good' to March 2025 would be appropriate.

- 4.16 The Trust is on an improvement journey that it is anticipated will lead to a future judgement of good. The judgement of requiring improvement is a step along the path. Given the acknowledged improvements that the Trust has made, introducing systemic change, which would occur if the break clause were invoked, could have the impact of disrupting the pattern of improvement.
- 4.17 The Council will remain the subject of the statutory direction issued in 2016, and subsequently updated in June 2019 to reflect the role of the newly created regional adoption agency, however the Parliamentary Under-Secretary of State for Children and Families, Brendan Clarke-Smith MP, has acknowledged the improvements that Sandwell has made and advised that Sandwell will now enter a period of 'transition from intervention'. There will continue to be ongoing support and supervision from the DfE until it is clear there is a 'sustainability of continued progress'.
- 4.18 On 22 March 2022 the Secretary of State for Levelling Up, Housing and Communities issued statutory directions under section 15(5) and (6) of the Local Government Act 1999. These directions appointed two commissioners who will oversee all functions associated with the governance and scrutiny of strategic decision making by the Authority. The directions will be in force until March 2024, unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date. These directions are in addition to the ones that led to the creation of Sandwell Children's Trust.
- 4.19 In response to the statutory directions issued by the Secretary of State for Levelling Up, Housing and Communities the Council, led by the appointed commissioners, has started the process of strengthening governance arrangements and ensuring activities and practices are meeting the Council's best value duty. If the Council were to recommend invoking the break clause, it would mean spending significant time and resource on reintegrating children's social care

















functions, which could impact on the improvement plans for both the Council and the Children's Trust.

- 4.20 An Independent Review of Children's Social Care, commissioned by the Government, was published on 23 May 2022. It has reviewed how children's social care operates and has made eighty recommendations that could fundamentally reshape how social care is delivered in the future. In response, the Government has announced the creation of a National Implementation Board that will publish a strategy by the end of 2022 on how the recommendations will be taken forward.
- 4.21 While it is not yet known which of the recommendations will be implemented they include in them the scope to fundamentally change how services operate and in turn the relationship between the Council and the Trust.
- 4.22 A value for money governance review of the Council published by Grant Thornton in December 2021 acknowledges the robust governance framework that is in place between the Council and Trust. The governance review did not highlight any concerns in how the contract is currently managed. The governance review recommended a review of the KPI's be undertaken. This is currently underway with a new set of contractual KPI's proposed for adoption from 1st April 2023.

## 5 Alternative Options

5.1 An alternative option would be to recommend to the Secretary of State that the service delivery contract is ended, and that children's social care functions return to the direct management of the Council.

## 6 Implications

#### Resources:

Sandwell Children's Trust receives a significant financial resource to deliver the Council's statutory responsibilities for children's social care, and also to provide targeted early help services.

The Contract Sum amount that SCT receives is agreed annually in line with mechanisms set out in the Service Delivery Contract.

















Legal and Governance:	The service delivery contract was agreed by Cabinet in February 2018 (Minute No 35/18), it includes an option to exercise a break clause. The Council is still subject of a statutory direction so is unable to exercise this break clause without Secretary of State approval.  The contract in place between the Council and the Trust is for 10 years, it includes robust governance mechanisms that would continue to be in force for the duration of the contract.  The contract review includes a revised set of key performance indicators.
Risk:	The council's strategic risk register previously identified a red risk relevant to this report, regarding improvements required in children's social care services.  In the most recent review, as a result of the recent ILACS judgement, the risk assessment has decreased from 16 (red) to 8 (amber)
Equality:	An Equality Impact Assessment screening is not required for this report. However, the improvement in children's services will have a positive effect on the lives of vulnerable children, young people and families in Sandwell, including those with protected characteristics.
Health and Wellbeing:	SCT continues to support children and families in Sandwell and as the quality of service that they deliver improves so does the impact they have on improving the health and wellbeing of children and families.
Social Value	SCT supports children to achieve, feel safe, be supported and access opportunities. SCT supports care leavers to access education, employment and training.

















SCT supports community resilience through the recruitment of local residents as foster carers, helping children to remain close to communities they are from and to thrive in Sandwell.

## 7. Appendices

Contract Review – SMBC Contract Review - SCT

## 8. Background Papers

Cabinet Meeting 19 October 2016 Cabinet Meeting 19 September 2018



















# **Contract Review**

April 2018 - March 2022





## **Contents**

2	FΩ	rΔι	NO	rd
<b>3</b>	$\Gamma \cup$	$\Box$	/V U	ΙU

- **5** Contract Review Process
- **6** Creation of the Trust
- 8 Children and Young People Receiving Support from Sandwell Children's Trust

## **Contract Review Elements**

- **9** The Trust's performance against budgets in the first four (4) Contract Years
- **11** Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years
- The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years
- The Trust's proposals for the future operation and performance of the Services
- Whether the Trust has achieved the standard 'Good' as set out in the Ofsted guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection
- Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims)
- 55 Such other matters that the Parties may agree from time to time

## 55 Conclusion

## **Foreword**

Sandwell Children's Trust was created in 2018 with the clear purpose to improve the lives of children and young people. This is an ambition that continues to be shared by the Sandwell partnership, in particular our strategic partners Sandwell Council with whom the Trust has a contract to deliver social care services to children, young people and families.

The last four years have been both challenging and rewarding, staff and leaders have worked hard to deliver widescale improvements in all areas of the Trust against the backdrop of the COVID-19 pandemic and national pressures affecting the social work sector.

regulators have recognised Our progress that we have made; our 2022 ILACS Inspection judged the Trust overall to be requires improvement to be good, OFSTED also rated our Fostering Service as good and HMI Probation rated our Youth Justice Service as good. This represents significant progress after years inadequacy and has created foundation on which we can continue to strengthen and improve the service we provide to the most vulnerable people in our community.



We have embarked on a comprehensive and aspirational transformation programme that will underpin the next phase of our improvement, and with our staff have co-developed a clear ethos that sets out how we are going to realise this ambition. As OFSTED have told us, we know ourselves well and will be relentless in pursuing the very best outcomes for our children and families.

## Foreword continued

In addition to our regulators, The Department for Education (DfE) have also acknowledged our progress and have confirmed that Sandwell's Children's Services will now enter a period of transition from intervention whilst maintaining the Statutory Direction at this time. We welcome this news as an endorsement of our progress and a testimony to the resilience and commitment of the Sandwell family.

This contract review document sets out the steps we have taken to deliver these improvements as well as the Trust's performance against a series of key performance indicators. It is a necessarily detailed document which should be considered alongside the performance data that forms the appendices.

We would like to thank staff, leaders and partners from across Sandwell for their contribution to the progress that has been made since Sandwell Children's Trust was created in 2018, and look forward to working together to further improve our services.



Rt Hon Jacqui Smith



Emma Taylor
Chief Executive

## **Contract Review Process**

The requirements of the Contract Review are outlined in Schedule 3 – Annual Review/Contract Review, of the Service Delivery Contract and are summarised below.

Beginning in April 2022, during the Initial Contract Review Period, Sandwell Children's Trust (the Trust) and Sandwell Metropolitan Borough Council (the Council) shall:

- Review the operation and performance of the Trust
- Submit an agreed draft written report summarising the conclusions of the Contract Review (the "Draft Contract Review Report")

#### The review will consider:

- 1. The Trust's performance against budgets in the first four (4) Contract Years;
- 2. Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years;
- 3. The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years;
- 4. The Trust's proposals for the future operation and performance of the Services;
- 5. Whether the Trust has achieved the standard 'Good' as set out in the Ofsted guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection;
- 6. Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims); and
- 7. Such other matters that the Parties may agree from time to time.

Following consideration and revision of the Draft Contract Review Report at Operational Partnership Board (OPB), The Strategic Partnership Board (SPB) will meet as the SPB Contract Review Meeting to agree the Final Contract Review Report. The contract requires that a Senior Civil Servant (or their nominee) be invited to attend the SPB Contract Review Meeting.

Within five (5) Working Days of the SPB Contract Review Meeting, the Trust and the Council shall:

- (a) amend the Revised Draft Contract Review Report to incorporate the changes agreed at the SPB Contract Review Meeting (such revised report being the "Final Contract Review Report"); and
- (b) submit to the Secretary of State the Final Contract Review Report which shall either contage 199

- o (i) where the Strategic Partnership Board has agreed a joint recommendation pursuant to Paragraph 2.5(b), a joint recommendation as to whether a Break Notice should be served by the Council on the Trust pursuant to Clause 3.3 of this Agreement; or
- o (ii) where the Strategic Partnership Board has failed to agree a joint recommendation pursuant to Paragraph 2.5(b), each Party's recommendation as to whether a Break Notice should be served by the Council on the Trust pursuant to Clause 3.3 of this Agreement

## Creation of the Trust

The Trust was created following the Government's Statutory Direction (under Section 479A of the Education Act 1996), in 2016, to set up a new arrangement in the form of a Children's Trust to deliver children's social care services. The statutory direction was issued in response to a long period of inadequate provision of children's social care services delivered by the Council. The Statutory Direction set out the requirement to establish a new and distinct legal entity to provide children's social care services in Sandwell on behalf of the Council. The Trust has day-to-day operational independence in the management and delivery of these services and is managed by a board of non-executive and executive directors. The Council commissions the Trust to deliver statutory children's social care and targeted services, as specified in the Service Delivery Contract.

The Trust commenced operations on the 1 April 2018 with day to day operational management overseen by the Executive Management Team, who are accountable to the Trust Board.

## The Trust Board

Chaired by the Right Honourable Jacqui Smith, the Trust Board is both supportive and challenging. The Board is complemented by 3 committees; Finance & Infrastructure, Workforce and Audit & Risk, each focussing on key matters that impact on the day to day running of the Trust. There is a strong sense of the ambition for children amongst all members; and there is good oversight of Trust activity, with regular, detailed reports that cover all aspects of the Trust, e.g. workforce, practice and performance, finance. The Chair is well sighted on strategic and relevant operational matters and key decisions are made swiftly after thorough scrutiny. The Chair of the Board was originally appointed by the Department for Education and regularly provides written reports, to the Parliamentary Under-Secretary for Children, on the Trust's performance and progress adding a further element of scrutiny and challenge

6

## Governance

A comprehensive programme of governance arrangements has been established. The Trust and Council officers meet at least monthly at the Operational Partnership Board (OPB), to consider performance and operational matters.

The OPB is chaired by the Trust Chief Executive. On a quarterly basis, the Chair of Sandwell Children's Trust and the Trust Chief Executive meets with the Lead Member for Children's Services and the Director of Children's Services at a Strategic Partnership Board (SPB). The SPB is chaired by SMBC Chief Executive.

## Living our purpose and ethos

To complement the Trust's purpose of improving the lives of children and young people, staff from across the Trust have collaborated to articulate and embed our ethos which sets out the ways in which we achieve this, with specific focus on our children & families and ourselves & partners.

# **Our ethos** Our children & families · We have high aspirations for our children, we make a

- difference and change children's lives for the better
- · We place children at the heart of everything we do
- · We keep families safe, keeping them together where possible
- · We work alongside our families, guided by their needs
- · We empower and work with the whole, extended family
- We only use language that our children and young people can understand
- · We celebrate our children and enable them to smile, laugh, play and succeed

## **Our ethos**





## **Ourselves & our partners**

- · We support and look after each other
- · We make meaningful connections and collaborate effectively with the wider Sandwell family
- · We share a common understanding of our responsibilities
- We encourage each other to learn, develop & reflect
- · We embrace diversity and celebrate each other's differences
- We promote the positives we are advocates for the



# Children and Young People Receiving Support from Sandwell Children's Trust

Sandwell is an urban area lying in the centre of the West Midlands conurbation, made up of six small urban towns. It is a deprived area, ranking as the 12th most deprived authority in the country and this deprivation is spread across the borough (Rank of average score, Indices of Deprivation 2019).

Sandwell has a growing population because births and migration into the borough have exceeded deaths. Children and young people from minority ethnic groups account for

49% of all children, compared with 26.2% in England (0-17 years). The largest minority ethnic groups of children and young people in the area are of Indian origin (8,246) and Pakistani origin (5,917).



82,995 children and young people under the age of 18 years live in Sandwell. This is 25.1% of the total population in the area. There have been big increases in the number of children and young people living in Sandwell. This has required 5,288 new primary school places and 3,405 secondary school places since 2011.

Many of Sandwell's children and young people experience poor outcomes. Approximately 25% of the children in Sandwell aged under 16 years are living in low-income families. Around 7 in 1,000 children die before their first birthday, levels of teenage pregnancy are higher than the national level and 28.2% of 11-year-olds are classified as obese.



The proportion of children entitled to free school meals in primary schools is 26.3% (the national average is 21.6%); in secondary schools is 27.6% (the national average is 18.9%). The proportion of children and young people with English as an additional language in primary schools is 32.4% (the national average is 20.9%); in secondary schools is 29.2% (the national average is 17.2%)



## **Contract Review Elements**

# i: The Trust's performance against budgets in the first four(4) Contract Years

## **Medium Term Financial Strategy**

The Trust has been able to demonstrate an improved financial performance in each financial year since 2019/20, reducing the deficit year on year, as a consequence of delivering more effective and efficiency savings through a comprehensive cost savings programme, including, better management of placement demand and cost and reduced expenditure on overheads. This has culminated in the Trust being able to achieve a balanced budget in 2021/22. The Trust continues to forecast improved performance for the life of the current Medium Term Financial Plan (MTFP) with a cumulative breakeven position being forecast for 2023/24.

Prior to 2019/20 the Trust faced an unprecedented surge in demand for services and a large increase in children coming into care, moving from a budget assumption of 767 at the time that the initial Trust budget for 2018/19 was developed to a high point of 936 in July 2019.

A summary of the year on year financial performance of the Trust including the MTFP forecast is in [1] able 1 below:

SCT Annual Income and Expenditure	Pre-trust budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/5
£'000	Forecast	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
Revenue								
Contract Sum Revenue from SMBC	58,230	58,230	64,042	65,828	68,028	70,974	72,816	67,260
Other Revenue from SMBC	0	5,500	462	2,333	2,131	235	0	0
Revenue from DfE		125	2,035	2,069	1,089	500		
Revenue from Other Third Parties	3,878	6,655	6,189	5,104	6,385	5,090	5,083	5,091
Total Revenue	62,108	70,510	72,728	75,334	77,633	76,799	77,899	72,351
Expenditure								
Staffing	26,245	28,559	30,367	30,211	30,239	29,956	29,880	30,571
Placements (including Commissioned								
Services)	30,446	37,701	40,656	39,122	41,447	39,159	37,167	35,911
Overheads	5,917	5,818	5,951	7,868	5,284	5,737	5,781	5,826
Total Expenditure	62,608	72,078	76,974	77,201	76,970	74,852	72,828	72,308
Deficit / (Surplus)	(500)	(1,568)	(4,246)	(1,867)	663	1,947	5,071	43
Cum. deficit		(1,568)	(5,814)	(7,681)	(7,018)	(5,071)	0	43

Table 1: Summary of Sandwell Children's Trust Year on Year Financial Performance including MTFP Forecast

Despite challenging external factors such as a lockdown due to the pandemic and a national shortage of social workers the Trust now operates on a firm financial footing.

A collaborative and 'open-book' contract negotiation process has been established with the Council. The process has ensured that the Trust can plan its finances with certainty across the MTFP period. Intrinsically aligned to the business planning process this has enabled the Trust to make realistic plans about service delivery and development in order to meet organisational objectives, within a realistic assessment of the resources available.

Financial management capacity and processes have been improved since the commencement of the Trust. Budgets are managed effectively by budget holders which are routinely and proactively monitored. Budget holders are also supported through monthly meetings with Finance colleagues to analyse expenditure and plan the use of resources to achieve service objectives.

The Trust now better understands the cohort of children in care and the impact of providing care to these children on the financial outturn of the Trust, for instance, it is known that 7% of children in care account for 35% of the placement cost base. When the annual review of the MTFP is being undertaken, finance will Operational engage with the and Commissioning teams in order to better understand the likely trajectory of both the volume of demand for placements by type and the average designed 2004se placements.



Actual performance information is fed back regularly into key executive information in order to help shape the strategic direction of the Trust in terms of demand management.

We are undertaking a strategic needs analysis to inform the commissioning and service development cycle over the forthcoming 2 years. The initial focus of the transformation programme is reviewing our Intervention services and Children with Disabilities to evaluate the impact of current service delivery on improved outcomes for children and supporting children to remain with their families. The strategic needs analysis will provide the intelligence to further shape our internal fostering recruitment strategy and influence our relationships with local providers of foster care and residential provision to inform local procurement arrangements.

# ii: Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years

The national challenges regarding the shortage of qualified social workers are well known and the West Midlands region (and Sandwell Borough) is not immune to these difficulties. There is a national shortage of social workers with nearly 1,000 per week leaving the service in 2021 and the national vacancy figure is at a 5 year high. It is important to understand our service demand within this context.

Understanding demand within the Trust is complex and multi-faceted, with many variables and assumptions. We have set out our financial performance in the previous section, underpinned by a Medium Term Financial Strategy. The MTFP is based on evidence based analysis of demand.

Key elements are outlined below:

- How many referrals we receive from our partners, the public and children and families themselves
- How many children and families we are working with
- How many placements we need for children to live, both in the short term and in the long term

We have worked hard within the last four years to put ourselves in the position where we understand our demand in these three areas and are able to make realistic predictions for how these variables change so we are able to use our resources most efficiently, whilst providing the best service we can for children and families.

## **Progress Since 2018**

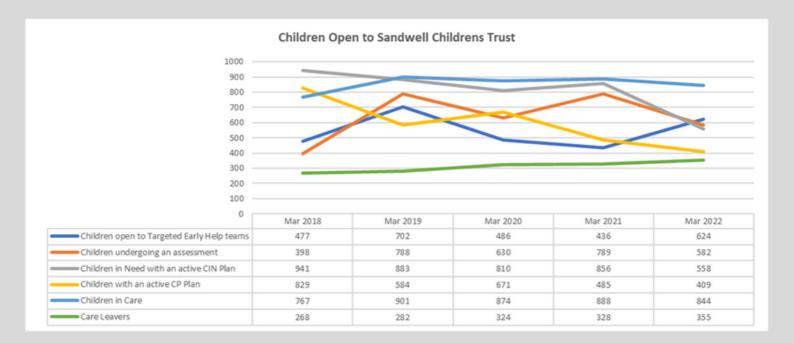
Since March 2018, we have seen a reduction of 308 Children open to us. In relation to early intervention and targeted early help there has been an increase of 147 Children open to the Strengthening Families Service\*, with Social Care statutory services seeing a reduction of 455 Children over the same period.

\* Strengthening Families is a non statutory service providing support and advice to families in order to prevent the need for statutory intervention.

Although there are slightly more children in care than our comparators (approximately 60 more children), the Trust has reduced the number of children and young people open to Children's Social Care from a total of 3,203 (including Care Leavers) to 2,746, which is a reduction of 455. This is due to our continued focus on progressing children's plans where there has been historic drift; and ensuring that more children are appropriately in the social care system when they need to be.

Table 2: Summary of cases over service areas

Service	Mar 2018	Mar 2019	Mar 2022	Mar 2021	Mar 2022	Variance Mar 18 - Mar 22
Children open to Strengthening Families Service	477	702	486	436	624	147
Children undergoing an assessment	398	788	630	789	582	184
Children in Need with an active CIN Plan	941	883	810	856	558	-383
Children with an active CP Plan	829	584	671	485	409	-420
Children in Care	767	899	876	896	844	87
Care Leavers	268	282	324	328	355	87
Total	3680	4138	3797	3790	3372	-308



As of 31st March 2022, we had 558 children with a Child in Need Plan, 409 children with a Child Protection Plan and 844 Children in Care. We have fewer children on Child Protection Plans than our Statistical Neighbour comparators but as mentioned above our Statistical Neighbours in relation to Children in Care.

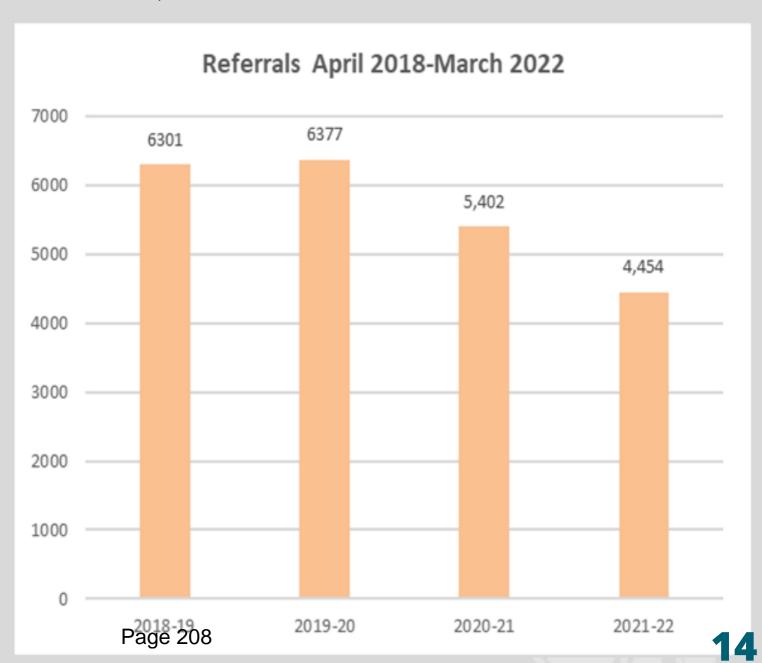
**Table 3: Comparison with Statistical Neighbours** 

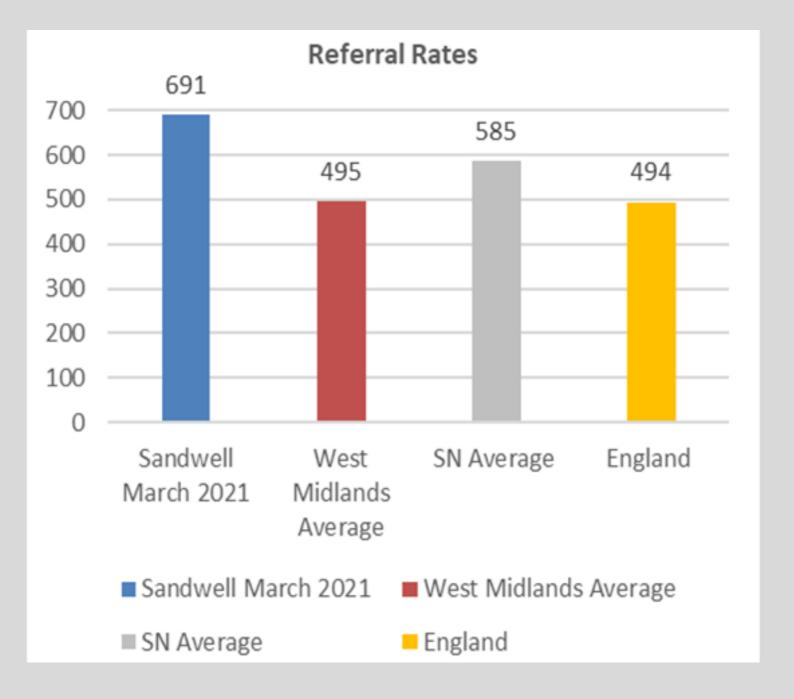
	Sandwell (31 March 2022)	Statistical Neighbour Average 2020/21	England Average 2020/21
Children with a Child Protection Plan	46.3 per 10,000	56.6 per 10,000	41.4 per10,000
Children in Care	101.7 per 10,000	94.8 per 10,0000	67 per 10,000

Table 4: Referrals, S47s and ICPCs

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
Referrals	6301	6377	5402	4454	N/A	N/A	N/A
Referral Rates per 10,000	759.2	768.4	650.9	536.6	585	494	495

- The increased referral rate to the Trust in 2018/19 (759 per 10,000 children) continued throughout the first two years increasing further to 768 at the end March 2020. The last two years has seen a downward trajectory to 537 per 10,000 as at the end March 2022 this is now below our Statistical Neighbour average of 585 per 10,000 and is in line with England and West Midlands Averages. The reduction is due to workers and partners better applying threshold criteria for statutory services and managing risk.
- We are also seeing more children stepping down to targeted family support in our Strengthening Families Service. There is still more work to do in relation to thresholds for referrals. Single Assessment outcomes of No Further Action (NFA) has reduced from 50% to 45% over the last 4 years.
- Around 25% of our assessments over the last 12 months are being stepped down to Strengthening Families or Universal Agencies and 30% are escalated onto a Child in Need, Child Protection or Child in Care Plan.



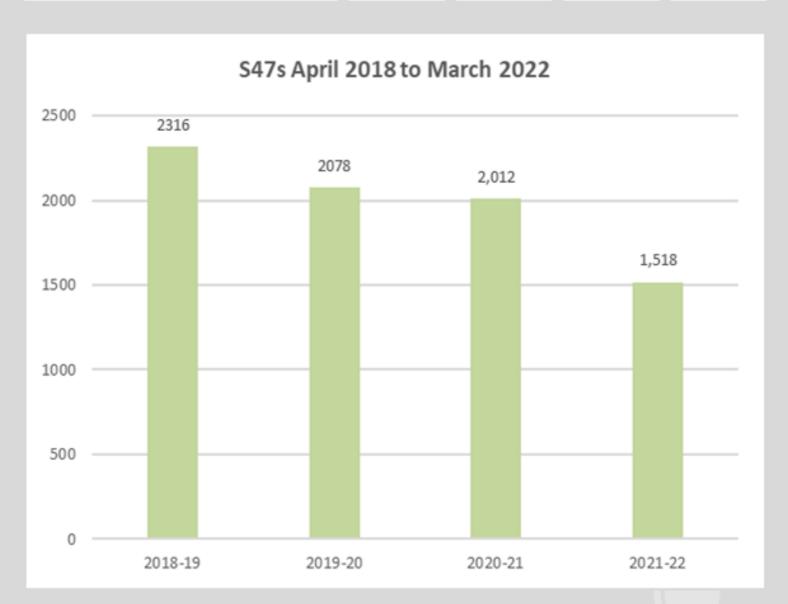


- The percentage of referrals that are re-referrals within the last 4 years has decreased over the course of the contract from 21.06% in April 2018, 24.1 in March 2019 (high point) reducing to 19.3% at end March 2022 which is 1.5% below our Statistical Neighbour average of 20.8%
- The rate of S47 enquiries per 10,000 has reduced from a rate of 279 in March 2019 to 182.9 per 10,000 in March 2022, this is now lower than our Statistical Neighbours and more in line with England and West Midlands Averages. This shows that the Trust is more purposeful when we are faced with deciding whether to proceed with S47 enquiries. Decision making and application of thresholds are more robust in this area to ensure that risk is assessed and Children and Families have the right outcome.

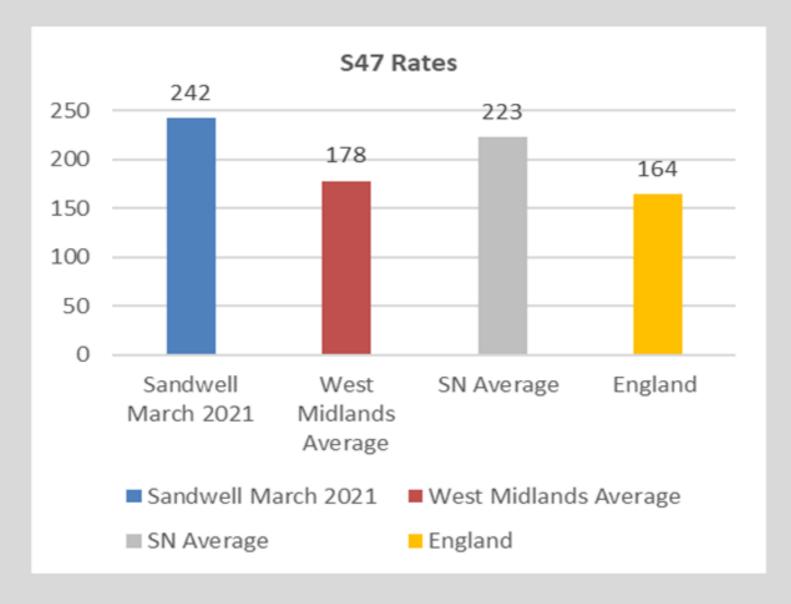
Page 209 15

Table 5: Summary of S47 and S47 Rates per 10,000

	2018-19	2019-20	2020-21	2021-22
S47s	2316	2078	1983	1518
S47 Rates per 10,000	279.1	250.4	283.9	182.9



Page 210 16

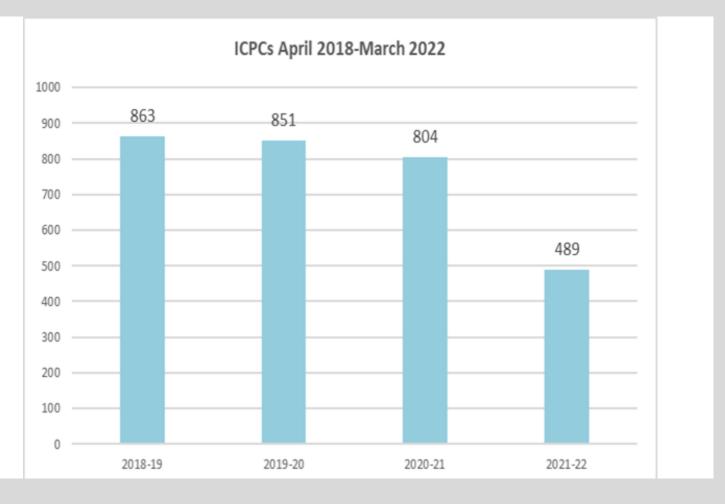


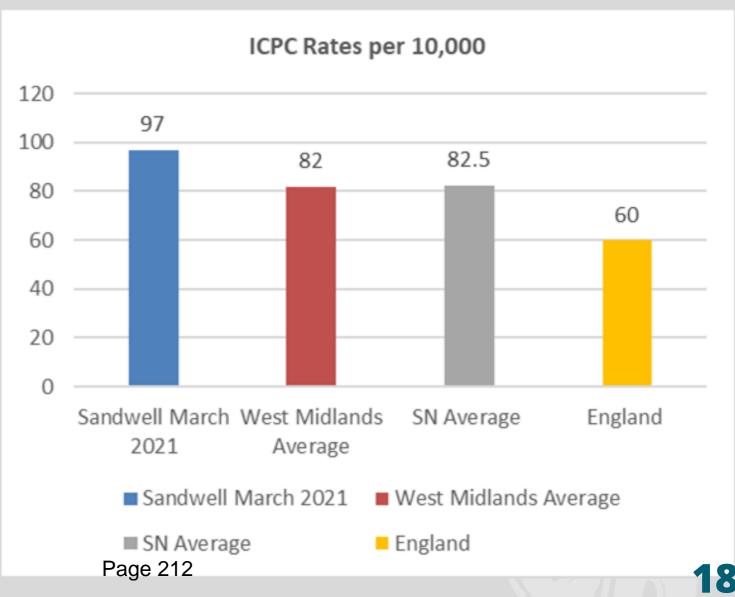
• The rate of Initial Child Protection Conferences per 10,000 has also reduced from 103.98 in March 2019 to a rate of 58.9 per 10,000 in March 2022. Current ICPC rate is now below Statistical Neighbour, England and West Midlands Average. In addition, the latest conversion rate from ICPC to CP Plan is healthier and has improved to 86% over the last financial year in comparison to 68% in 2020. The threshold discussions between Conference Chairs and Social Workers are ensuring that the right Children are going into conference, this has helped support the reduction of Children on a Child Protection Plan.

Table 6: Summary of ICPC and ICPC rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
ICPCs	863	851	713	489	N/A	N/A	N/A
ICPC Rates per 10,000 Page 211	104	102.5	86	59	82.5	60	82

17



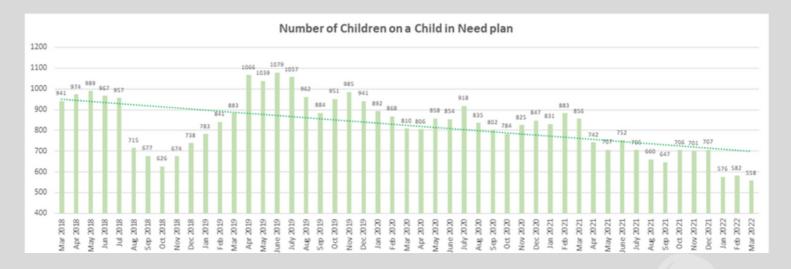


Overall, alongside the dip sampling of assessments, S47's and ICPC's the above measures provide clear evidence that we are acting more confidently and consistently when applying thresholds for our services and working in a more timely and consistent manner.

#### Children in Need

The graph below shows that we began the contract on 1 April 2018 with 941 children in need and quickly recognised that this was an area to better understand and reduce drift and delay in progressing children's plans. Following a short review of these children, between July 2018 and December 2018, it was clear that some of the children did not require a statutory service. As a consequence there was a clear focus on progressing case closures. Since December 2018 the service robustly monitors and reviews Children on Child in Need Plans at 9 months to ensure a safe step down to targeted early help or universal services, regular updating of assessments takes place and support to reduce drift and delay with better decision making for our Child in Need cohort.

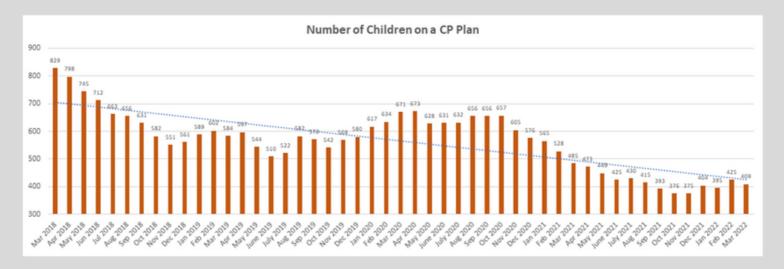
The graph below demonstrates a significant reduction of Children on Child in Need plans to 558 Children as end March 2022 (reduction of 383 Children over the period, this coincides with the increase of 147 children open to our Strengthening Families service, receiving targeted support). This is an area kept under constant review.



#### **Children with a Child Protection Plan**

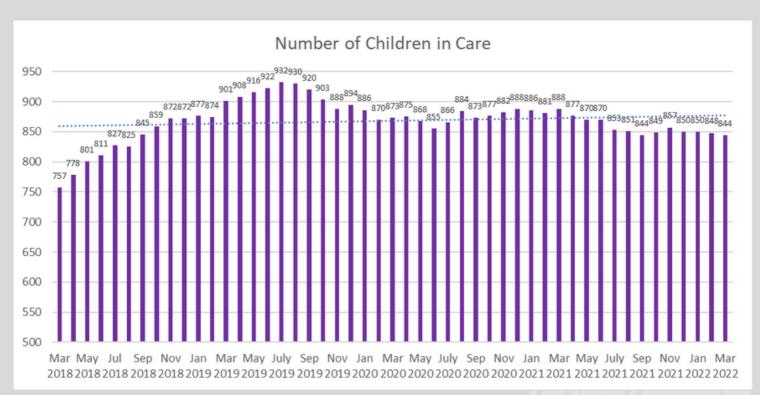
In April 2018, the Trust had 798 children who were subject to a Child Protection Plan, and across the course of the four years the number has reduced to 409. This was due to us quickly recognising that there was drift and delay in progressing children's plans. To address this, we held a panel to ensure these children's plans were being progressed.

This has led to children being either 'stepped down' to a Child in Need plan, or decisions made to secure their long-term welfare, this has increased our Children in Care numbers where Children were stepping up from Child Protection. The service is regularly reviewing Children on Child Protection Plans longer than 12 months to reduce the risk of drift and delay and to ensure Children's plans are progressed safely and robustly. The graph below demonstrates this reduction over the four-year period.



#### **Children in Care**

We began the financial year 2018/19 with 778 children in care and saw a sharp increase in the first 18 months up to 937 mid July 2019, which coincided with taking action for children with a Child Protection Plan. During this period, approximately 50% of all children entering care were directly from closure of Child Protection Plans.



Page 214 **20** 

Although March 2022 information is not published for all our Statistical Neighbour Group, five West Midlands regional authorities are in our Statistical Neighbour Group. Our March 2022 data can be compared in line with the following Local Authorities up to this date, as you can see we are in line with the average for these Local Authorities.

We are currently undergoing an exiting care programme which includes reviewing all Children in Care Placed with Parents, undergoing Special Guardianship Orders (SGO) assessments and undergoing court proceedings to ensure discharges are swift for Children in Care.

Table 7: Children in Care of west Midlands regional authorities

Local Authority	Rate Per 10,000 Children in Care
Birmingham – March 2022	73
Coventry – March 2022	90
Sandwell- March 2022	101.7
Stoke on Trent March 2022	174
Walsall March 2022	94
Wolverhampton March 2022	83
Five Regional Stat Neighbour Average	102.8

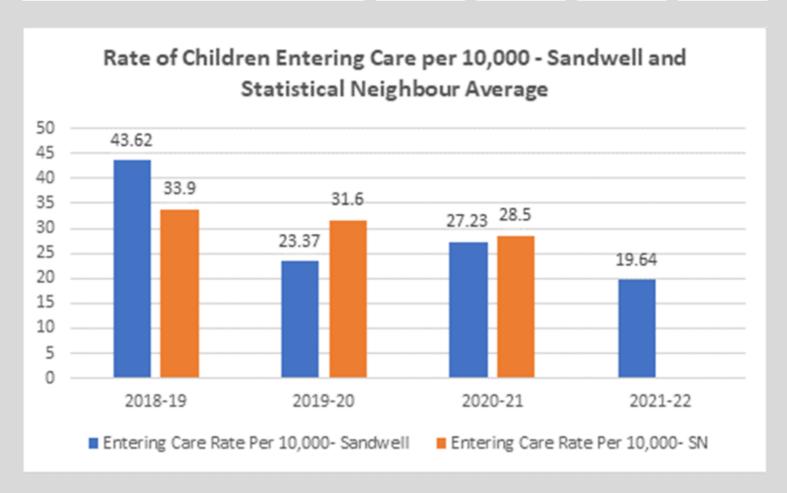
## **Children Entering and Ceasing Care**

Between the 1st April 2018 and 31st March 2022, the number of Children Entering Care was 945 with 856 Children Ceasing Care. These numbers reflect the fact that in the first year of the contract, children on Child Protection Plans reduced while 362 children entered care and 215 children left care.

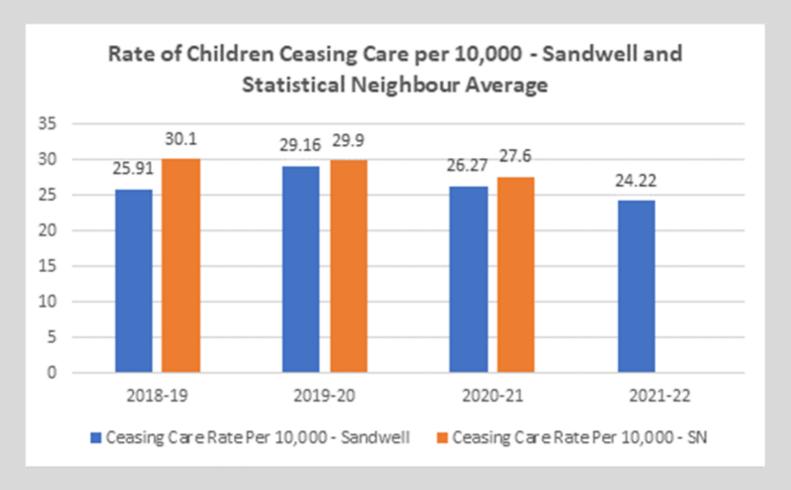
The following three years (between April 2019-March 2022) there were 583 Children Entering Care and 661 Children Ceasing Care which highlights the impact of better management oversight and timely decision making.

Table 8: Summary of Becoming Looked After (BLA) and Ceasing Care by year

	2018-19	2019-20	2020-21	2021-22
BLA by Year	362	194	226	163
Ceasing Care by Year	215	242	218	201



Page 216 22



The tables below compare our number of Children Entering and Ceasing Care against our Statistical Neighbour, West Midlands and England comparator data. Apart from April 2018-March 2019 you can see that the number of Children entering care is below our Statistical Neighbour comparators, this is also the case for Children exiting care apart from year April 2019 - March 2020. This suggests that lower numbers are exiting the Care system than should be. The reasons for this are multi faceted, and a short term project has commenced this year to accelerate children leaving care wherever it is safe to do so.

Table 9: Summary of Becoming Looked After and Rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
BLA by Year	362	194	226	163	N/A	N/A	N/A
Rates per 10,000	43.62	23.37	27.23	19.64	28.5	24	25

Page 217 23

Table 10: Summary of Ceasing Care and Rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
Ceasing Care by Year	215	242	218	201	N/A	N/A	N/A
Rates per 10,000	25.91	29.16	26.27	24.22	27.6	23	21

#### **Demand for Foster Placements for Children in Care (Internal and External)**

The Fostering Service was inspected by Ofsted in August 2021 and assessed as providing a 'Good' Service, with all elements of the inspection individually rated as 'Good'. Improving the service from the previous rating of 'Requires Improvement'. Generally impressed with the service the inspectors judged that children are well matched, with good placement stability and foster carers build positive relationships with children developing a strong sense of belonging which helps children to settle well. Managers have a good focus on care planning and permanency for children, and were judged to be implementing significant changes to drive up standards and ensure that they have a good operational overview of the impact of outcomes for the children, the foster carers and staff.

#### **Recruitment activity**

Recruitment of Foster Carers continues to be a focus of the Trust making use of a range of media and marketing opportunities – see images below. Recent activity has meant that the number of new enquiries has now increased compared to prepandemic figures, with more than 260 new enquiries in 2021/22.

On the 31st March 2022 we had 98 mainstream foster carer households.









#### **Care Leavers**

Service	Mar 2018	Mar 2019	Mar 202	Mar 2021	Mar 2022	Variance Mar 18 - Mar 22
Care Leavers	268	282	324	328	355	87

Table 11: Care Leavers by year

Our Care Leavers service provides a service to children who are 16 or over who are still in care, with the expectation of a steady transition into Care Leavers 18+ service. This cohort has steadily increased over four years from 268 to 355 (an increase of 87 Care Leavers). From April 2018, a change in legislation meant that we have a statutory responsibly to support care leavers until they are 25 years of age which has resulted in a steady increase in the number of young people within this service area. Consequently, caseloads have increased from approximately 18 to 21 young people per worker.

The May 2022 Ofsted inspection observed that Care Leavers are well supported to find good-quality accommodation, that the Trust is focused on ensuring that Care Leavers receive the opportunities they are entitled to and that care leavers that become parents are well supported.

Page 219 25

# iii: The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years

The following section reports on the Trust's performance against the 15 Key Performance Indicators agreed in the terms of the service contract for the period April 2018 – March 2022. It is important, when reading this information, to take into account the wider context of national issues that have impacted on all childrens services in this period.

#### COVID-19

A global pandemic and consequent national lockdown provided unprecedented barriers to delivering a service and keeping the children of Sandwell safe. With support from the Council the Trust moved swiftly to support staff to provide services differently and maintain contact with children and families. New technology and flexible working approaches were rolled out along with practical measures to ensure that staff were kept safe such as provision of PPE and early roll-out of vaccinations, complemented with comprehensive communication arrangements to ensure staff were supported and reassured.

The Ofsted Focused Visit, March 2021, commented how well the Trust responded to the pandemic in a borough where Covid exacerbated considerable deprivation issues. The report stated that "The Trust has managed to ensure that many of the most vulnerable children have been visited in their own homes, and, in partnership with schools, it has continued to identify and support those most in need."

Despite the effective response to the pandemic the situation inevitably impacted on service performance compared to the KPIs, particularly those that relate to direct contact with children and families.

#### **National shortage of Social Workers**

Nationally, children's services continue to struggle with a shortage of Social Workers. The numbers of Social Workers leaving the service (nearly 100 a week in 2021) and the total national vacancy figure are both at a 5 year high. This reflects the impact of the pandemic and the increasing challenges of social work roles.

As with all other services this has inevitably impacted on the Trust through increased 'churn' of Social Workers, greater reliance on agency staff and services competing to recruit from an ever-decreasing pool of qualified Social Workers.

Page 220 **26** 

Whilst the Trust has deployed a range of measures and approaches to mitigate both of these issues. The scale and nature of the issues mean that the actions taken by the Trust cannot fully address their impact and they have consequently impacted on performance against KPIs. The wider context that the Trust has operated in needs to be considered when reading the rest of this section of the contract review.

When the contract was put into place, the Trust and the Council agreed on a suite of 15 Key Performance Indicators. These indicators, which are measured monthly, are outlined below along with agreed targets and tolerances, these have been monitored for the 4-year cycle from April 2018 to March 2022. This was supported by the commitment to undertake 90 case file practice reviews a quarter.

Our overall approach to performance and quality assurance in the four years of operation has been to fully understand our performance in key areas and interrogate the data so that we are aware of our strengths and areas for improvement.



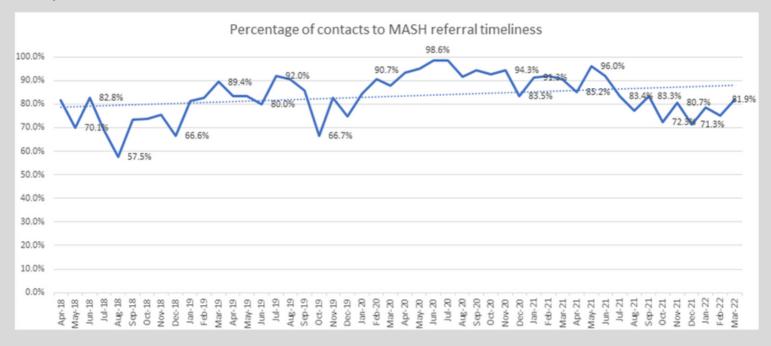
Page 221 27

Ref	Performance Indicator
PI 1	The percentage of contacts accepted as a MASH referral within 24 hours
PI 2	The rate of Children who are the subject of a Child Protection Plan (per 10,000) of our child population
PI 3	The percentage of Initial Child Protection Conferences held within 15 working days of the strategy discussion that agreed S47 enquiries were necessary
PI 4	The percentage of Single Assessments completed within 45 working days
PI 5	The number of children unallocated for longer than 5 working days
PI 6	The percentage of Children subject to a CP Plan visited within 2 weeks
PI 7	The percentage of Children whose Child Protection Plan has been updated within the last six months
PI 8	Of all children subject of a Child Protection Plan, the percentage who have evidence of formal case supervision within the previous 4 weeks
PI 9	The percentage of young people returning from a missing episode who have had a return interview within 72 hours
PI 10	The percentage of Children subject to a Children in Need Plan visited within the previous four weeks
PI 11	The percentage of Looked After Children visited in accordance with statutory requirements
PI 12	The percentage of Looked After Children's Reviews held within statutory timescales
PI 13	The vacancy rate of permanent front line Social Workers
PI 14	Average caseloads across the service
PI 15	Page 222 The percentage of case file audits that are rated Requires Improvement or better 8

PI 1: The percentage of contacts accepted as a MASH referral within 24 hours

Target > 75%
Tolerance > 65%
Failure < 65%

This measure is important as it shows how efficiently our front door is operating and how quickly we are responding to referrals. The contacts that become a MASH referral are the more complex decisions that need to be made, in circumstances that are the least clear. Measuring this data shows how efficiently we are handling our complex referrals.



Over the first 12 months of the contract performance in relation to this measure was quite sporadic, there has been steady improvements in this measure since September 2018, which has been due to increased oversight. As part of the improvement in this area a contact "timestamp" was added to the liquid logic system enabling Management and Leadership to track contact from the starting point to completion, this has enabled a visual overview of timeliness and risk management. This contract measure has enabled us to assess the risk and the success rate of the front door.

Between April 2018 and March 2022, the average performance for this measure is at 83.3% which is above target position with low and high points during the contract at 57.5% and 98.6% over the four years.

Page 223 29

PI 2: The rate of Children who are the subject of a Child Protection Plan (per 10,000) of our child population

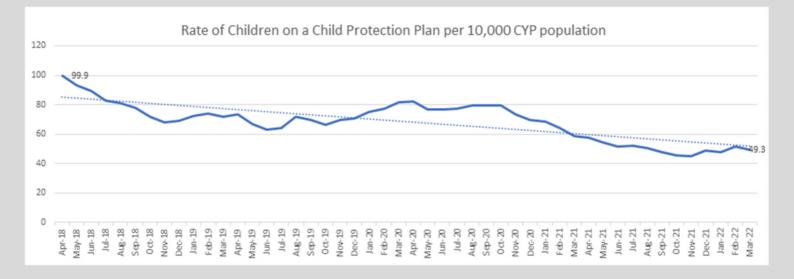
#### **Target < 65 Children per 10,000**

#### **Tolerance < 80 children per 10,000**

#### Failure > children per 10,000

This measure gives us a sense of our demand, how we are handling this demand and how we are applying our thresholds in relation to Child Protection. Our Statistical Neighbour average is 56.6 and the England average is 41.4 (measured at the end of the financial year 2020-21, please note the rates for SN have decreased from 60 per 10,000 in 2017-18 and also England from 46.5). In the coming months, these comparator averages will be updated with 2021-22 information

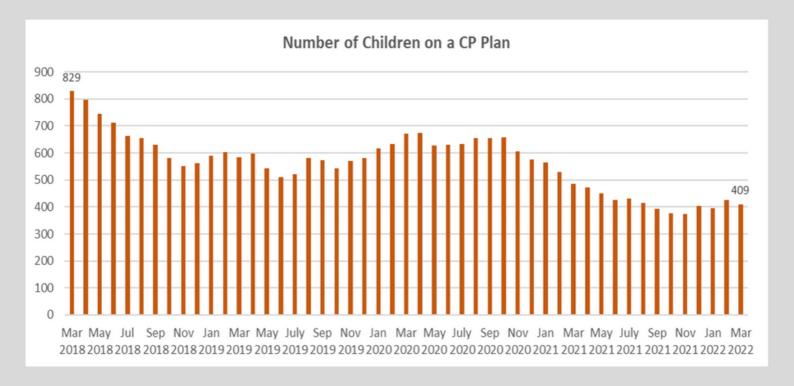
This measure has reduced over the 4 contractual years from 99.93 children per 10,000 of our population (798 children in total) to 49.3 (409 Children on a Child Protection Plan).



Since April 2018 there has been a reduction of 419 children on a Child Protection plan, which is a direct result of the work we have undertaken to ensure children's plans are being progressed swiftly most of those Children either stepped down to Child in Need or Targeted services, with just 17% of Children stepping up to CIC status following CP intervention.

Since February 2021 this measure has been consistently below target (better) and tolerance.

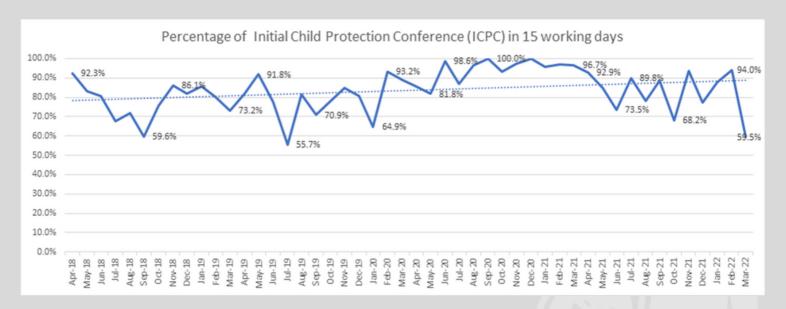
Page 224 30



PI 3: The percentage of Initial Child Protection Conferences held within 15 working days of the strategy discussion that agreed S47 enquiries were necessary.

Target > 80%
Tolerance > 65%
Failure < 65%

This measure shows how efficiently we are completing S47 enquiries and organising Initial Child Protection Conferences. It gives us a sense of how we are managing demand in this area and how quickly we can bring together a group of professionals to make decisions for children who are potentially at risk of significant harm.



Page 225

Performance to Initial Child Protection Conferences fluctuated over the 4-year period between 55.7% and 100%. Number of factors relating to deficits in a number of months were due to Social Worker Availability, late notification following S47 enquiry and parent's availability during Covid 19 pandemic.

Although performance has fluctuated over the 4 years the average performance for timeliness of ICPC within 15 working days is at 83.5% which is above the target set and compares well with 2020-21 DfE published information for;

- Statistical Neighbours 80.5%
- England Average 83%
- West Midlands Average 81.5%

#### PI 4: The percentage of Single Assessments completed within 45 working days

Target > 85%
Tolerance > 75%
Failure < 75%

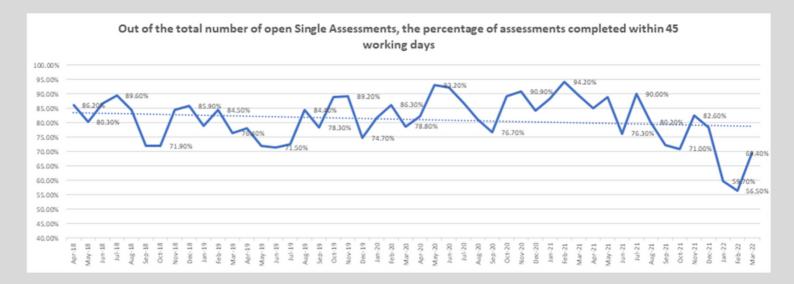
Upon the receipt of a referral to our service, an assessment of children's needs is undertaken by a Social Worker via a Single Assessment. Whenever we identify the need for longer term intervention in a family's life, we undertake 'review' assessments to determine the efficacy of these interventions and evidence changes in children and families lives. Similarly, we undertake assessment of children's needs when they are in our care, to ensure that we are doing all we can to meet their needs.

In line with our improvements in January 2019, the service began to review and update assessments for Children open to Child in Need, Child Protection and Children in Care Plans more formally and at regular intervals ensuring;

- Every Child in Care is visited at least every six weeks
- An updated assessment is undertaken prior to a child's review to inform the Child's focused plan
- The needs of Child and Family are met

As formally updating a child's assessment had not been routine up to January 2019, this now takes place within service areas to improve decision making and practice, as of end March 2022, 90% of our children and young people open to us had a 'review' assessment in the last 12 months.

Page 226 32



The introduction of review assessments in January 2019 impacted on the performance of this measure overall, with a higher number of review assessments taking longer to complete, in comparison to new assessments coming through the front door. The overall performance in relation to Single Assessments over the four-year period is on average of 81.2% which is slightly below our comparators as of March 2021 (SN – 88.2%, England Average 87.6% West Midlands Average 86.4%), new assessments over this period at 85% and review assessments at 74% (since January 2019).

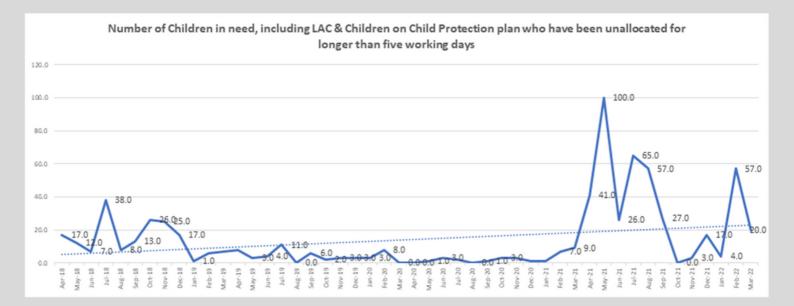
Performance was at the highest position in February 2021 (94.2%) and lowest in January 2022 (56.5%)

PI 5: The number of children unallocated for longer than 5 working days

Target < 10
Tolerance < 30
Failure > 30

This measure helps to demonstrate how well we have oversight on every child's situation, and how well we are handling throughput at the Front Door and other transfer points. Poor performance in this area would mean children do not have a social worker for lengthy periods of time, which could be a dangerous situation. There are circumstances where having children unallocated for a short period of time is reasonable, the Trust recognises that this should be kept to a minimum.

Page 227 33



Over the four-year period an average of 16 children were unallocated for longer than five days, this has increased over the last 12 months to an average of 35 per month. Unallocated children are usually attributed to cases awaiting allocation by Localities from the Front Door and work unallocated due to workers who have left the service. Daily reporting on this measure has enabled the trust to have robust oversight of this measure, which the Heads of Service and Service Managers review daily to resolve issues with team managers.

Staffing issues have impacted on this measure over the past 12 months. The Trust applied the following actions to safely manage any period where there was a delay in allocation.

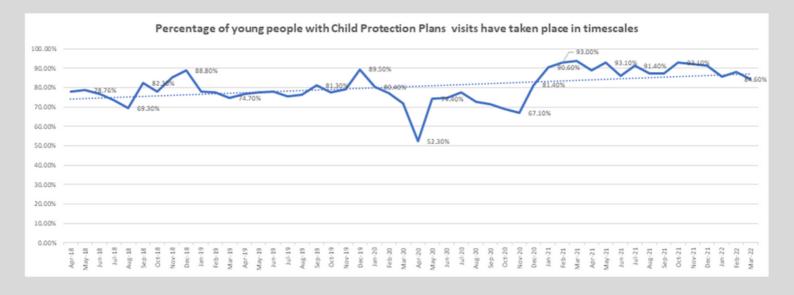
- We took a risk-based approach to manage children on an individual basis prior to allocation
- Management oversight from the Heads of service, Service managers and Team managers on a daily basis
- Individual children were subject to risk assessments and appropriate level of management oversight, including Director level
- Individual children were allocated on a priority basis in accordance with their assessed levels of needs/risk
- Daily updates were distributed to Senior leaders to ensure robust oversight of this measure
- A detailed analysis of assessments was maintained to ensure assessments were signed off and progressed to help reduce workloads
- Driving our recruitment and retention strategy to help maintain a stabilised workforce

Page 228 34

PI 6: The percentage of Children subject to a CP Plan visited within 2 weeks

Target > 80%
Tolerance > 70%
Failure < 70%

This measure provides part of our understanding of how well we are interacting with children and families under Child Protection. The frequency of visiting children under these circumstances is locally defined, and in Sandwell we expect social workers to visit children subject of a Child Protection Plan at least every 4 weeks (this measure moved from monitoring every 2 weeks in September 2021). Alongside this measure, it is important to understand the quality of these interventions through practice reviews, management oversight and supervision. Good performance in this area contributes to demonstrating purposeful intervention and safeguarding.



Performance to Child Protection Visits between the period of April 2018 and March 2022 has ranged from 52.3% in April 2020 (coinciding with Covid 19 pandemic) to a high point of 93.1% in May 2022.

Although performance dipped at specific points over the 4 years the average performance for timeliness of visiting Children on Child Protection Plans is at 80.1% which is in line with the target set. Dips in performance in this area has been as a direct result of a delay in recording on our case management system by specific teams and poorer performance in a few teams, caseloads pressures and vacancy rates which have also contributed to the dip in performance.

Page 229 **35** 

## PI 7: The percentage of Children whose Child Protection Plan has been updated within the last six months



This indicator shows how often we are reviewing children's plans and our interventions with families. Good performance in this area would show we are ensuring our interventions are having the desired impact and that we are progressing plans for both Children and Families and reducing delays in the system.



Performance has improved over the last 4 months following a three-year period within contract tolerance. The service expects the locality teams to update Child Protection Plans following core groups at 8 weekly intervals, a number of measures have been implemented to improve performance in this area including:

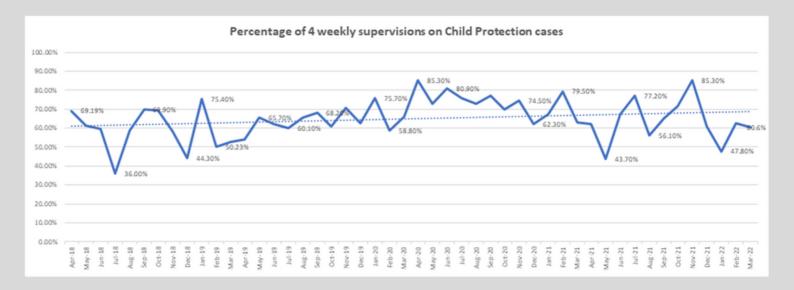
- Increased monitoring by Operations Managers and the use of team admin days to achieve better recording across the service
- Focus on daily performance dashboards by Team Managers to inform forward planning and to ensure plans which are due to be updated are robustly monitored across the service and to identify plans to be updated at earlier points in time
- Team managers are encouraged to utilise performance intelligence to ensure that any plans over 150 days are updated as a priority
- Outline plan is updated immediately following ICPC outcome if the child is going onto a CP Plan

Over the course of the four-year contract period performance has ranged between 85% in Januap/201230 100% in March 2022. With an average of 91.3% which is within tolerance for this measure over the period.

PI 8: Of all children subject of a Child Protection Plan, the percentage who have evidence of formal case supervision within the previous 4 weeks



This measure helps to demonstrate formal management oversight for this cohort of children. Good performance in this area shows that Team Managers are regularly considering progress in these cases and providing social workers the opportunity for reflection on a case by case basis, ensuring robust decision making and reducing drift for children and families.



Performance across this measure has been the most variable of all the 15 KPIs, this is due to a number of contributing factors including recording of supervision on the internal Liquid Logic system, turnover of social workers, inconsistency of practice across Social Work teams and staffing issues over the contract period.

Low points throughout the contract were in July 2018, December 2018, May 2021 and January 2022 (lowest 36% in July 2018). We have seen some improved performance notably in May 2020, July 2020 and November 2021 (highest position 85.3%). As an average the performance is 65% over the 4 years, which is in line with our target of 65%.

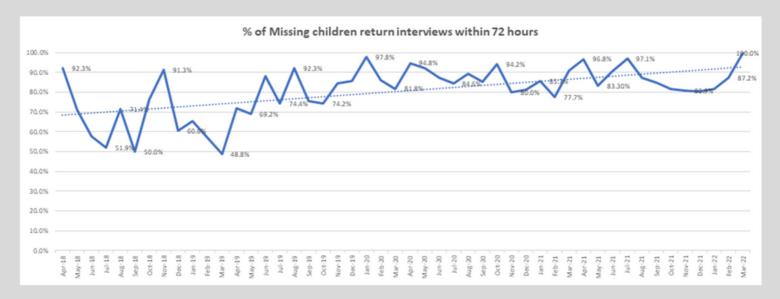
Consistency of practice remains a priority to ensure efficient and timely improvements. Our new practice standards should help with this, in particular the introduction of management oversight at key points of the child's journey.

Page 231 37

PI 9: The percentage of young people returning from a missing episode who have had a return interview within 72 hours



This measure helps to understand how well we are responding to children at risk of exploitation after they return from being missing. Good performance would mean we are gathering information / intelligence from children at the earliest opportunity that would help us to safeguard them better in the future and build more accurate intelligence.



Whilst information shows a variable picture for the first 18 months of the contract, performance in this measure has significantly improved with the introduction of our internal Horizons team in October 2019 which undertake their own return interviews (this was previous outsourced).

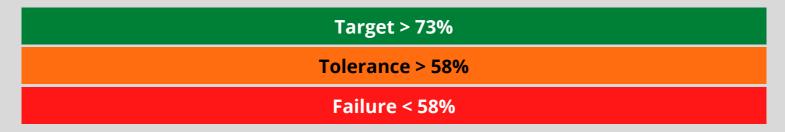
Performance between April 2018 and September 2019 was an average of 70.3% in timescale, since October 2019 performance has improved to an average of 86.9% up to March 2022. Overall performance is this KPI has been 80.7% above target of 70%.

The main reasons for return interviews going out of timescale were due to the following:

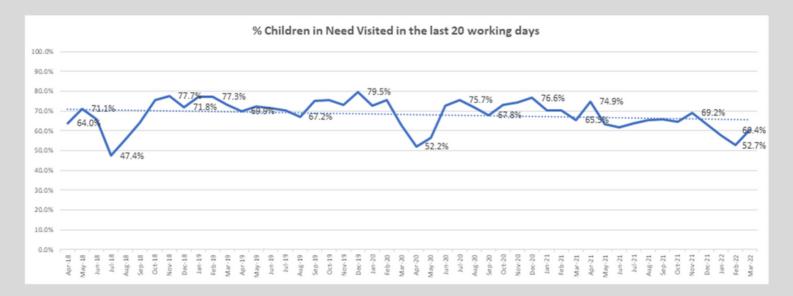
- Late notification from Police
- Difficulty contacting Child/Young Person or placement
- Repeat missing episode

Page 232 **38** 

PI 10: The percentage of Children subject to a Children in Need Plan visited within the previous four weeks



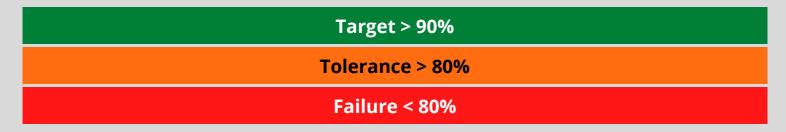
This measure provides part of our understanding of how well we are interacting with children and families under Child in Need. The frequency of visiting children under these circumstances is locally defined, in Sandwell we expect social workers to visit children subject of a Child in Need Plan at least every 4 weeks. Alongside this measure, it is important to understand the quality of these interventions through practice reviews, supervision and management oversight. Good performance in this area contributes to demonstrating purposeful intervention, and prevention of the need for safeguarding.



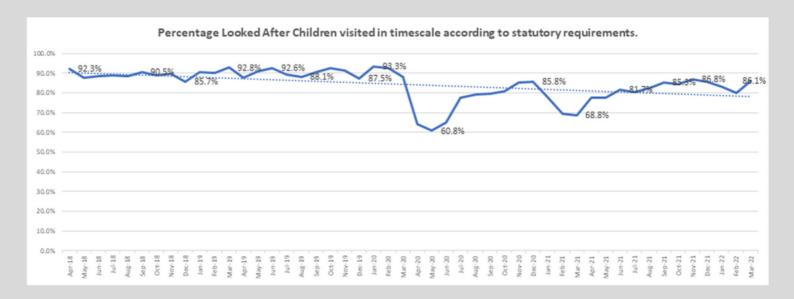
• Performance in relation to Child in Need visits in last 20 working days has been between 47.4% to 79.5% over the last 4 years, the average performance is at 68.3% overall, performance has remained in tolerance for the majority of the contract period. This area of work is a priority for the Trust, as with all our key areas of performance, we hold individual Team Managers and Operations Managers to account in two weekly performance boards, Children's Management Team and Practice Improvement Board.

Page 233

## PI 11: The percentage of Looked After Children visited in accordance with statutory requirements



This measure provides part of our understanding of how well we are interacting with our Looked After Children. The frequency of visiting children under these circumstances is defined by statute. It is important to understand the quality of these interventions through auditing and management oversight. Good performance helps to show we have established relationships with our Looked After Children, know their needs and that we meet their needs.



Performance over the contract period has been strong, apart from 12 months between April 2020 and May 2021 during Covid 19 pandemic, with the lowest point in May 2020 at 60.6% (please note these figures exclude virtual visiting), highest position in January 2020 at 93.3%.

The Children in Care cohort sit between two service areas with 70% of CIC in our CIC service and 30% within our locality service areas. Performance in relation to visiting our Children in Care according to statutory timescales varies across both service areas with:

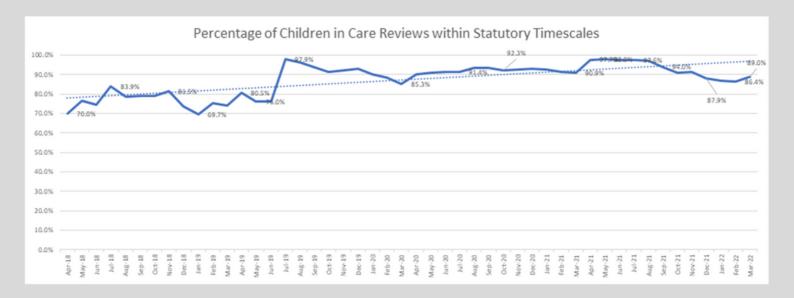
- Children in Care service at 89% over the period
- Care Management/Localities at 76%

Performance is higher within our Children in Care service primarily due to a stable workforce and strong performance oversight in their service area. Average performance between April 2018 and March 2022 is at 84.3% overall.

PI 12: The percentage of Looked After Children's Reviews held within statutory timescales



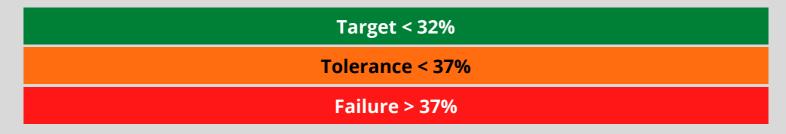
This measure shows the timeliness of Looked After Children reviews which contributes to our understanding of how well we monitor the progress of Looked After Children's plans and ensure that we are doing what we say we will. Good performance in this area will show that we independently review children's plans on a regular basis and ensure plans are progressing for our Children in Care at least every 6 months.



Average performance across the 4 years is at 87.4% and been sustained above target since July 2019. There were fluctuations in the first year of the contract April 2018-June 2019, this was due to a dependency on Social Workers to finalise any open Care Plans before IRO's can record their LAC Reviews on the LCS system along with premeeting reports being completed by IROs. The issue was resolved in July 2019 and performance has been sustained above 85% since then (Performance is dependent upon the review meeting being recorded on the LCS system.)

Page 235 41

PI 13: The vacancy rate of permanent front line Social Workers



This measure helps us to determine the stability of our case holding workforce. Whilst agency social workers are essential for an organisation to quickly meet fluctuations in demand, a stable, permanent workforce is also critical for long term improvements and stability for the Children and Families we support.



As can be seen there has been quite a fluctuation in this measure over the course of the contract, there has been a number of national issues in relation to recruitment and retention of permanent social workers over the last 12 months and impacting significantly on this measure. Our lowest permanent vacancy rate was in March 2019 at 28.8% and current highest position was in March 2022 at 39.6%, with an average vacancy rate of 34.5%.

Several measures have been put into place to improve permanent Social Worker recruitment and retention:

- The realignment of the operation directorate has been well received by our agency provider and we are in the process of developing Social Worker vacancy adverts that will help promote the change to a locality model
- Programme is underway to convert agency staff to permanent
- Workforce strategy has been updated and launched for 2022-2025 which retains the "12 reasons to work for Sandwell Children's Trust" as a foundation of our recruitment and retention strategy

Page 236 42

- There has been a review of HR training programme for managers to be able to provide better employee support and retain our staff
- November 2021 concluded with our new 34 Newly Qualified Social Workers which support our grow your own philosophy and internal promotion/progression. A cohort of 36 are joining the programme this year (November 2022)
- Manage sickness absence consistently in line with procedures
- Maintain high level of support to Newly Qualified Social Workers
- We have increased our social media campaign and continue to review exit interviews

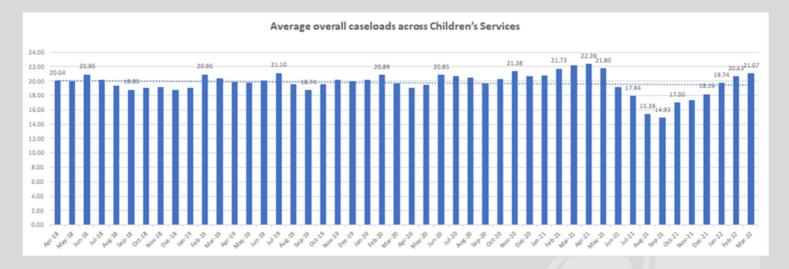
As of 31st March 2022, there are 158.83 Social Workers (122.53 permanent workers and 35.8 agency workers). The permanent social workers are broken down as follows:

- 37 Newly Qualified Social Workers
- 85.53 Social Workers

#### PI 14: Average caseloads across the service

Target < 18.5
Tolerance < 23
Failure > 23

This measure helps us to understand the changing demand within our organisation so that we can target our recruitment and retention activities, adjust our establishment, and ensure our case holding Social Workers have the right number of Children to drive improvements of the lives and of our Children and Families we support.



Page 237 43

Our 4-year average on this measure 19.8 Children's cases per worker, this has fluctuated between 14.93 in September 2021 and 22.39 in April 2022, the fluctuation in caseloads over the four years has related to a number of factors which include:

- Number of Open Children to Children Social Care at point of reporting
- Number of Social Workers in post case holding (excluding qualified Social Workers in the Multi Agency Safeguarding Hub, Advanced Practitioners, Intervention Services who do not hold Children's Cases)
- Personal Advisor workers staffing levels in Care Leavers service
- Number of workers on Long Term sickness and Maternity Leave.
- Number of ASYEs in post with capped caseloads during their first year of employment

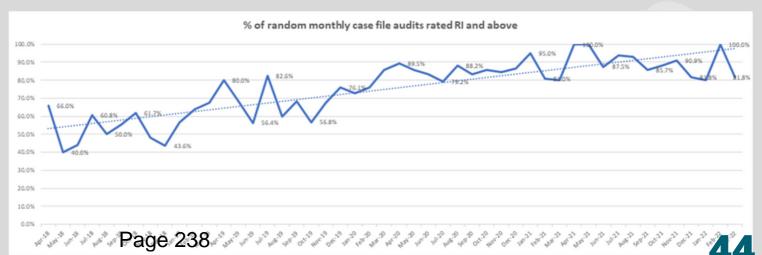
The average over the 4 years (19.8 cases per worker) is slightly above comparator information based on September 2021 workforce information from DfE

- Statistical Neighbour Average 16.6 per worker
- England Average 16.3 per worker

## PI 15: The percentage of case file audits that are rated Requires Improvement or better

Target < 55%
Tolerance > 40%
Failure < 40%

This is a very important indicator as it shows the progress of practice improvement across audited case files. Good performance is an indication that our assessments, plans, oversight and interventions with children and families are improving. This measure also demonstrates that we know ourselves well in relation to our journey of improvement



There is a marked improvement in this measure throughout the contract at an average of 63% between April 2018 and March 2020 improving to 87% during period of April 2020 to March 2022, we have seen during the contract a substantive improvement in practice which can be evidenced in the OFSTED report published on 5th July 2022. Over the course of the contract the average case files rated Requires Improvement (RI) and above is 74.9%, which is near 20% above target.

#### **Quality**

Over the last few years the Quality Assurance (QA) framework has continually developed to strengthen our practice through learning identified from the variety of QA activities. Our approach recognises the need to have a range of QA activities aimed to measure and evaluate the quality of services delivered to children and families. The framework enables us to capture feedback from children, families and our staff which shapes and validates our practice and service delivery. Our practice and thematic reviews, dip sampling, external reviews enable the Trust to evaluate practice and identify areas that require further strengthening.

Through a robust closing the loop process and feedback mechanisms, the findings from all the QA activities are shared with all relevant practitioners, managers and executive management team to ensure actions are taken at both individual child but also at a more strategic level, if required.

This targeted approach not only assists managers to support individual practitioners to address any gaps in practice, but also provides evidence and informs further systems changes at a more strategic level.

	2018-19	2019-20	2020-21	2021-22
Number of Audits Completed	557	527	383	309
Number Inadequate	242	160	63	43
Number Requires Improvement	273	318	294	242
Number Good	62	49	26	24
Number Outstanding	0	0	0	0
% Requires improvement	60.1%	69.6%	83.6%	86.1%

Most of the indicators show that we are either meeting our targets or are within the agreed tolerance, and we have seen improvements over the last four years. However, in recent months the scale and pace has been impacted by the national workforce issues that we have faced.

Alongside understanding our performance better, our approach during the four years of the contract has been to establish a culture of hold managers and social workers to account through performance boards, performance surgeries, senior management meetings including Children's Management Team and the Practice Improvement Board. This approach has been successful for most teams and we have seen marked improvements. However, there are a minority of teams / practitioners where performance has not improved, we continue to manage the situation by providing targeted support and intervention for the underperforming teams and workers

We have streamlined our performance reporting to ensure Team Managers and Senior Management have the right performance information to drive improvements and so they are not overwhelmed with the volume of information they receive. Examples of this include daily locality dashboards which include key performance for each locality drilled down to a team level in one single report.

At the end of the first four years we know ourselves well, we recognise our challenges and we are determined to tackle 'head on' our areas of deficits within the service. This is the only way to achieve the improvements necessary, our 12-month action plan following our ILACS inspection in May 2022 will drive improvements further in 'weaker areas' and will contribute to sustaining our performance and practice in areas we have improved and sustained over the contract period.

# iv: The Trust's proposals for the future operation and performance of the Services

The Trust is on an upward trajectory and the leadership team has a clear focus on what is required to continue improvement. With an over-arching Transformation Programme, based on the Trust's 6 Priorities: People; Practice; Partnerships; Prevention; Meeting Need and Measuring Progress; and Striving for Excellence. The Transformation Programme is gaining traction and driving key activities which include:

- Service redesigns for:
  - Front Door and MASH
  - Intervention Services
  - o Children Set Responsibilities Team

- Continued development of Locality model with partners
- Continued embedding of the Early Help Strategy
- Embedding Permanency Strategy internally and with partners
- Implementation of the Workforce Development Strategy with an emphasis on recruitment and retention
- Roll-out of Sufficiency Needs Strategy and Plan
- Practice improvement governed through the Practice Improvement Board
- Implementation of the Liquidlogic Portal to transform communication and information exchange with young people, parents/carers and partners

The added rigour and accountability brought by the Transformation Programme will ensure that there are clear action plans, resource availability and focused activity to ensure that projects are delivered effectively and to plan.

Successful delivery of these activities in collaboration with partners will address the areas to improve identified in the OFSTED report, appropriately focus activity on prevention to minimise the number of children taken into care, address consistency of practice and availability of suitable placements when required.

#### **Revised Performance Measures**

The Trust and Council are currently discussing revised performance measures, and will agree a set of KPIs that will come into effect from April 2023.

Page 241 47

# V: Whether the Trust has achieved the standard 'Good' as set out in the OFSTED guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection

During the Covid 19 pandemic Ofsted suspended ILAC inspections, resuming in late 2021.

Sandwell Children's Trust was subject to an ILAC inspection between the 9 – 20 May 2022. The subsequent report graded the Trust as follows:

Judgment	Grade	
The impact of leaders on social work practice with children and families	Requires improvement to be good	
The experiences and progress of children who need help and protection	Requires improvement to be good	
The experiences and progress of children in care and care leavers	Requires improvement to be good	
Overall effectiveness	Requires improvement to be good	

The report highlights the progress that has been made and lifts the service out of 'inadequacy' for the first time in 10 years despite the challenges of a 'legacy of inadequate practice, high staff and manager turnover, and the pandemic'. This marks a significant achievement for the Trust in spite of the additional difficulties created by the national shortage in Social Workers and an international pandemic with full lockdown. The verbal feedback and written report highlight that we have improved across all areas, as reflected in the consistent 'Requires Improvement' gradings.

Inspectors acknowledged that senior managers have clear visibility of the issues that need to be addressed with mitigating actions being implemented. The Trust believes that this assessment provides the platform for continued improvement, at a more accelerated rate.

Page 242 48



As with many organisations the Trust focused on delivering effective services during the extended pandemic lockdown periods. This significantly impacted on its opportunities and capacity to progress improvement activity. Taking this into consideration as well as the improvement trajectory evidenced by the ILAC inspection the Trust recommends that the requirement to achieve the standard 'Good' as set out in the OFSTED guidance is deferred to the next ILACS inspection.

# vi: Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims)

Following its inception in 2018 the Sandwell Children's Trust has continued its steady improvement and has laid the foundations for its progression to Good and beyond. Strong governance processes underpin an effective and visible leadership across the Trust, from the Chief Executive, Directors and the wider leadership team which has enabled the Trust to free itself from historic inadequacy.

During an assurance visit in March 2021 OFSTED acknowledged that the Trust had managed well throughout the pandemic which demonstrated that the Trust was on an upwards trajectory. OFSTED also rated the Fostering Service as good in August 2021 which was another indicator of positive progress being made by the Trust.

Page 243 49

Initially focusing inwardly, the Trust addressed key organisational features widely regarded as requirements to support good quality practice and effective service delivery. OFSTED reported, following the ILACS inspection in May 2022, that services for vulnerable children and families had improved since the inspection that took place in November 2017.

#### **OFSTED Inspection May 2022**

"Services for vulnerable children and families in Sandwell have improved since the last inspection in November 2017, when they were judged to be inadequate. Since April 2018, children's services have been delivered by Sandwell Children's Trust on behalf of the local authority. New strategic leadership, which includes the chief executive of the Trust, has increased the pace and trajectory of improvement over the last year. Stronger strategic leadership has led to improvements in much of the service, through changes such as the move to a locality model, implementation of an early help strategy, a social work career pathway and high-quality specialist services. Many of children's needs are well met by social workers who collaborate effectively with partners in other services."

#### Workforce stability and engagement

Shortages in the number of Social Workers remains a national issue. However, the Trust continues to develop its approach to recruitment and retention, capitalising on its unique selling points as an employer and the recent OFSTED inspection outcome.

Engagement of staff has been a key focal point, ensuring that staff feel valued and listened to by the organisation and senior leaders. OFSTED made reference to the workforce challenges following the May 2022 ILACS Inspection.

#### **OFSTED Inspection May 2022**

"Leaders are realistic about the challenges of developing a sustainable workforce. There have been challenges to existing workforce retention, in particular the loss of agency social workers, which has resulted in a period when allocation to a social worker was delayed for some children. A comprehensive workforce plan has been implemented, which includes recent investment to create additional teams to support social work capacity in response to high staff turnover, a comprehensive staff learning and development offer, and investment in career pathways to support staff recruitment and retention."

#### Leadership

Children's services are challenging environments where staff need to trust and feel inspired by their leaders. The Trust Leadership team models expected behaviour and sets clear expectations for staff. Accountability has been improved and processes continually improved so that decisions are informed and taken more quickly. Reflective practice has been encouraged and challenge is provided in a constructive and structured manner.

The Trust leadership team has proactively sought feedback from a variety of sources and ensured they were seen to act in response, engendering trust among their staff and partner agencies. They have taken time to build and maintain relationships with staff and partners, encouraging them to understand the benefits of a collaborative approach. OFSTED recognised this in the May 2022 Inspection Report.

#### **OFSTED Inspection May 2022**

"Services are improving and there are no longer widespread and serious weaknesses in Sandwell. Leaders have achieved a significant change in the culture and impact of leadership across both the Trust and the council, which is improving services for vulnerable children and families. Leaders have faced considerable challenges in implementing this, as a result of the legacy of inadequate practice, high staff and manager turnover, and the pandemic. While there is tangible progress, leaders are realistic about the scale of improvement still needed as a consequence of past systemic failures. Over the last year, a new chief executive at the Trust has brought energy and vision to develop a strategic pathway for service improvement. A whole-system change programme is now being implemented through a clear and comprehensive programme of improvement based on six clear priorities."

#### **Organisational culture**

The Trust has and continues to develop its culture to support continuous learning and service improvement enabling a focus on practice and positive outcomes for children, young people and families.

Fundamental to this change in culture has been the collective development and embedding of the 'Trust's Purpose, Ethos and Standards'. The document clearly articulates the Trust's approach and expectations but more importantly all of the Trusts actions, decisions and relationships are underpinned by a collective understanding about 2005 per port.

#### **Equality, Diversity & Inclusion**

It is an enormous strength of Sandwell Children's Trust that we have a diverse workforce and we serve a diverse community in the Borough. But this also brings a responsibility to ensure that everyone who works with us can bring their whole selves to work and can be sure of a supportive and inclusive workplace – and to do our best for the children and families we serve, we need a deep understanding of the various communities and cultures within Sandwell.

The Chief Executive has taken a personal interest in developing the Trust's approach to EDI, leading a task and finish work group to develop an EDI Strategy, an accelerated Action Plan, mandatory training for managers and ensuring that there is an effective dialogue with all staff through Forums and EDI representatives as well as the staff survey.



#### **OFSTED Inspection May 2022**

"Staff in Sandwell are positive about the visibility of senior leaders. Social workers feel well informed about the considerable changes and developments within the Trust. They value being consulted and many feel committed to Sandwell Children's Trust in the long term. Social workers enjoy working for the Trust and feel it is a friendly and supportive environment. Most workers feel valued and well supported. Social workers are able to access a range of training to support their professional development. Social workers value group reflective discussions and reflective supervision."

#### Inter-agency working

The Trust understands the link between strong multi-agency working and providing an effective service. Consequently, it has worked to improve relationships with partners, achieve strategic buy-in and improve information sharing arrangements as well as improve use of shared assessment tools with longer term ambitions around developing its locality model with partners.







The recent roll-out of partnership wide Early Help Strategy (and action Plan) and Permanency Strategy demonstrates how the Trust has taken lead roles to foster effective relationships to deliver initiatives for families in Sandwell.

The Front Door has been assessed to work well but more can be done to improve the way the Trust and partner agencies collaborate to improve the effectiveness of the service and reduce the number of referrals. Establishing a focus on earlier work with families delivered by the right partner. This is an immediate priority for the Trust.

Specific reference was made by OFSTED in the May 2022 report regarding the work of the Strengthening Families practitioners and how their work has led to timely preventative support.

#### **OFSTED Inspection May 2022**

"Children benefit from effective early help. This has been further strengthened through co-location with partners, including housing, adult social care and teams which include a Department for Work and Pensions (DWP) worker and a domestic abuse advocate. Early help assessments and child-focused plans are detailed and thorough when completed by strengthening families practitioners, resulting in timely preventative support. For many children and families, this focused help and support prevents the need for the involvement of statutory services."

Page 247 53

#### **Effective systems**

The Trust understands that Social Workers need to be supported by effective systems enabling them to maximise opportunities for direct work with families. It is continually monitoring and developing the use of the case management system to support Social Workers and similarly adapting the roles of Social Care Assistants and Business Support.

Back office functions have been developed and improved ensuring that Finance and Human Resources services are delivered to meet overall business requirements. Demonstrated by the development of a Medium-Term Finance Plan that operates within available resources, underpinned by effective financial management support to budget holders.

The availability of accurate performance information has been a focus to ensure that managers are able to identify those teams that are performing well and those who required additional support. Also enabling managers to identify those children who are most vulnerable and require more immediate needs.

In the May 22 OFSTED report reference was made to improvements in the way in which the Trust uses performance information to inform plans to improve services for vulnerable children.

#### **OFSTED Inspection May 2022**

"Use of performance information has improved, with leaders now able to use a range of data, including performance, quality assurance and complaints information, which informs plans to improve services for vulnerable children. This is strengthened by the value placed on the voice and experiences of children, young people and families who use services, who are now beginning to be involved in the quality assurance process."

#### **Continuous Improvement - The Trust's Transformation Programme**

The Trust has a focus on continuous improvement. The development of a Transformation Programme based on the Trust's 6 priorities is gaining traction with Priority Leads in place, ambitions for each priority articulated and initial priority action plans developed which are in the implementation stage. During the May 2022 OFSTED inspection it was recognised that a whole system change programme was being implementation was based on six clear priorities.

#### **OFSTED Inspection May 2022**

"Over the last year, a new chief executive at the Trust has brought energy and vision to develop a strategic pathway for service improvement. A whole-system change programme is now being implemented through a clear and comprehensive programme of improvement based on six clear priorities."

# vii: Such other matters that the Parties may agree from time to time

There are no other matters.

## Conclusion

Since 2018, the Trust has delivered its commitments as detailed within the Service Delivery Contract. In addition to this, the Trust has outlined a clear direction of travel underpinned by a robust programme of activity which will continue to improve the services provided to the most vulnerable children, young people and families in Sandwell.

Staff and leadership across the Sandwell partnership recognise the progress that has been made since 2018, and the headline feedback from the OFSTED inspection that took place in May 2022 states that 'Services are improving and there are no longer widespread and serious weaknesses in Sandwell'.

This feedback endorses the view that a break in contract at this time would not be in the best interests of the Trust and the Council, and most importantly the children and families that we support.

The Trust welcomes the opportunity to have further discussions with the Council with regard to the scope of services and opportunities to support our continued improvement journey.

Page 249 55





# Contract Review

April 2018 - March 2022





## **Contents**

2	EO	rΔ\	NO	rd
<b>3</b>	$\Gamma \cup \Gamma$		VV	ΙU

- 5 Contract Review Process
- **6** Creation of the Trust
- 8 Children and Young People Receiving Support from Sandwell Children's Trust

#### **Contract Review Elements**

- **9** The Trust's performance against budgets in the first four (4) Contract Years
- 11 Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years
- The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years
- The Trust's proposals for the future operation and performance of the Services
- Whether the Trust has achieved the standard 'Good' as set out in the Ofsted guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection
- Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims)
- 55 Such other matters that the Parties may agree from time to time

### 55 Conclusion

## **Foreword**

Sandwell Children's Trust was created in 2018 with the clear purpose to improve the lives of children and young people. This is an ambition that continues to be shared by the Sandwell partnership, in particular our strategic partners Sandwell Council with whom the Trust has a contract to deliver social care services to children, young people and families.

The last four years have been both challenging and rewarding, staff and leaders have worked hard to deliver widescale improvements in all areas of the Trust against the backdrop of the COVID-19 pandemic and national pressures affecting the social work sector.

regulators have recognised Our progress that we have made; our 2022 ILACS Inspection judged the Trust overall to be requires improvement to be good, OFSTED also rated our Fostering Service as good and HMI Probation rated our Youth Justice Service as good. This represents significant progress after years inadequacy and has created foundation on which we can continue to strengthen and improve the service we provide to the most vulnerable people in our community.



We have embarked on a comprehensive and aspirational transformation programme that will underpin the next phase of our improvement, and with our staff have co-developed a clear ethos that sets out how we are going to realise this ambition. As OFSTED have told us, we know ourselves well and will be relentless in pursuing the very best outcomes for our children and families.

Page 253

## Foreword continued

In addition to our regulators, The Department for Education (DfE) have also acknowledged our progress and have confirmed that Sandwell's Children's Services will now enter a period of transition from intervention whilst maintaining the Statutory Direction at this time. We welcome this news as an endorsement of our progress and a testimony to the resilience and commitment of the Sandwell family.

This contract review document sets out the steps we have taken to deliver these improvements as well as the Trust's performance against a series of key performance indicators. It is a necessarily detailed document which should be considered alongside the performance data that forms the appendices.

We would like to thank staff, leaders and partners from across Sandwell for their contribution to the progress that has been made since Sandwell Children's Trust was created in 2018, and look forward to working together to further improve our services.



Rt Hon Jacqui Smith



Emma Taylor
Chief Executive

## **Contract Review Process**

The requirements of the Contract Review are outlined in Schedule 3 – Annual Review/Contract Review, of the Service Delivery Contract and are summarised below.

Beginning in April 2022, during the Initial Contract Review Period, Sandwell Children's Trust (the Trust) and Sandwell Metropolitan Borough Council (the Council) shall:

- Review the operation and performance of the Trust
- Submit an agreed draft written report summarising the conclusions of the Contract Review (the "Draft Contract Review Report")

#### The review will consider:

- 1. The Trust's performance against budgets in the first four (4) Contract Years;
- 2. Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years;
- 3. The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years;
- 4. The Trust's proposals for the future operation and performance of the Services;
- 5. Whether the Trust has achieved the standard 'Good' as set out in the Ofsted guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection;
- 6. Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims); and
- 7. Such other matters that the Parties may agree from time to time.

Following consideration and revision of the Draft Contract Review Report at Operational Partnership Board (OPB), The Strategic Partnership Board (SPB) will meet as the SPB Contract Review Meeting to agree the Final Contract Review Report. The contract requires that a Senior Civil Servant (or their nominee) be invited to attend the SPB Contract Review Meeting.

Within five (5) Working Days of the SPB Contract Review Meeting, the Trust and the Council shall:

- (a) amend the Revised Draft Contract Review Report to incorporate the changes agreed at the SPB Contract Review Meeting (such revised report being the "Final Contract Review Report"); and
- (b) submit to the Secretary of State the Final Contract Review Report which shall either contage 255

- (i) where the Strategic Partnership Board has agreed a joint recommendation pursuant to Paragraph 2.5(b), a joint recommendation as to whether a Break Notice should be served by the Council on the Trust pursuant to Clause 3.3 of this Agreement; or
- (ii) where the Strategic Partnership Board has failed to agree a joint recommendation pursuant to Paragraph 2.5(b), each Party's recommendation as to whether a Break Notice should be served by the Council on the Trust pursuant to Clause 3.3 of this Agreement

### Creation of the Trust

The Trust was created following the Government's Statutory Direction (under Section 479A of the Education Act 1996), in 2016, to set up a new arrangement in the form of a Children's Trust to deliver children's social care services. The statutory direction was issued in response to a long period of inadequate provision of children's social care services delivered by the Council. The Statutory Direction set out the requirement to establish a new and distinct legal entity to provide children's social care services in Sandwell on behalf of the Council. The Trust has day-to-day operational independence in the management and delivery of these services and is managed by a board of non-executive and executive directors. The Council commissions the Trust to deliver statutory children's social care and targeted services, as specified in the Service Delivery Contract.

The Trust commenced operations on the 1 April 2018 with day to day operational management overseen by the Executive Management Team, who are accountable to the Trust Board.

### The Trust Board

Chaired by the Right Honourable Jacqui Smith, the Trust Board is both supportive and challenging. The Board is complemented by 3 committees; Finance & Infrastructure, Workforce and Audit & Risk, each focussing on key matters that impact on the day to day running of the Trust. There is a strong sense of the ambition for children amongst all members; and there is good oversight of Trust activity, with regular, detailed reports that cover all aspects of the Trust, e.g. workforce, practice and performance, finance. The Chair is well sighted on strategic and relevant operational matters and key decisions are made swiftly after thorough scrutiny. The Chair of the Board was originally appointed by the Department for Education and regularly provides written reports, to the Parliamentary Under-Secretary for Children, on the Trust's performance and progress adding a further element of scrutiny and challenge

### Governance

A comprehensive programme of governance arrangements has been established. The Trust and Council officers meet at least monthly at the Operational Partnership Board (OPB), to consider performance and operational matters.

The OPB is chaired by the Trust Chief Executive. On a quarterly basis, the Chair of Sandwell Children's Trust and the Trust Chief Executive meets with the Lead Member for Children's Services and the Director of Children's Services at a Strategic Partnership Board (SPB). The SPB is chaired by SMBC Chief Executive.

## Living our purpose and ethos

To complement the Trust's purpose of improving the lives of children and young people, staff from across the Trust have collaborated to articulate and embed our ethos which sets out the ways in which we achieve this, with specific focus on our children & families and ourselves & partners.

# **Our ethos** Our children & families · We have high aspirations for our children, we make a

- difference and change children's lives for the better
- · We place children at the heart of everything we do
- · We keep families safe, keeping them together where possible
- · We work alongside our families, guided by their needs
- · We empower and work with the whole, extended family
- We only use language that our children and young people can understand
- · We celebrate our children and enable them to smile, laugh, play and succeed



**Page 257** 

## Children and Young People Receiving Support from Sandwell Children's Trust

Sandwell is an urban area lying in the centre of the West Midlands conurbation, made up of six small urban towns. It is a deprived area, ranking as the 12th most deprived authority in the country and this deprivation is spread across the borough (Rank of average score, Indices of Deprivation 2019).

Sandwell has a growing population because births and migration into the borough have exceeded deaths. Children and young people from minority ethnic groups account for

49% of all children, compared with 26.2% in England (0-17 years). The largest minority ethnic groups of children and young people in the area are of Indian origin (8,246) and Pakistani origin (5,917).

82,995 children and young people under the age of 18 years I

82,995 children and young people under the age of 18 years live in Sandwell. This is 25.1% of the total population in the area. There have been big increases in the number of children and young people living in Sandwell. This has required 5,288 new primary school places and 3,405 secondary school places since 2011.

Many of Sandwell's children and young people experience poor outcomes. Approximately 25% of the children in Sandwell aged under 16 years are living in low-income families. Around 7 in 1,000 children die before their first birthday, levels of teenage pregnancy are higher than the national level and 28.2% of 11-year-olds are classified as obese.



Page 258

The proportion of children entitled to free school meals in primary schools is 26.3% (the national average is 21.6%); in secondary schools is 27.6% (the national average is 18.9%). The proportion of children and young people with English as an additional language in primary schools is 32.4% (the national average is 20.9%); in secondary schools is 29.2% (the national average is 17.2%)



## **Contract Review Elements**

## i: The Trust's performance against budgets in the first four(4) Contract Years

#### **Medium Term Financial Strategy**

The Trust has been able to demonstrate an improved financial performance in each financial year since 2019/20, reducing the deficit year on year, as a consequence of delivering more effective and efficiency savings through a comprehensive cost savings programme, including, better management of placement demand and cost and reduced expenditure on overheads. This has culminated in the Trust being able to achieve a balanced budget in 2021/22. The Trust continues to forecast improved performance for the life of the current Medium Term Financial Plan (MTFP) with a cumulative breakeven position being forecast for 2023/24.

Prior to 2019/20 the Trust faced an unprecedented surge in demand for services and a large increase in children coming into care, moving from a budget assumption of 767 at the time that the initial Trust budget for 2018/19 was developed to a high point of 936 in July 2019.

A summary of the year on year financial performance of the Trust including the MTFP forecast is in [139647] able 1 below:

SCT Annual Income and Expenditure	Pre-trust budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/5
£'000	Forecast	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
Revenue								
Contract Sum Revenue from SMBC	58,230	58,230	64,042	65,828	68,028	70,906	72,816	67,260
Other Revenue from SMBC	0	5,500	462	2,333	2,131	432	0	0
Revenue from DfE		125	2,035	2,069	1,089	500		
Revenue from Other Third Parties	3,878	6,655	6,189	5,104	6,385	5,090	5,083	5,091
Total Revenue	62,108	70,510	72,728	75,334	77,633	76,928	77,899	72,351
Expenditure								
Staffing	26,245	28,559	30,367	30,211	30,239	30,414	29,880	30,571
Placements (including Commissioned								
Services)	30,446	37,701	40,656	39,122	41,447	39,159	37,167	35,911
Overheads	5,917	5,818	5,951	7,868	5,284	5,737	5,781	5,826
Total Expenditure	62,608	72,078	76,974	77,201	76,970	75,310	72,828	72,308
Deficit / (Surplus)	(500)	(1,568)	(4,246)	(1,867)	663	1,618	5,071	43
Cum. deficit		(1,568)	(5,814)	(7,681)	(7,018)	(5,400)	(329)	(286)

Table 1: Summary of Sandwell Children's Trust Year on Year Financial Performance including MTFP Forecast

Despite challenging external factors such as a lockdown due to the pandemic and a national shortage of social workers the Trust now operates on a firm financial footing.

A collaborative and 'open-book' contract negotiation process has been established with the Council. The process has ensured that the Trust can plan its finances with certainty across the MTFP period. Intrinsically aligned to the business planning process this has enabled the Trust to make realistic plans about service delivery and development in order to meet organisational objectives, within a realistic assessment of the resources available.

Financial management capacity and processes have been improved since the commencement of the Trust. Budgets are managed effectively by budget holders which are routinely and proactively monitored. Budget holders are also supported through monthly meetings with Finance colleagues to analyse expenditure and plan the use of resources to achieve service objectives.

The Trust now better understands the cohort of children in care and the impact of providing care to these children on the financial outturn of the Trust, for instance, it is known that 7% of children in care account for 35% of the placement cost base. When the annual review of the MTFP is being undertaken, finance will Operational engage with the and Commissioning teams in order to better understand the likely trajectory of both the volume of demand for placements by type and the average description that the average description is a second to the second that the second term of the s



Actual performance information is fed back regularly into key executive information in order to help shape the strategic direction of the Trust in terms of demand management.

We are undertaking a strategic needs analysis to inform the commissioning and service development cycle over the forthcoming 2 years. The initial focus of the transformation programme is reviewing our Intervention services and Children with Disabilities to evaluate the impact of current service delivery on improved outcomes for children and supporting children to remain with their families. The strategic needs analysis will provide the intelligence to further shape our internal fostering recruitment strategy and influence our relationships with local providers of foster care and residential provision to inform local procurement arrangements.

# ii: Demand analysis in respect of the Services against assumptions and models in respect of the first four (4) Contract Years

The national challenges regarding the shortage of qualified social workers are well known and the West Midlands region (and Sandwell Borough) is not immune to these difficulties. There is a national shortage of social workers with nearly 1,000 per week leaving the service in 2021 and the national vacancy figure is at a 5 year high. It is important to understand our service demand within this context.

Understanding demand within the Trust is complex and multi-faceted, with many variables and assumptions. We have set out our financial performance in the previous section, underpinned by a Medium Term Financial Strategy. The MTFP is based on evidence based analysis of demand.

Key elements are outlined below:

- How many referrals we receive from our partners, the public and children and families themselves
- How many children and families we are working with
- How many placements we need for children to live, both in the short term and in the long term

We have worked hard within the last four years to put ourselves in the position where we understand our demand in these three areas and are able to make realistic predictions for how these variables change so we are able to use our resources most efficiently, whilst providing the best service we can for children and families.

#### **Progress Since 2018**

Since March 2018, we have seen a reduction of 308 Children open to us. In relation to early intervention and targeted early help there has been an increase of 147 Children open to the Strengthening Families Service\*, with Social Care statutory services seeing a reduction of 455 Children over the same period.

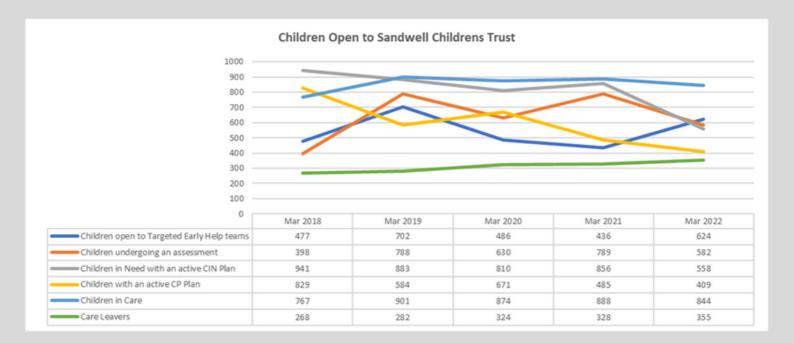
\* Strengthening Families is a non statutory service providing support and advice to families in order to prevent the need for statutory intervention.

Although there are slightly more children in care than our comparators (approximately 60 more children), the Trust has reduced the number of children and young people open to Children's Social Care from a total of 3,203 (including Care Leavers) to 2,746, which is a reduction of 455. This is due to our continued focus on progressing children's plans where there has been historic drift; and ensuring that more children are appropriately in the social care system when they need to be.

Table 2: Summary of cases over service areas

Service	Mar 2018	Mar 2019	Mar 2022	Mar 2021	Mar 2022	Variance Mar 18 - Mar 22
Children open to Strengthening Families Service	477	702	486	436	624	147
Children undergoing an assessment	398	788	630	789	582	184
Children in Need with an active CIN Plan	941	883	810	856	558	-383
Children with an active CP Plan	829	584	671	485	409	-420
Children in Care	767	899	876	896	844	87
Care Leavers	268	282	324	328	355	87
Total	3680	4138	3797	3790	3372	-308

Page 262



As of 31st March 2022, we had 558 children with a Child in Need Plan, 409 children with a Child Protection Plan and 844 Children in Care. We have fewer children on Child Protection Plans than our Statistical Neighbour comparators but as mentioned above our Statistical Neighbours in relation to Children in Care.

**Table 3: Comparison with Statistical Neighbours** 

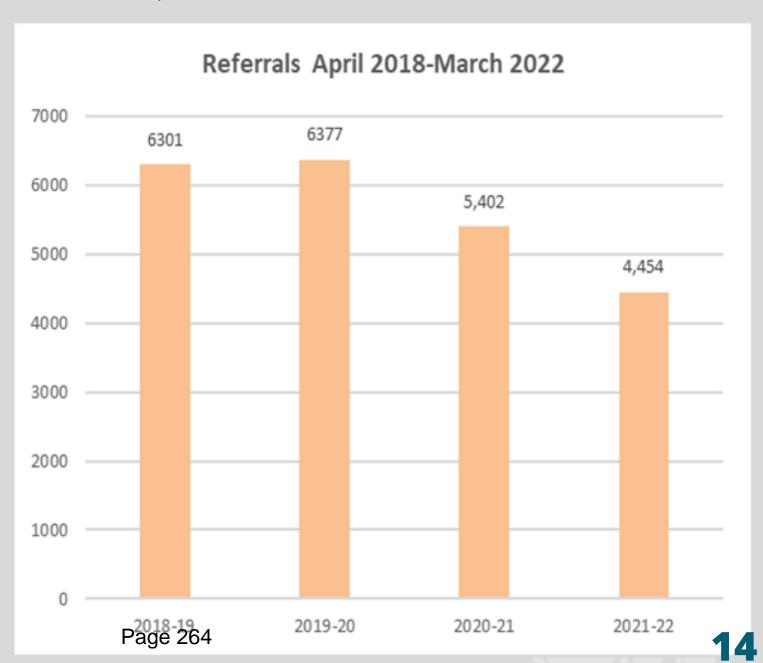
	Sandwell (31 March 2022)	Statistical Neighbour Average 2020/21	England Average 2020/21
Children with a Child Protection Plan	46.3 per 10,000	56.6 per 10,000	41.4 per10,000
Children in Care	101.7 per 10,000	94.8 per 10,0000	67 per 10,000

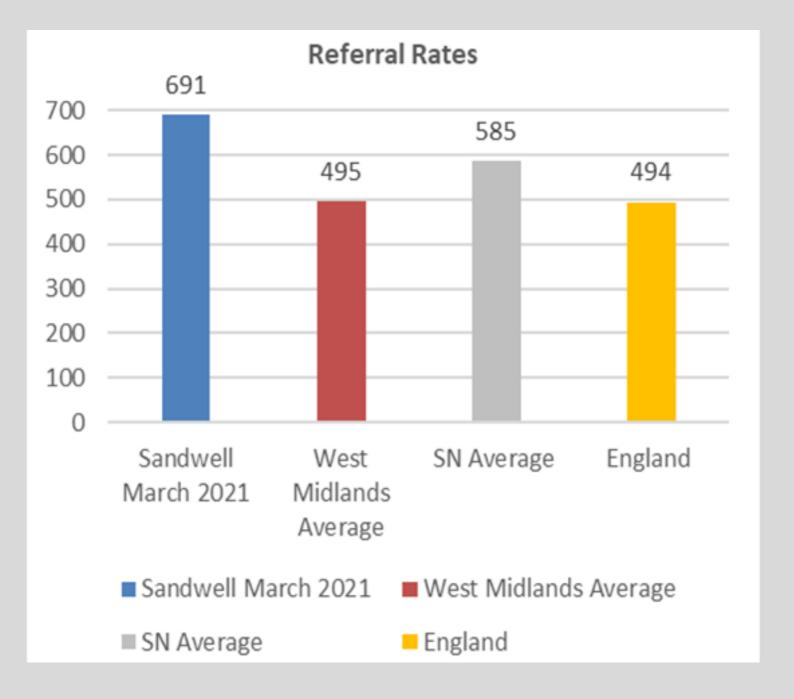
Table 4: Referrals, S47s and ICPCs

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
Referrals	6301	6377	5402	4454	N/A	N/A	N/A
Referral Rates per 10,000	759.2	768.4	650.9	536.6	585	494	495

Page 263

- The increased referral rate to the Trust in 2018/19 (759 per 10,000 children) continued throughout the first two years increasing further to 768 at the end March 2020. The last two years has seen a downward trajectory to 537 per 10,000 as at the end March 2022 this is now below our Statistical Neighbour average of 585 per 10,000 and is in line with England and West Midlands Averages. The reduction is due to workers and partners better applying threshold criteria for statutory services and managing risk.
- We are also seeing more children stepping down to targeted family support in our Strengthening Families Service. There is still more work to do in relation to thresholds for referrals. Single Assessment outcomes of No Further Action (NFA) has reduced from 50% to 45% over the last 4 years.
- Around 25% of our assessments over the last 12 months are being stepped down to Strengthening Families or Universal Agencies and 30% are escalated onto a Child in Need, Child Protection or Child in Care Plan.



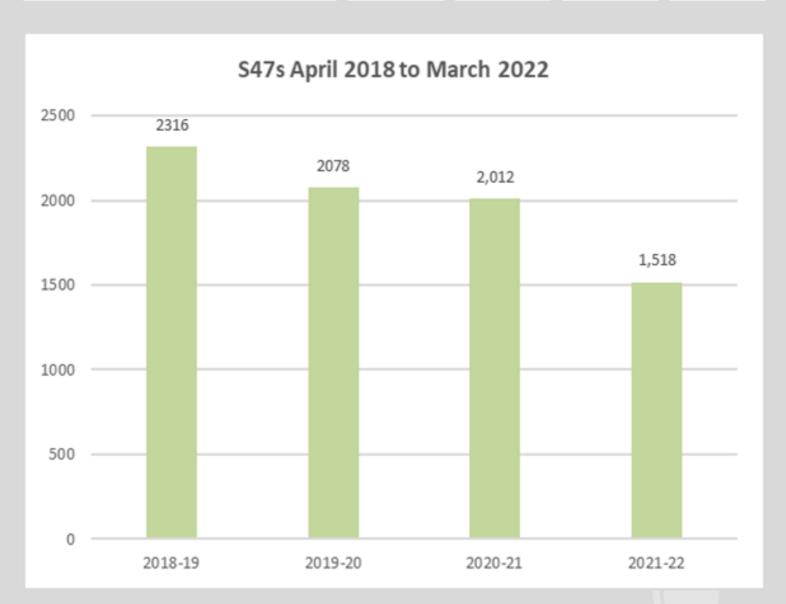


- The percentage of referrals that are re-referrals within the last 4 years has decreased over the course of the contract from 21.06% in April 2018, 24.1 in March 2019 (high point) reducing to 19.3% at end March 2022 which is 1.5% below our Statistical Neighbour average of 20.8%
- The rate of S47 enquiries per 10,000 has reduced from a rate of 279 in March 2019 to 182.9 per 10,000 in March 2022, this is now lower than our Statistical Neighbours and more in line with England and West Midlands Averages. This shows that the Trust is more purposeful when we are faced with deciding whether to proceed with S47 enquiries. Decision making and application of thresholds are more robust in this area to ensure that risk is assessed and Children and Families have the right outcome.

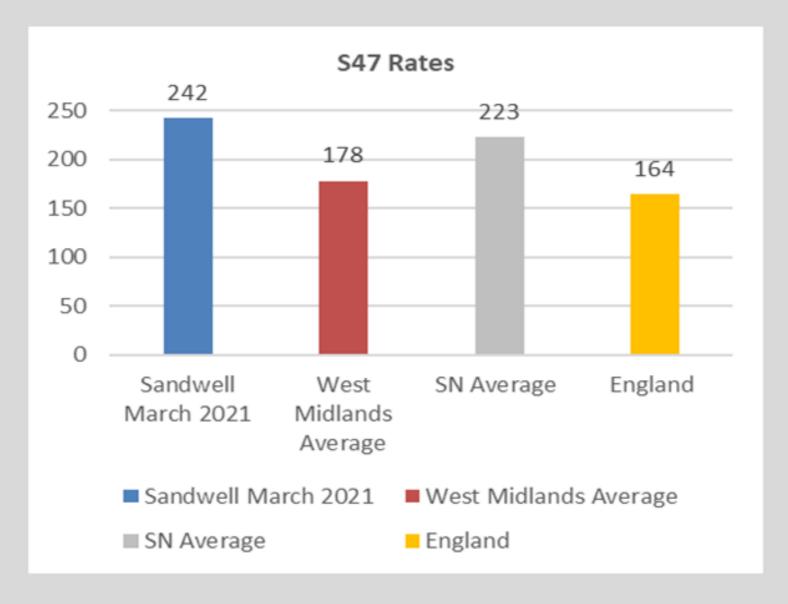
Page 265 15

Table 5: Summary of S47 and S47 Rates per 10,000

	2018-19	2019-20	2020-21	2021-22
S47s	2316	2078	1983	1518
S47 Rates per 10,000	279.1	250.4	283.9	182.9



Page 266 16

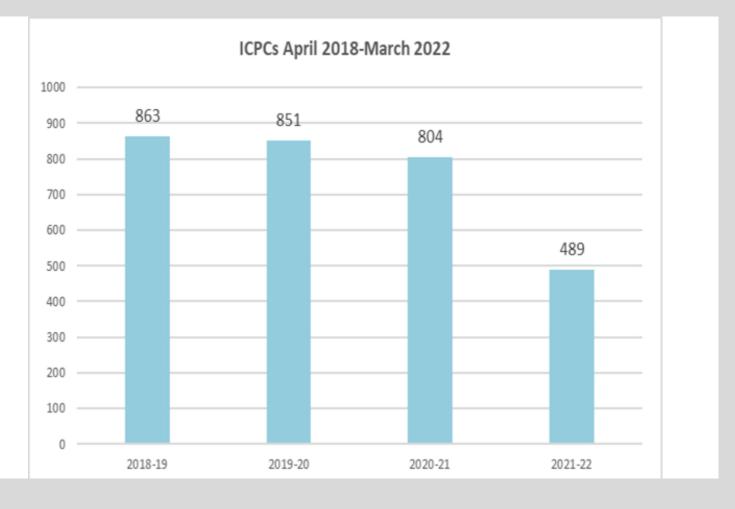


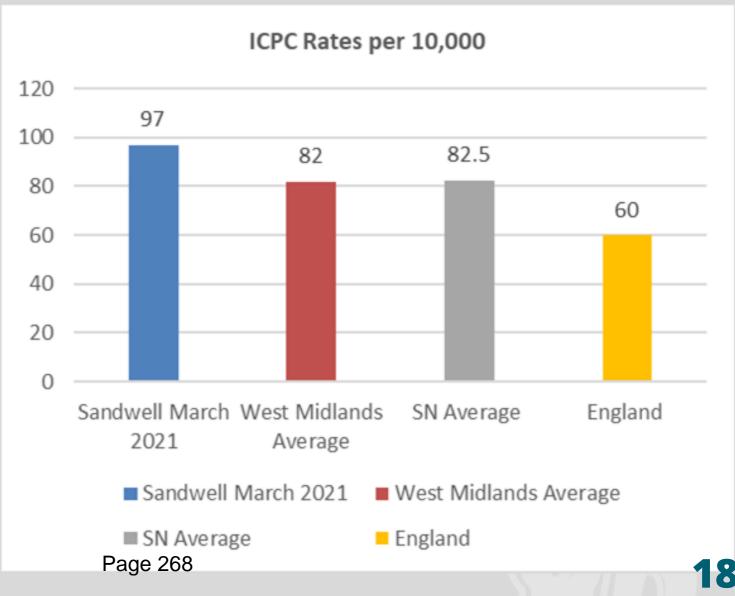
• The rate of Initial Child Protection Conferences per 10,000 has also reduced from 103.98 in March 2019 to a rate of 58.9 per 10,000 in March 2022. Current ICPC rate is now below Statistical Neighbour, England and West Midlands Average. In addition, the latest conversion rate from ICPC to CP Plan is healthier and has improved to 86% over the last financial year in comparison to 68% in 2020. The threshold discussions between Conference Chairs and Social Workers are ensuring that the right Children are going into conference, this has helped support the reduction of Children on a Child Protection Plan.

Table 6: Summary of ICPC and ICPC rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
ICPCs	863	851	713	489	N/A	N/A	N/A
ICPC Rates per 10,000 Page 267	104	102.5	86	59	82.5	60	82

17



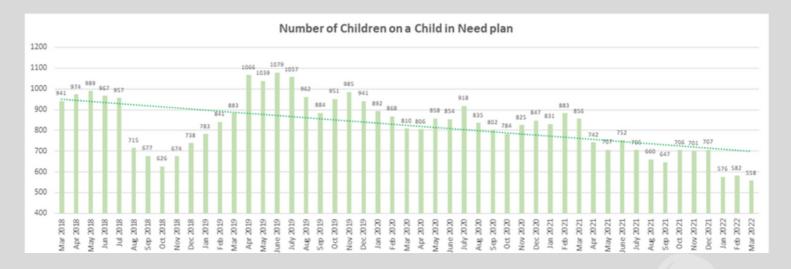


Overall, alongside the dip sampling of assessments, S47's and ICPC's the above measures provide clear evidence that we are acting more confidently and consistently when applying thresholds for our services and working in a more timely and consistent manner.

#### **Children in Need**

The graph below shows that we began the contract on 1 April 2018 with 941 children in need and quickly recognised that this was an area to better understand and reduce drift and delay in progressing children's plans. Following a short review of these children, between July 2018 and December 2018, it was clear that some of the children did not require a statutory service. As a consequence there was a clear focus on progressing case closures. Since December 2018 the service robustly monitors and reviews Children on Child in Need Plans at 9 months to ensure a safe step down to targeted early help or universal services, regular updating of assessments takes place and support to reduce drift and delay with better decision making for our Child in Need cohort.

The graph below demonstrates a significant reduction of Children on Child in Need plans to 558 Children as end March 2022 (reduction of 383 Children over the period, this coincides with the increase of 147 children open to our Strengthening Families service, receiving targeted support). This is an area kept under constant review.

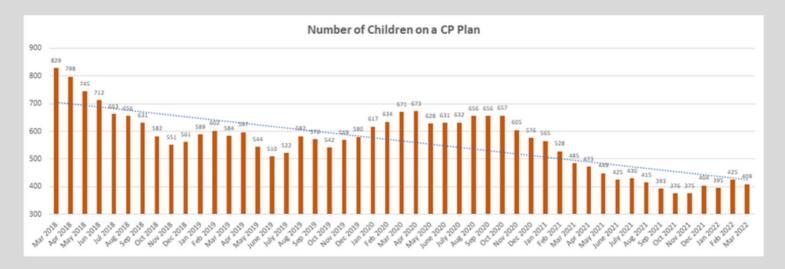


#### **Children with a Child Protection Plan**

In April 2018, the Trust had 798 children who were subject to a Child Protection Plan, and across the course of the four years the number has reduced to 409. This was due to us quickly recognising that there was drift and delay in progressing children's plans. To address this, we held a panel to ensure these children's plans were being progressed.

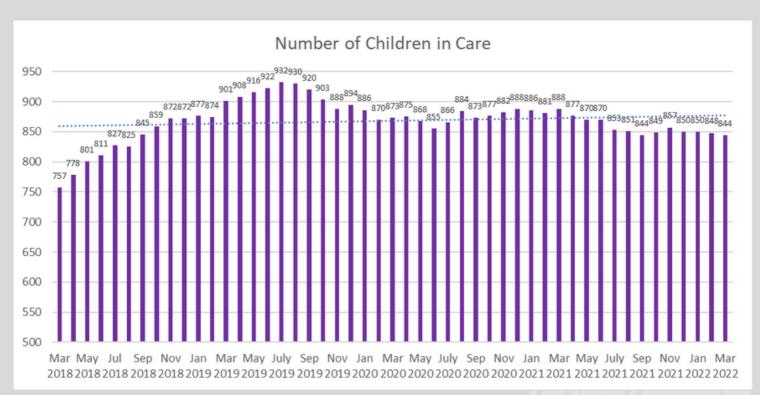
Page 269

This has led to children being either 'stepped down' to a Child in Need plan, or decisions made to secure their long-term welfare, this has increased our Children in Care numbers where Children were stepping up from Child Protection. The service is regularly reviewing Children on Child Protection Plans longer than 12 months to reduce the risk of drift and delay and to ensure Children's plans are progressed safely and robustly. The graph below demonstrates this reduction over the four-year period.



#### **Children in Care**

We began the financial year 2018/19 with 778 children in care and saw a sharp increase in the first 18 months up to 937 mid July 2019, which coincided with taking action for children with a Child Protection Plan. During this period, approximately 50% of all children entering care were directly from closure of Child Protection Plans.



Page 270 **20** 

Although March 2022 information is not published for all our Statistical Neighbour Group, five West Midlands regional authorities are in our Statistical Neighbour Group. Our March 2022 data can be compared in line with the following Local Authorities up to this date, as you can see we are in line with the average for these Local Authorities.

We are currently undergoing an exiting care programme which includes reviewing all Children in Care Placed with Parents, undergoing Special Guardianship Orders (SGO) assessments and undergoing court proceedings to ensure discharges are swift for Children in Care.

Table 7: Children in Care of west Midlands regional authorities

Local Authority	Rate Per 10,000 Children in Care
Birmingham – March 2022	73
Coventry – March 2022	90
Sandwell- March 2022	101.7
Stoke on Trent March 2022	174
Walsall March 2022	94
Wolverhampton March 2022	83
Five Regional Stat Neighbour Average	102.8

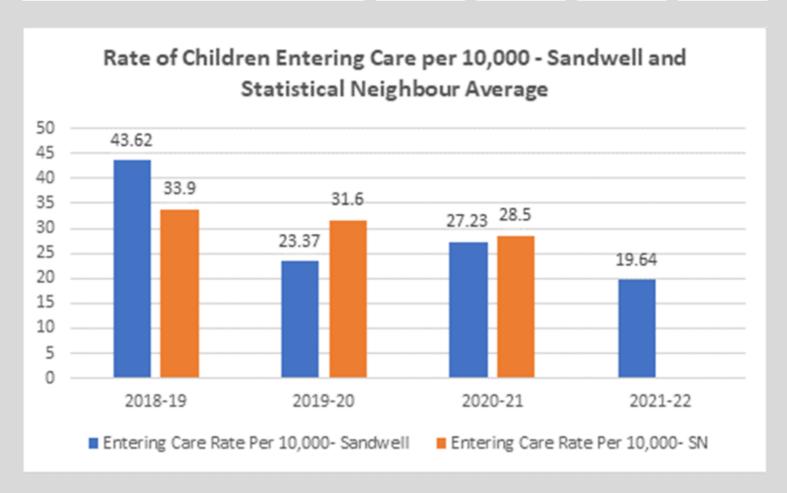
#### **Children Entering and Ceasing Care**

Between the 1st April 2018 and 31st March 2022, the number of Children Entering Care was 945 with 856 Children Ceasing Care. These numbers reflect the fact that in the first year of the contract, children on Child Protection Plans reduced while 362 children entered care and 215 children left care.

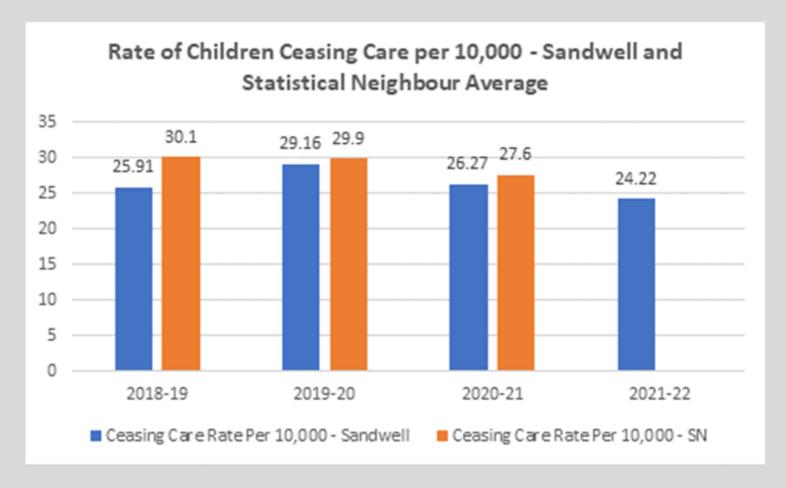
The following three years (between April 2019-March 2022) there were 583 Children Entering Care and 661 Children Ceasing Care which highlights the impact of better management oversight and timely decision making.

Table 8: Summary of Becoming Looked After (BLA) and Ceasing Care by year

	2018-19	2019-20	2020-21	2021-22
BLA by Year	362	194	226	163
Ceasing Care by Year	215	242	218	201



Page 272 22



The tables below compare our number of Children Entering and Ceasing Care against our Statistical Neighbour, West Midlands and England comparator data. Apart from April 2018-March 2019 you can see that the number of Children entering care is below our Statistical Neighbour comparators, this is also the case for Children exiting care apart from year April 2019 - March 2020. This suggests that lower numbers are exiting the Care system than should be. The reasons for this are multi faceted, and a short term project has commenced this year to accelerate children leaving care wherever it is safe to do so.

Table 9: Summary of Becoming Looked After and Rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
BLA by Year	362	194	226	163	N/A	N/A	N/A
Rates per 10,000	43.62	23.37	27.23	19.64	28.5	24	25

Page 273 23

Table 10: Summary of Ceasing Care and Rates per 10,000

	2018- 19	2019- 20	2020- 21	2021- 22	SN Av	Eng Av	WM Av
Ceasing Care by Year	215	242	218	201	N/A	N/A	N/A
Rates per 10,000	25.91	29.16	26.27	24.22	27.6	23	21

#### **Demand for Foster Placements for Children in Care (Internal and External)**

The Fostering Service was inspected by Ofsted in August 2021 and assessed as providing a 'Good' Service, with all elements of the inspection individually rated as 'Good'. Improving the service from the previous rating of 'Requires Improvement'. Generally impressed with the service the inspectors judged that children are well matched, with good placement stability and foster carers build positive relationships with children developing a strong sense of belonging which helps children to settle well. Managers have a good focus on care planning and permanency for children, and were judged to be implementing significant changes to drive up standards and ensure that they have a good operational overview of the impact of outcomes for the children, the foster carers and staff.

#### Recruitment activity

Recruitment of Foster Carers continues to be a focus of the Trust making use of a range of media and marketing opportunities – see images below. Recent activity has meant that the number of new enquiries has now increased compared to prepandemic figures, with more than 260 new enquiries in 2021/22.

On the 31st March 2022 we had 98 mainstream foster carer households.









#### **Care Leavers**

Service	Mar 2018	Mar 2019	Mar 202	Mar 2021	Mar 2022	Variance Mar 18 - Mar 22
Care Leavers	268	282	324	328	355	87

Table 11: Care Leavers by year

Our Care Leavers service provides a service to children who are 16 or over who are still in care, with the expectation of a steady transition into Care Leavers 18+ service. This cohort has steadily increased over four years from 268 to 355 (an increase of 87 Care Leavers). From April 2018, a change in legislation meant that we have a statutory responsibly to support care leavers until they are 25 years of age which has resulted in a steady increase in the number of young people within this service area. Consequently, caseloads have increased from approximately 18 to 21 young people per worker.

The May 2022 Ofsted inspection observed that Care Leavers are well supported to find good-quality accommodation, that the Trust is focused on ensuring that Care Leavers receive the opportunities they are entitled to and that care leavers that become parents are well supported.

Page 275 25

## iii: The Trust's performance of the Services against the Performance Targets in the first four (4) Contract Years

The following section reports on the Trust's performance against the 15 Key Performance Indicators agreed in the terms of the service contract for the period April 2018 – March 2022. It is important, when reading this information, to take into account the wider context of national issues that have impacted on all childrens services in this period.

#### COVID-19

A global pandemic and consequent national lockdown provided unprecedented barriers to delivering a service and keeping the children of Sandwell safe. With support from the Council the Trust moved swiftly to support staff to provide services differently and maintain contact with children and families. New technology and flexible working approaches were rolled out along with practical measures to ensure that staff were kept safe such as provision of PPE and early roll-out of vaccinations, complemented with comprehensive communication arrangements to ensure staff were supported and reassured.

The Ofsted Focused Visit, March 2021, commented how well the Trust responded to the pandemic in a borough where Covid exacerbated considerable deprivation issues. The report stated that "The Trust has managed to ensure that many of the most vulnerable children have been visited in their own homes, and, in partnership with schools, it has continued to identify and support those most in need."

Despite the effective response to the pandemic the situation inevitably impacted on service performance compared to the KPIs, particularly those that relate to direct contact with children and families.

#### **National shortage of Social Workers**

Nationally, children's services continue to struggle with a shortage of Social Workers. The numbers of Social Workers leaving the service (nearly 100 a week in 2021) and the total national vacancy figure are both at a 5 year high. This reflects the impact of the pandemic and the increasing challenges of social work roles.

As with all other services this has inevitably impacted on the Trust through increased 'churn' of Social Workers, greater reliance on agency staff and services competing to recruit from an ever-decreasing pool of qualified Social Workers.

Page 276 **26** 

Whilst the Trust has deployed a range of measures and approaches to mitigate both of these issues. The scale and nature of the issues mean that the actions taken by the Trust cannot fully address their impact and they have consequently impacted on performance against KPIs. The wider context that the Trust has operated in needs to be considered when reading the rest of this section of the contract review.

When the contract was put into place, the Trust and the Council agreed on a suite of 15 Key Performance Indicators. These indicators, which are measured monthly, are outlined below along with agreed targets and tolerances, these have been monitored for the 4-year cycle from April 2018 to March 2022. This was supported by the commitment to undertake 90 case file practice reviews a quarter.

Our overall approach to performance and quality assurance in the four years of operation has been to fully understand our performance in key areas and interrogate the data so that we are aware of our strengths and areas for improvement.



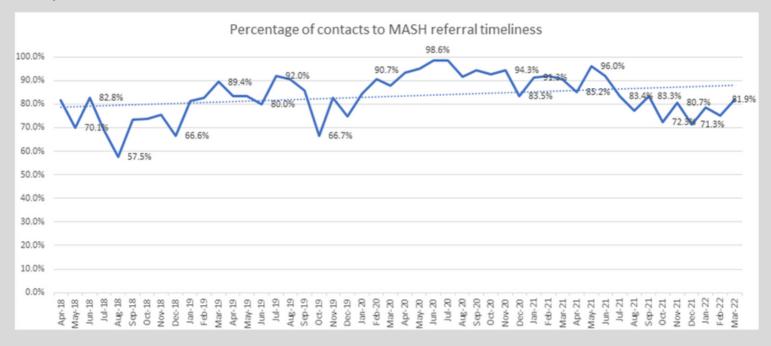
Page 277 27

Ref	Performance Indicator
PI 1	The percentage of contacts accepted as a MASH referral within 24 hours
PI 2	The rate of Children who are the subject of a Child Protection Plan (per 10,000) of our child population
PI 3	The percentage of Initial Child Protection Conferences held within 15 working days of the strategy discussion that agreed S47 enquiries were necessary
PI 4	The percentage of Single Assessments completed within 45 working days
PI 5	The number of children unallocated for longer than 5 working days
PI 6	The percentage of Children subject to a CP Plan visited within 2 weeks
PI 7	The percentage of Children whose Child Protection Plan has been updated within the last six months
PI 8	Of all children subject of a Child Protection Plan, the percentage who have evidence of formal case supervision within the previous 4 weeks
PI 9	The percentage of young people returning from a missing episode who have had a return interview within 72 hours
PI 10	The percentage of Children subject to a Children in Need Plan visited within the previous four weeks
PI 11	The percentage of Looked After Children visited in accordance with statutory requirements
PI 12	The percentage of Looked After Children's Reviews held within statutory timescales
PI 13	The vacancy rate of permanent front line Social Workers
PI 14	Average caseloads across the service
PI 15	Page 278 The percentage of case file audits that are rated Requires Improvement or bette 28

PI 1: The percentage of contacts accepted as a MASH referral within 24 hours

Target > 75%
Tolerance > 65%
Failure < 65%

This measure is important as it shows how efficiently our front door is operating and how quickly we are responding to referrals. The contacts that become a MASH referral are the more complex decisions that need to be made, in circumstances that are the least clear. Measuring this data shows how efficiently we are handling our complex referrals.



Over the first 12 months of the contract performance in relation to this measure was quite sporadic, there has been steady improvements in this measure since September 2018, which has been due to increased oversight. As part of the improvement in this area a contact "timestamp" was added to the liquid logic system enabling Management and Leadership to track contact from the starting point to completion, this has enabled a visual overview of timeliness and risk management. This contract measure has enabled us to assess the risk and the success rate of the front door.

Between April 2018 and March 2022, the average performance for this measure is at 83.3% which is above target position with low and high points during the contract at 57.5% and 98.6% over the four years.

Page 279 29

## PI 2: The rate of Children who are the subject of a Child Protection Plan (per 10,000) of our child population

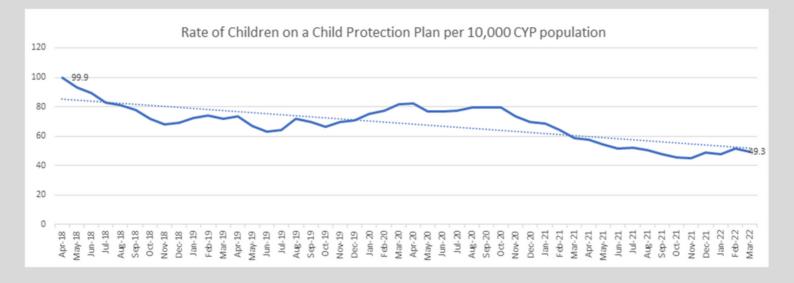
#### **Target < 65 Children per 10,000**

#### **Tolerance < 80 children per 10,000**

#### Failure > children per 10,000

This measure gives us a sense of our demand, how we are handling this demand and how we are applying our thresholds in relation to Child Protection. Our Statistical Neighbour average is 56.6 and the England average is 41.4 (measured at the end of the financial year 2020-21, please note the rates for SN have decreased from 60 per 10,000 in 2017-18 and also England from 46.5). In the coming months, these comparator averages will be updated with 2021-22 information

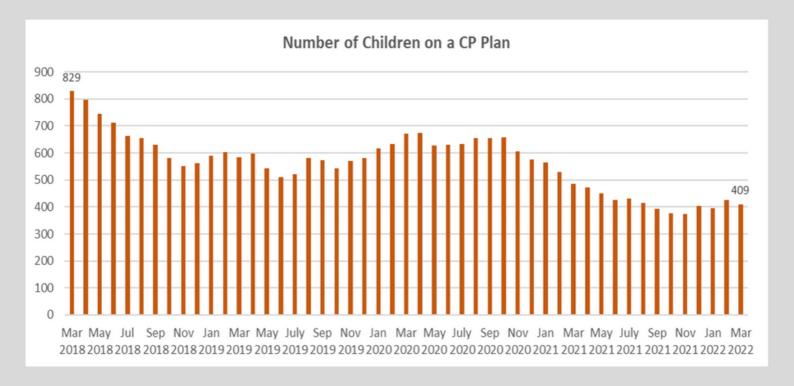
This measure has reduced over the 4 contractual years from 99.93 children per 10,000 of our population (798 children in total) to 49.3 (409 Children on a Child Protection Plan).



Since April 2018 there has been a reduction of 419 children on a Child Protection plan, which is a direct result of the work we have undertaken to ensure children's plans are being progressed swiftly most of those Children either stepped down to Child in Need or Targeted services, with just 17% of Children stepping up to CIC status following CP intervention.

Since February 2021 this measure has been consistently below target (better) and tolerance.

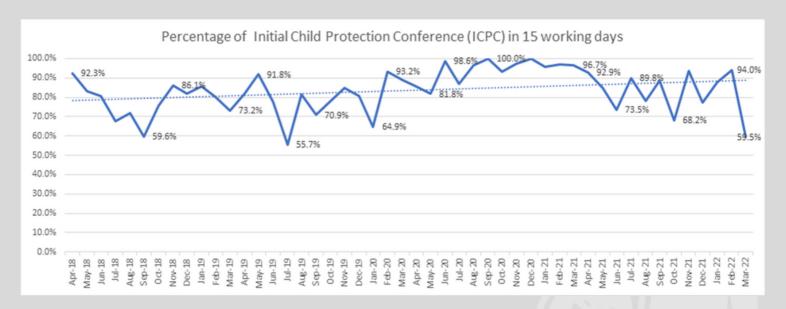
Page 280 **30** 



PI 3: The percentage of Initial Child Protection Conferences held within 15 working days of the strategy discussion that agreed S47 enquiries were necessary.

Target > 80%
Tolerance > 65%
Failure < 65%

This measure shows how efficiently we are completing S47 enquiries and organising Initial Child Protection Conferences. It gives us a sense of how we are managing demand in this area and how quickly we can bring together a group of professionals to make decisions for children who are potentially at risk of significant harm.



Page 281 31

Performance to Initial Child Protection Conferences fluctuated over the 4-year period between 55.7% and 100%. Number of factors relating to deficits in a number of months were due to Social Worker Availability, late notification following S47 enquiry and parent's availability during Covid 19 pandemic.

Although performance has fluctuated over the 4 years the average performance for timeliness of ICPC within 15 working days is at 83.5% which is above the target set and compares well with 2020-21 DfE published information for;

- Statistical Neighbours 80.5%
- England Average 83%
- West Midlands Average 81.5%

#### PI 4: The percentage of Single Assessments completed within 45 working days

Target > 85%
Tolerance > 75%
Failure < 75%

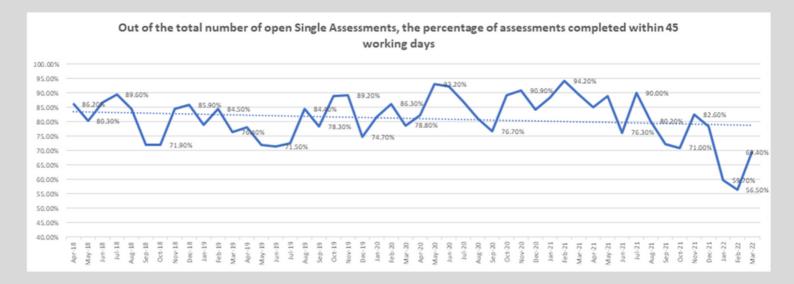
Upon the receipt of a referral to our service, an assessment of children's needs is undertaken by a Social Worker via a Single Assessment. Whenever we identify the need for longer term intervention in a family's life, we undertake 'review' assessments to determine the efficacy of these interventions and evidence changes in children and families lives. Similarly, we undertake assessment of children's needs when they are in our care, to ensure that we are doing all we can to meet their needs.

In line with our improvements in January 2019, the service began to review and update assessments for Children open to Child in Need, Child Protection and Children in Care Plans more formally and at regular intervals ensuring;

- Every Child in Care is visited at least every six weeks
- An updated assessment is undertaken prior to a child's review to inform the Child's focused plan
- The needs of Child and Family are met

As formally updating a child's assessment had not been routine up to January 2019, this now takes place within service areas to improve decision making and practice, as of end March 2022, 90% of our children and young people open to us had a 'review' assessment in the last 12 months.

Page 282 32



The introduction of review assessments in January 2019 impacted on the performance of this measure overall, with a higher number of review assessments taking longer to complete, in comparison to new assessments coming through the front door. The overall performance in relation to Single Assessments over the four-year period is on average of 81.2% which is slightly below our comparators as of March 2021 (SN – 88.2%, England Average 87.6% West Midlands Average 86.4%), new assessments over this period at 85% and review assessments at 74% (since January 2019).

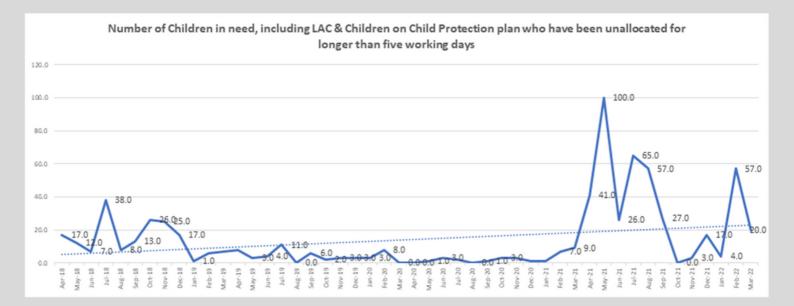
Performance was at the highest position in February 2021 (94.2%) and lowest in January 2022 (56.5%)

PI 5: The number of children unallocated for longer than 5 working days

Target < 10
Tolerance < 30
Failure > 30

This measure helps to demonstrate how well we have oversight on every child's situation, and how well we are handling throughput at the Front Door and other transfer points. Poor performance in this area would mean children do not have a social worker for lengthy periods of time, which could be a dangerous situation. There are circumstances where having children unallocated for a short period of time is reasonable, the Trust recognises that this should be kept to a minimum.

Page 283 33



Over the four-year period an average of 16 children were unallocated for longer than five days, this has increased over the last 12 months to an average of 35 per month. Unallocated children are usually attributed to cases awaiting allocation by Localities from the Front Door and work unallocated due to workers who have left the service. Daily reporting on this measure has enabled the trust to have robust oversight of this measure, which the Heads of Service and Service Managers review daily to resolve issues with team managers.

Staffing issues have impacted on this measure over the past 12 months. The Trust applied the following actions to safely manage any period where there was a delay in allocation.

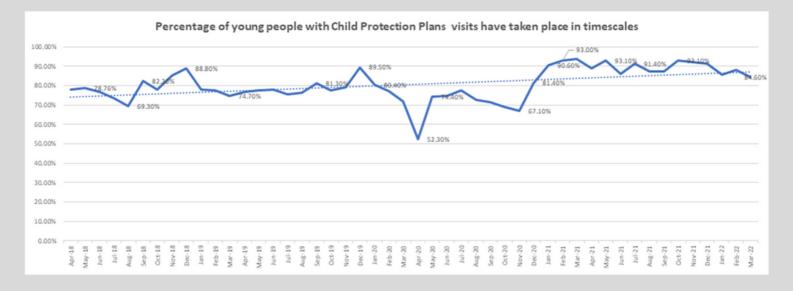
- We took a risk-based approach to manage children on an individual basis prior to allocation
- Management oversight from the Heads of service, Service managers and Team managers on a daily basis
- Individual children were subject to risk assessments and appropriate level of management oversight, including Director level
- Individual children were allocated on a priority basis in accordance with their assessed levels of needs/risk
- Daily updates were distributed to Senior leaders to ensure robust oversight of this measure
- A detailed analysis of assessments was maintained to ensure assessments were signed off and progressed to help reduce workloads
- Driving our recruitment and retention strategy to help maintain a stabilised workforce

Page 284 **34** 

PI 6: The percentage of Children subject to a CP Plan visited within 2 weeks

Target > 80%
Tolerance > 70%
Failure < 70%

This measure provides part of our understanding of how well we are interacting with children and families under Child Protection. The frequency of visiting children under these circumstances is locally defined, and in Sandwell we expect social workers to visit children subject of a Child Protection Plan at least every 4 weeks (this measure moved from monitoring every 2 weeks in September 2021). Alongside this measure, it is important to understand the quality of these interventions through practice reviews, management oversight and supervision. Good performance in this area contributes to demonstrating purposeful intervention and safeguarding.



Performance to Child Protection Visits between the period of April 2018 and March 2022 has ranged from 52.3% in April 2020 (coinciding with Covid 19 pandemic) to a high point of 93.1% in May 2022.

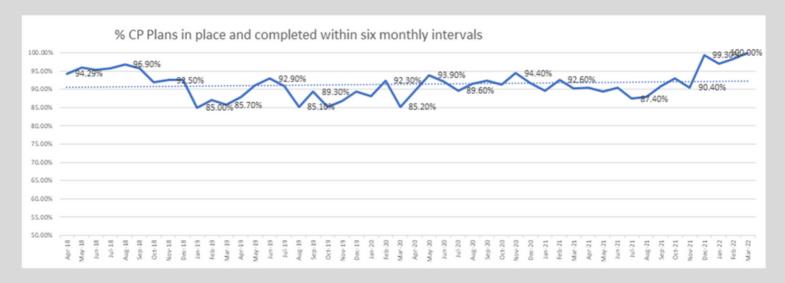
Although performance dipped at specific points over the 4 years the average performance for timeliness of visiting Children on Child Protection Plans is at 80.1% which is in line with the target set. Dips in performance in this area has been as a direct result of a delay in recording on our case management system by specific teams and poorer performance in a few teams, caseloads pressures and vacancy rates which have also contributed to the dip in performance.

Page 285 **35** 

## PI 7: The percentage of Children whose Child Protection Plan has been updated within the last six months



This indicator shows how often we are reviewing children's plans and our interventions with families. Good performance in this area would show we are ensuring our interventions are having the desired impact and that we are progressing plans for both Children and Families and reducing delays in the system.



Performance has improved over the last 4 months following a three-year period within contract tolerance. The service expects the locality teams to update Child Protection Plans following core groups at 8 weekly intervals, a number of measures have been implemented to improve performance in this area including:

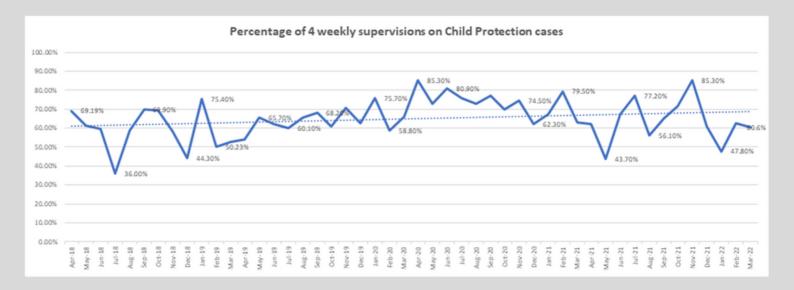
- Increased monitoring by Operations Managers and the use of team admin days to achieve better recording across the service
- Focus on daily performance dashboards by Team Managers to inform forward planning and to ensure plans which are due to be updated are robustly monitored across the service and to identify plans to be updated at earlier points in time
- Team managers are encouraged to utilise performance intelligence to ensure that any plans over 150 days are updated as a priority
- Outline plan is updated immediately following ICPC outcome if the child is going onto a CP Plan

Over the course of the four-year contract period performance has ranged between 85% in Januap/201266 100% in March 2022. With an average of 91.3% which is within tolerance for this measure over the period.

PI 8: Of all children subject of a Child Protection Plan, the percentage who have evidence of formal case supervision within the previous 4 weeks



This measure helps to demonstrate formal management oversight for this cohort of children. Good performance in this area shows that Team Managers are regularly considering progress in these cases and providing social workers the opportunity for reflection on a case by case basis, ensuring robust decision making and reducing drift for children and families.



Performance across this measure has been the most variable of all the 15 KPIs, this is due to a number of contributing factors including recording of supervision on the internal Liquid Logic system, turnover of social workers, inconsistency of practice across Social Work teams and staffing issues over the contract period.

Low points throughout the contract were in July 2018, December 2018, May 2021 and January 2022 (lowest 36% in July 2018). We have seen some improved performance notably in May 2020, July 2020 and November 2021 (highest position 85.3%). As an average the performance is 65% over the 4 years, which is in line with our target of 65%.

Consistency of practice remains a priority to ensure efficient and timely improvements. Our new practice standards should help with this, in particular the introduction of management oversight at key points of the child's journey.

Page 287 **37** 

PI 9: The percentage of young people returning from a missing episode who have had a return interview within 72 hours



This measure helps to understand how well we are responding to children at risk of exploitation after they return from being missing. Good performance would mean we are gathering information / intelligence from children at the earliest opportunity that would help us to safeguard them better in the future and build more accurate intelligence.



Whilst information shows a variable picture for the first 18 months of the contract, performance in this measure has significantly improved with the introduction of our internal Horizons team in October 2019 which undertake their own return interviews (this was previous outsourced).

Performance between April 2018 and September 2019 was an average of 70.3% in timescale, since October 2019 performance has improved to an average of 86.9% up to March 2022. Overall performance is this KPI has been 80.7% above target of 70%.

The main reasons for return interviews going out of timescale were due to the following:

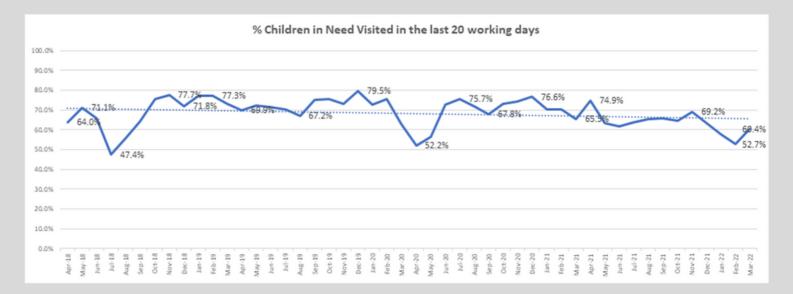
- Late notification from Police
- Difficulty contacting Child/Young Person or placement
- Repeat missing episode

Page 288 **38** 

PI 10: The percentage of Children subject to a Children in Need Plan visited within the previous four weeks



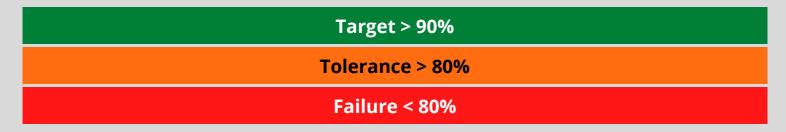
This measure provides part of our understanding of how well we are interacting with children and families under Child in Need. The frequency of visiting children under these circumstances is locally defined, in Sandwell we expect social workers to visit children subject of a Child in Need Plan at least every 4 weeks. Alongside this measure, it is important to understand the quality of these interventions through practice reviews, supervision and management oversight. Good performance in this area contributes to demonstrating purposeful intervention, and prevention of the need for safeguarding.



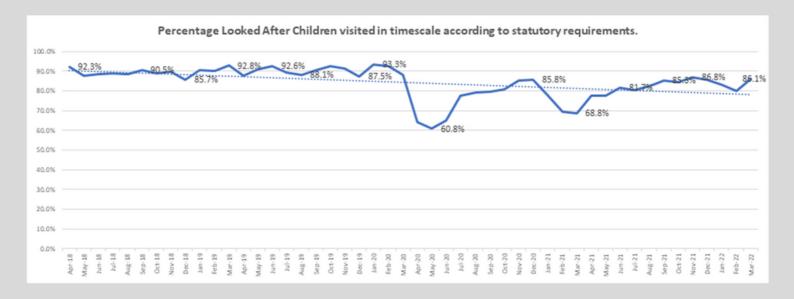
• Performance in relation to Child in Need visits in last 20 working days has been between 47.4% to 79.5% over the last 4 years, the average performance is at 68.3% overall, performance has remained in tolerance for the majority of the contract period. This area of work is a priority for the Trust, as with all our key areas of performance, we hold individual Team Managers and Operations Managers to account in two weekly performance boards, Children's Management Team and Practice Improvement Board.

Page 289 39

# PI 11: The percentage of Looked After Children visited in accordance with statutory requirements



This measure provides part of our understanding of how well we are interacting with our Looked After Children. The frequency of visiting children under these circumstances is defined by statute. It is important to understand the quality of these interventions through auditing and management oversight. Good performance helps to show we have established relationships with our Looked After Children, know their needs and that we meet their needs.



Performance over the contract period has been strong, apart from 12 months between April 2020 and May 2021 during Covid 19 pandemic, with the lowest point in May 2020 at 60.6% (please note these figures exclude virtual visiting), highest position in January 2020 at 93.3%.

The Children in Care cohort sit between two service areas with 70% of CIC in our CIC service and 30% within our locality service areas. Performance in relation to visiting our Children in Care according to statutory timescales varies across both service areas with:

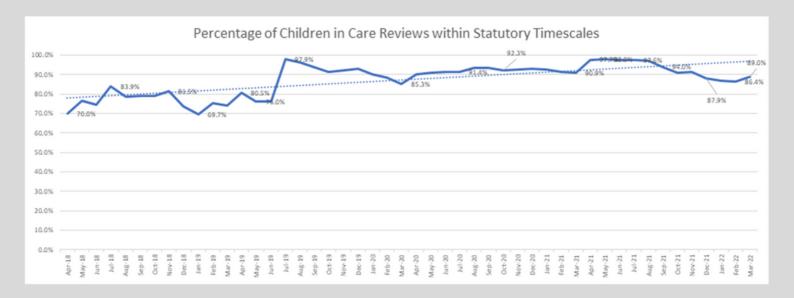
- Children in Care service at 89% over the period
- Care Management/Localities at 76%

Performance is higher within our Children in Care service primarily due to a stable workforce and strong performance oversight in their service area. Average performance between April 2018 and March 2022 is at 84.3% overall.

PI 12: The percentage of Looked After Children's Reviews held within statutory timescales

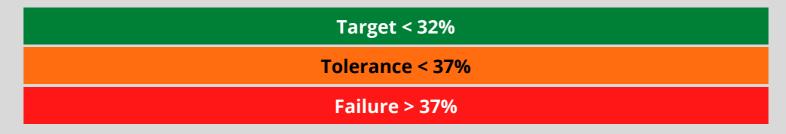


This measure shows the timeliness of Looked After Children reviews which contributes to our understanding of how well we monitor the progress of Looked After Children's plans and ensure that we are doing what we say we will. Good performance in this area will show that we independently review children's plans on a regular basis and ensure plans are progressing for our Children in Care at least every 6 months.



Average performance across the 4 years is at 87.4% and been sustained above target since July 2019. There were fluctuations in the first year of the contract April 2018-June 2019, this was due to a dependency on Social Workers to finalise any open Care Plans before IRO's can record their LAC Reviews on the LCS system along with premeeting reports being completed by IROs. The issue was resolved in July 2019 and performance has been sustained above 85% since then (Performance is dependent upon the review meeting being recorded on the LCS system.)

PI 13: The vacancy rate of permanent front line Social Workers



This measure helps us to determine the stability of our case holding workforce. Whilst agency social workers are essential for an organisation to quickly meet fluctuations in demand, a stable, permanent workforce is also critical for long term improvements and stability for the Children and Families we support.



As can be seen there has been quite a fluctuation in this measure over the course of the contract, there has been a number of national issues in relation to recruitment and retention of permanent social workers over the last 12 months and impacting significantly on this measure. Our lowest permanent vacancy rate was in March 2019 at 28.8% and current highest position was in March 2022 at 39.6%, with an average vacancy rate of 34.5%.

Several measures have been put into place to improve permanent Social Worker recruitment and retention:

- The realignment of the operation directorate has been well received by our agency provider and we are in the process of developing Social Worker vacancy adverts that will help promote the change to a locality model
- Programme is underway to convert agency staff to permanent
- Workforce strategy has been updated and launched for 2022-2025 which retains the "12 reasons to work for Sandwell Children's Trust" as a foundation of our recruitment and retention strategy

Page 292 42

- There has been a review of HR training programme for managers to be able to provide better employee support and retain our staff
- November 2021 concluded with our new 34 Newly Qualified Social Workers which support our grow your own philosophy and internal promotion/progression. A cohort of 36 are joining the programme this year (November 2022)
- Manage sickness absence consistently in line with procedures
- Maintain high level of support to Newly Qualified Social Workers
- We have increased our social media campaign and continue to review exit interviews

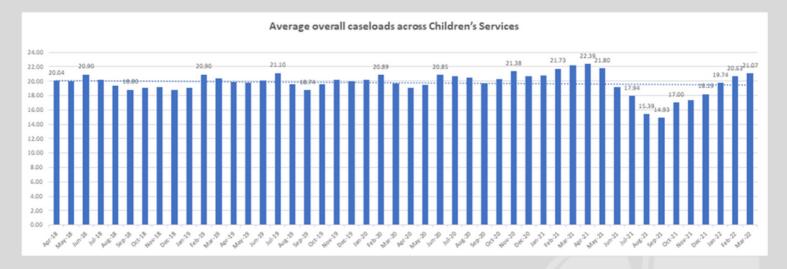
As of 31st March 2022, there are 158.83 Social Workers (122.53 permanent workers and 35.8 agency workers). The permanent social workers are broken down as follows:

- 37 Newly Qualified Social Workers
- 85.53 Social Workers

# PI 14: Average caseloads across the service

Target < 18.5
Tolerance < 23
Failure > 23

This measure helps us to understand the changing demand within our organisation so that we can target our recruitment and retention activities, adjust our establishment, and ensure our case holding Social Workers have the right number of Children to drive improvements of the lives and of our Children and Families we support.



Page 293 **43** 

Our 4-year average on this measure 19.8 Children's cases per worker, this has fluctuated between 14.93 in September 2021 and 22.39 in April 2022, the fluctuation in caseloads over the four years has related to a number of factors which include:

- Number of Open Children to Children Social Care at point of reporting
- Number of Social Workers in post case holding (excluding qualified Social Workers in the Multi Agency Safeguarding Hub, Advanced Practitioners, Intervention Services who do not hold Children's Cases)
- Personal Advisor workers staffing levels in Care Leavers service
- Number of workers on Long Term sickness and Maternity Leave.
- Number of ASYEs in post with capped caseloads during their first year of employment

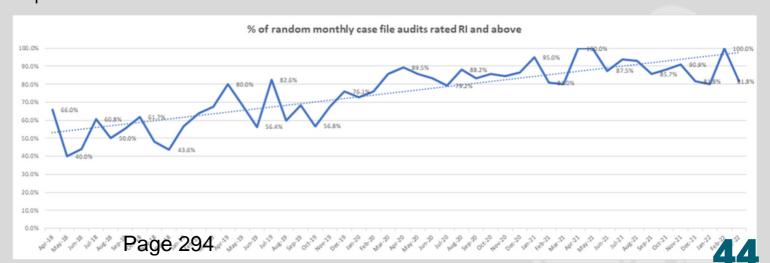
The average over the 4 years (19.8 cases per worker) is slightly above comparator information based on September 2021 workforce information from DfE

- Statistical Neighbour Average 16.6 per worker
- England Average 16.3 per worker

# PI 15: The percentage of case file audits that are rated Requires Improvement or better

Target < 55%
Tolerance > 40%
Failure < 40%

This is a very important indicator as it shows the progress of practice improvement across audited case files. Good performance is an indication that our assessments, plans, oversight and interventions with children and families are improving. This measure also demonstrates that we know ourselves well in relation to our journey of improvement



There is a marked improvement in this measure throughout the contract at an average of 63% between April 2018 and March 2020 improving to 87% during period of April 2020 to March 2022, we have seen during the contract a substantive improvement in practice which can be evidenced in the OFSTED report published on 5th July 2022. Over the course of the contract the average case files rated Requires Improvement (RI) and above is 74.9%, which is near 20% above target.

# **Quality**

Over the last few years the Quality Assurance (QA) framework has continually developed to strengthen our practice through learning identified from the variety of QA activities. Our approach recognises the need to have a range of QA activities aimed to measure and evaluate the quality of services delivered to children and families. The framework enables us to capture feedback from children, families and our staff which shapes and validates our practice and service delivery. Our practice and thematic reviews, dip sampling, external reviews enable the Trust to evaluate practice and identify areas that require further strengthening.

Through a robust closing the loop process and feedback mechanisms, the findings from all the QA activities are shared with all relevant practitioners, managers and executive management team to ensure actions are taken at both individual child but also at a more strategic level, if required.

This targeted approach not only assists managers to support individual practitioners to address any gaps in practice, but also provides evidence and informs further systems changes at a more strategic level.

	2018-19	2019-20	2020-21	2021-22
Number of Audits Completed	557	527	383	309
Number Inadequate	242	160	63	43
Number Requires Improvement	273	318	294	242
Number Good	62	49	26	24
Number Outstanding	0	0	0	0
% Requires improvement	60.1%	69.6%	83.6%	86.1%

Most of the indicators show that we are either meeting our targets or are within the agreed tolerance, and we have seen improvements over the last four years. However, in recent months the scale and pace has been impacted by the national workforce issues that we have faced.

Alongside understanding our performance better, our approach during the four years of the contract has been to establish a culture of hold managers and social workers to account through performance boards, performance surgeries, senior management meetings including Children's Management Team and the Practice Improvement Board. This approach has been successful for most teams and we have seen marked improvements. However, there are a minority of teams / practitioners where performance has not improved, we continue to manage the situation by providing targeted support and intervention for the underperforming teams and workers

We have streamlined our performance reporting to ensure Team Managers and Senior Management have the right performance information to drive improvements and so they are not overwhelmed with the volume of information they receive. Examples of this include daily locality dashboards which include key performance for each locality drilled down to a team level in one single report.

At the end of the first four years we know ourselves well, we recognise our challenges and we are determined to tackle 'head on' our areas of deficits within the service. This is the only way to achieve the improvements necessary, our 12-month action plan following our ILACS inspection in May 2022 will drive improvements further in 'weaker areas' and will contribute to sustaining our performance and practice in areas we have improved and sustained over the contract period.

# iv: The Trust's proposals for the future operation and performance of the Services

The Trust is on an upward trajectory and the leadership team has a clear focus on what is required to continue improvement. With an over-arching Transformation Programme, based on the Trust's 6 Priorities: People; Practice; Partnerships; Prevention; Meeting Need and Measuring Progress; and Striving for Excellence. The Transformation Programme is gaining traction and driving key activities which include:

- Service redesigns for:
  - Front Door and MASH
  - Intervention Services
  - o Children Grant Posabilities Team

- Continued development of Locality model with partners
- Continued embedding of the Early Help Strategy
- Embedding Permanency Strategy internally and with partners
- Implementation of the Workforce Development Strategy with an emphasis on recruitment and retention
- Roll-out of Sufficiency Needs Strategy and Plan
- Practice improvement governed through the Practice Improvement Board
- Implementation of the Liquidlogic Portal to transform communication and information exchange with young people, parents/carers and partners

The added rigour and accountability brought by the Transformation Programme will ensure that there are clear action plans, resource availability and focused activity to ensure that projects are delivered effectively and to plan.

Successful delivery of these activities in collaboration with partners will address the areas to improve identified in the OFSTED report, appropriately focus activity on prevention to minimise the number of children taken into care, address consistency of practice and availability of suitable placements when required.

### **Revised Performance Measures**

The Trust and Council are currently discussing revised performance measures, and will agree a set of KPIs that will come into effect from April 2023.

Page 297 47

# V: Whether the Trust has achieved the standard 'Good' as set out in the OFSTED guidance within four (4) years of the Services Commencement Date as evidenced by the Annual Self Evaluation and/or any external inspection

During the Covid 19 pandemic Ofsted suspended ILAC inspections, resuming in late 2021.

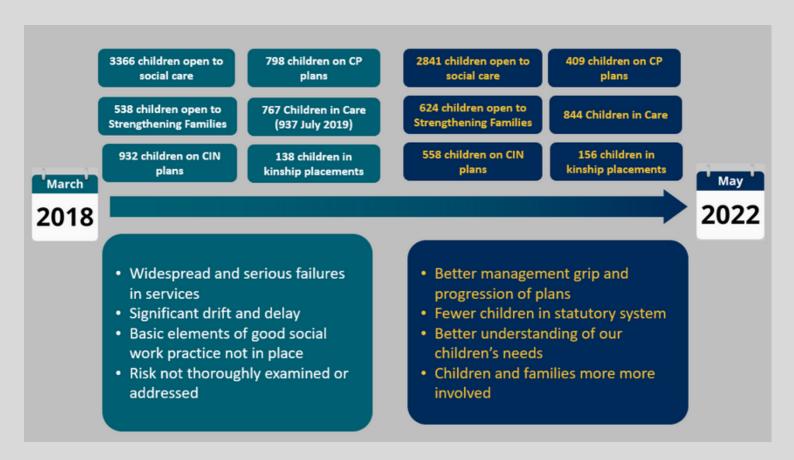
Sandwell Children's Trust was subject to an ILAC inspection between the 9 – 20 May 2022. The subsequent report graded the Trust as follows:

Judgment	Grade		
The impact of leaders on social work practice with children and families	Requires improvement to be good		
The experiences and progress of children who need help and protection	Requires improvement to be good		
The experiences and progress of children in care and care leavers	Requires improvement to be good		
Overall effectiveness	Requires improvement to be good		

The report highlights the progress that has been made and lifts the service out of 'inadequacy' for the first time in 10 years despite the challenges of a 'legacy of inadequate practice, high staff and manager turnover, and the pandemic'. This marks a significant achievement for the Trust in spite of the additional difficulties created by the national shortage in Social Workers and an international pandemic with full lockdown. The verbal feedback and written report highlight that we have improved across all areas, as reflected in the consistent 'Requires Improvement' gradings.

Inspectors acknowledged that senior managers have clear visibility of the issues that need to be addressed with mitigating actions being implemented. The Trust believes that this assessment provides the platform for continued improvement, at a more accelerated rate.

Page 298 48



As with many organisations the Trust focused on delivering effective services during the extended pandemic lockdown periods. This significantly impacted on its opportunities and capacity to progress improvement activity. Taking this into consideration as well as the improvement trajectory evidenced by the ILAC inspection the Trust recommends that the requirement to achieve the standard 'Good' as set out in the OFSTED guidance is deferred to the next ILACS inspection.

# vi: Whether the Trust is achieving the aims and objectives set out in Clause 2 of this Agreement (Aims)

Following its inception in 2018 the Sandwell Children's Trust has continued its steady improvement and has laid the foundations for its progression to Good and beyond. Strong governance processes underpin an effective and visible leadership across the Trust, from the Chief Executive, Directors and the wider leadership team which has enabled the Trust to free itself from historic inadequacy.

During an assurance visit in March 2021 OFSTED acknowledged that the Trust had managed well throughout the pandemic which demonstrated that the Trust was on an upwards trajectory. OFSTED also rated the Fostering Service as good in August 2021 which was another indicator of positive progress being made by the Trust.

Page 299 49

Initially focusing inwardly, the Trust addressed key organisational features widely regarded as requirements to support good quality practice and effective service delivery. OFSTED reported, following the ILACS inspection in May 2022, that services for vulnerable children and families had improved since the inspection that took place in November 2017.

# **OFSTED Inspection May 2022**

"Services for vulnerable children and families in Sandwell have improved since the last inspection in November 2017, when they were judged to be inadequate. Since April 2018, children's services have been delivered by Sandwell Children's Trust on behalf of the local authority. New strategic leadership, which includes the chief executive of the Trust, has increased the pace and trajectory of improvement over the last year. Stronger strategic leadership has led to improvements in much of the service, through changes such as the move to a locality model, implementation of an early help strategy, a social work career pathway and high-quality specialist services. Many of children's needs are well met by social workers who collaborate effectively with partners in other services."

# Workforce stability and engagement

Shortages in the number of Social Workers remains a national issue. However, the Trust continues to develop its approach to recruitment and retention, capitalising on its unique selling points as an employer and the recent OFSTED inspection outcome.

Engagement of staff has been a key focal point, ensuring that staff feel valued and listened to by the organisation and senior leaders. OFSTED made reference to the workforce challenges following the May 2022 ILACS Inspection.

# **OFSTED Inspection May 2022**

"Leaders are realistic about the challenges of developing a sustainable workforce. There have been challenges to existing workforce retention, in particular the loss of agency social workers, which has resulted in a period when allocation to a social worker was delayed for some children. A comprehensive workforce plan has been implemented, which includes recent investment to create additional teams to support social work capacity in response to high staff turnover, a comprehensive staff learning and development offer, and investment in career pathways to support staff recruitment and retention."

# Leadership

Children's services are challenging environments where staff need to trust and feel inspired by their leaders. The Trust Leadership team models expected behaviour and sets clear expectations for staff. Accountability has been improved and processes continually improved so that decisions are informed and taken more quickly. Reflective practice has been encouraged and challenge is provided in a constructive and structured manner.

The Trust leadership team has proactively sought feedback from a variety of sources and ensured they were seen to act in response, engendering trust among their staff and partner agencies. They have taken time to build and maintain relationships with staff and partners, encouraging them to understand the benefits of a collaborative approach. OFSTED recognised this in the May 2022 Inspection Report.

# **OFSTED Inspection May 2022**

"Services are improving and there are no longer widespread and serious weaknesses in Sandwell. Leaders have achieved a significant change in the culture and impact of leadership across both the Trust and the council, which is improving services for vulnerable children and families. Leaders have faced considerable challenges in implementing this, as a result of the legacy of inadequate practice, high staff and manager turnover, and the pandemic. While there is tangible progress, leaders are realistic about the scale of improvement still needed as a consequence of past systemic failures. Over the last year, a new chief executive at the Trust has brought energy and vision to develop a strategic pathway for service improvement. A whole-system change programme is now being implemented through a clear and comprehensive programme of improvement based on six clear priorities."

# **Organisational culture**

The Trust has and continues to develop its culture to support continuous learning and service improvement enabling a focus on practice and positive outcomes for children, young people and families.

Fundamental to this change in culture has been the collective development and embedding of the 'Trust's Purpose, Ethos and Standards'. The document clearly articulates the Trust's approach and expectations but more importantly all of the Trusts actions, decisions and relationships are underpinned by a collective understanding appearance associated with the Trust lives the ethos. OFSTED made reference to staff feeling valued and supported in the May ILACS 2022 report.

# **Equality, Diversity & Inclusion**

It is an enormous strength of Sandwell Children's Trust that we have a diverse workforce and we serve a diverse community in the Borough. But this also brings a responsibility to ensure that everyone who works with us can bring their whole selves to work and can be sure of a supportive and inclusive workplace – and to do our best for the children and families we serve, we need a deep understanding of the various communities and cultures within Sandwell.

The Chief Executive has taken a personal interest in developing the Trust's approach to EDI, leading a task and finish work group to develop an EDI Strategy, an accelerated Action Plan, mandatory training for managers and ensuring that there is an effective dialogue with all staff through Forums and EDI representatives as well as the staff survey.



# **OFSTED Inspection May 2022**

"Staff in Sandwell are positive about the visibility of senior leaders. Social workers feel well informed about the considerable changes and developments within the Trust. They value being consulted and many feel committed to Sandwell Children's Trust in the long term. Social workers enjoy working for the Trust and feel it is a friendly and supportive environment. Most workers feel valued and well supported. Social workers are able to access a range of training to support their professional development. Social workers value group reflective discussions and reflective supervision."

# Inter-agency working

The Trust understands the link between strong multi-agency working and providing an effective service. Consequently, it has worked to improve relationships with partners, achieve strategic buy-in and improve information sharing arrangements as well as improve use of shared assessment tools with longer term ambitions around developing its locality model with partners.







The recent roll-out of partnership wide Early Help Strategy (and action Plan) and Permanency Strategy demonstrates how the Trust has taken lead roles to foster effective relationships to deliver initiatives for families in Sandwell.

The Front Door has been assessed to work well but more can be done to improve the way the Trust and partner agencies collaborate to improve the effectiveness of the service and reduce the number of referrals. Establishing a focus on earlier work with families delivered by the right partner. This is an immediate priority for the Trust.

Specific reference was made by OFSTED in the May 2022 report regarding the work of the Strengthening Families practitioners and how their work has led to timely preventative support.

# **OFSTED Inspection May 2022**

"Children benefit from effective early help. This has been further strengthened through co-location with partners, including housing, adult social care and teams which include a Department for Work and Pensions (DWP) worker and a domestic abuse advocate. Early help assessments and child-focused plans are detailed and thorough when completed by strengthening families practitioners, resulting in timely preventative support. For many children and families, this focused help and support prevents the need for the involvement of statutory services."

Page 303 53

# **Effective systems**

The Trust understands that Social Workers need to be supported by effective systems enabling them to maximise opportunities for direct work with families. It is continually monitoring and developing the use of the case management system to support Social Workers and similarly adapting the roles of Social Care Assistants and Business Support.

Back office functions have been developed and improved ensuring that Finance and Human Resources services are delivered to meet overall business requirements. Demonstrated by the development of a Medium-Term Finance Plan that operates within available resources, underpinned by effective financial management support to budget holders.

The availability of accurate performance information has been a focus to ensure that managers are able to identify those teams that are performing well and those who required additional support. Also enabling managers to identify those children who are most vulnerable and require more immediate needs.

In the May 22 OFSTED report reference was made to improvements in the way in which the Trust uses performance information to inform plans to improve services for vulnerable children.

# **OFSTED Inspection May 2022**

"Use of performance information has improved, with leaders now able to use a range of data, including performance, quality assurance and complaints information, which informs plans to improve services for vulnerable children. This is strengthened by the value placed on the voice and experiences of children, young people and families who use services, who are now beginning to be involved in the quality assurance process."

# **Continuous Improvement - The Trust's Transformation Programme**

The Trust has a focus on continuous improvement. The development of a Transformation Programme based on the Trust's 6 priorities is gaining traction with Priority Leads in place, ambitions for each priority articulated and initial priority action plans developed which are in the implementation stage. During the May 2022 OFSTED inspection it was recognised that a whole system change programme was being implementation was based on six clear priorities.

# **OFSTED Inspection May 2022**

"Over the last year, a new chief executive at the Trust has brought energy and vision to develop a strategic pathway for service improvement. A whole-system change programme is now being implemented through a clear and comprehensive programme of improvement based on six clear priorities."

# vii: Such other matters that the Parties may agree from time to time

There are no other matters.

# Conclusion

Since 2018, the Trust has delivered its commitments as detailed within the Service Delivery Contract. In addition to this, the Trust has outlined a clear direction of travel underpinned by a robust programme of activity which will continue to improve the services provided to the most vulnerable children, young people and families in Sandwell.

Staff and leadership across the Sandwell partnership recognise the progress that has been made since 2018, and the headline feedback from the OFSTED inspection that took place in May 2022 states that 'Services are improving and there are no longer widespread and serious weaknesses in Sandwell'.

This feedback endorses the view that a break in contract at this time would not be in the best interests of the Trust and the Council, and most importantly the children and families that we support.

The Trust welcomes the opportunity to have further discussions with the Council with regard to the scope of services and opportunities to support our continued improvement journey.

Page 305





# **Report to Cabinet**

# 28 September 2022

Subject:	School Organisation Plan 2021-2026; results of consultation and approval to publish
Cabinet Member:	Cabinet Member for Best Start in Life, Councillor Hackett
Director:	Director of Children and Education,
	Michael Jarrett
<b>Key Decision:</b>	Yes
Contact Officer:	Rachel Hill, Project Officer, School
	Organisation, Children and Education
	Support Services
	rachel_hill@sandwell.gov.uk

### 1 Recommendations

1.1 That Cabinet approve that the 'School Organisation Plan 2021–2026', attached as Appendix 1, in accordance with the statutory obligation placed upon the council under the School Standards and Framework Act 1998 be published.

### 2 Reasons for Recommendations

2.1 On 13 April 2022 Cabinet (Agenda Item 5) approved that the School Organisation Plan 2021–2026 be approved as a basis of consultation in accordance with the statutory obligation placed upon the council under the School Standards and Framework Act 1998, and a further report be submitted at the end of the consultation period to seek approval to publish.



















2.2 Public consultation ran from 9 May 2022 to 1 July 2022. Results of the consultation can be found under section 4. One response was received. It is now recommended that the School Organisation Plan be adopted.

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



Best start in life for children and young people

The recommendation in this report supports the desire of the council to focus resources on the specific needs and aspirations of the community. This contributes to the Council's Vision 2030 Ambition 1 – Raising aspirations and resilience, Ambition 3 – Young people to have skills for the future, Ambition 4 – Raising the quality of schools.

# 4 Context and Key Issues

- 4.1 Local Authorities are charged with the duty (under the Education Act 1996) to ensure there are sufficient school places to accommodate the children and young people who reside in the borough and to ensure these places are of good quality with sufficient capacity to promote parental preference and diversity.
- 4.2 The aim of the School Organisation Plan is to help the Council and the wider community understand the need for school place planning and to establish future demand. It will provide the basis against which school reorganisation will be planned. The plan itself is not intended to identify individual schools for change, but to consider the future need for school places throughout the Borough. Individual school changes will be submitted via a cabinet report and capital appraisal should capital investment be needed to provide or reduce capacity for places.
- 4.3 This Plan sets out the framework within which the Council will consider the organisation of school places over the next five years. The Plan includes detailed demographic information and identifies a number of

















other issues that may have a significant impact on the need for school places.

4.4 The Plan is a working document and will be updated when required by a change in demographic information, yearly admissions and other influencing factors.

### 4.5 **Consultation (Customers and other Stakeholders)**

- 4.7 Consultation was carried out 9 May 2022 to 1 July 2022.
- 4.8 The consultation documents were published on the council's website, published on the borough wide School Communication, and sent to the Regional Schools Commissioner, neighbouring local authorities and local diocesans.

One response was received during consultation;

"We are parents of a child currently attending school in Sandwell at Q3 Langley. The main point to feedback about the consultation is we are very pleased with Q3, but one of the biggest disappointments has been we were under the impression a 6th form offer would be available when applying for a place and this isn't going to be the case. The planning document isn't holistic from a pupils/parent's perspective. The post 16 offer is difficult to picture at the best of times but crucial to the overall offer. The document would ideally include this important aspect to plan/consult with parents also."

4.9 The following paragraphs have been added to the School Organisation Plan section 10 Post 16:

Local authorities have broad duties to encourage, enable and assist young people to participate in education or training. Specifically, these are to secure sufficient suitable education and training provision for all young people in their area who are over compulsory school age but under 19 or aged 19 to 25 and for whom an Education. Health and Care (EHC) plan is maintained.



















To fulfil this duty, local authorities need to have a strategic overview of the provision available in their area and to identify and resolve gaps in provision for all young people aged 13-19 and to those between 20 and 25 with special educational needs and disabilities (SEND). They also have to provide support that will encourage, enable or assist them to participate in education or training under Section 68 of ESA 2008.

# 5 Alternative Options

- 5.1 This is a requirement placed on the council by the School Standards and Framework Act 1998. There is no other option available.
- 5.2 For at least the last 12 years, the Authority has responded to an unprecedented and significant growth in the birth rate, inward migration and retention levels. Pupil place planning and capital investment has responded to the challenges the growth has presented to the school sector. However, as the birth rate has started to ease, but the level of inward migration continues to fluctuate, there is now a need to plan for future provision. The option to do nothing is not a viable option for the council in fulfilling its statutory obligation to provide sufficient school places.

## 6 Implications

Resources:	Financial implications: There are no financial implications with regards the plan. The plan will identify the need for places. Separate reports and financial implications will be submitted for required projects to increase or decrease pupil admission numbers.  Staffing implications: No staffing implications  Land implications: No land implications.  Building implications: No Building implications.				
Legal and Governance:	School Standards Framework Act 1998 paragraph 26 School Organisation Plans;				



















	(1) Every local education authority shall prepare a school organisation plan for their area and shall prepare further such plans at such times as may be prescribed.  (2) A school organisation plan is a statement which sets out—  (a) how the authority proposes to exercise their functions during the prescribed period with a view to securing the provision of primary education, and secondary education suitable to the requirements of pupils of compulsory school age, that will meet the needs of the population of their area during that period; and  (ab) how the authority proposes to exercise their powers during the prescribed period with a view to securing the provision of secondary education suitable to the requirements of pupils over compulsory school age during that period;  (b) any facilities which the authority expects to be available outside their area for providing education of a kind referred to in paragraph (a) or (ab).
Risk:	The Corporate Risk Management Strategy (CRMS) has been complied with – to identify and assess the significant risks associated with this decision / project. This includes (but is not limited to) political, legislation, financial, environmental and reputation risks. This has identified that there are no significant risks that need to be reported.  The children and education directorate risk register includes the risk of the council failing in its statutory duty to provide sufficient school places, the risk is currently assessed as amber. This report's recommendations will assist in the mitigation of the directorate risk.
Equality:	An Equality Impact Assessment (EIA) initial screening has been undertaken and a full Equality Impact Assessment is not required for this report.



















Health and Wellbeing:	This will be a positive impact for children and young people as it ensures there is sufficient places at good and outstanding schools.
Social Value	Ensuring every child has access to a school place, and that parents / carers continue to be able to indicate their individual preferences for school places.

# 7. Appendices

- 7.1 School Organisation Plan 2021-2026
- 8. Background Papers





















# School Organisation Plan 2021 - 2026

Version 10

























## Foreword

We are pleased to support the launch of a new School Organisation Plan for the Borough that will cover the next 5 years of educational provision, crossing all phases of primary, secondary and special schools.

Our plan will remain under constant review and be updated as further work develops for mainstream pupil place planning, and the Specialist Place Planning Strategy 2022-2027 due to be published later this year.

Having spent well over a decade responding to an unprecedented birth rate growth from 2008/09, with in excess of £100m Basic Need capital grant funding used to expand, remodel and open new schools across Sandwell, the Local Authority now finds itself needing to plan ahead for potential reductions in the level of children entering primary schools, whilst still responding to a large population now entering secondary schools.

We hope you will agree with us that for the benefit of our children, their families, schools and our wider stakeholders, through this Plan the Local Authority should be setting the context of the pressures it has faced with pupil place planning, and how it now needs to adjust provision to ensure the appropriate number of school places are retained to serve our local communities.

Your views are welcomed as we embark on initial consultation to adopt the plan this year, and in the future, as the document is used to inform our strategic decisions through the council and its elected members.

Councillor S Hackett Cabinet Member for Children and Education Michael Jarrett Director of Children and Education

July 2022

























### Contents

- 1. Introduction
- 2. Early Years
- 3. Education Provision in Sandwell
- 4. Demographical factors
- 5. Forecast Methodology
- 6. Primary School Capacity
- 7. Special Education Needs and Alternative Curriculum Providers
- 8. Expanding Schools
- 9. Funding
- 10. Post 16

**Appendices** 





















### 1. Introduction

This is the School Organisation Plan (SOP) for Sandwell Metropolitan Borough Council for 2021/22-2025/26, which seeks to set a baseline for school places for children aged 4 – 16, across Sandwell and consider external influences that are driving a need to change the number of school places over the short to medium term.

The Plan provides information regarding the current and future pupil population and capacity of schools in Sandwell, draws conclusions regarding the potential need to add school places and identifies a number of other issues that may have a significant impact on the need for school places including demographic information.

The aim of the School Organisation Plan is to help the Council and the wider community understand the need for school place planning and to establish future demand. It will provide the basis against which school reorganisation will be planned. The plan itself is not intended to identify individual schools for change, but to consider the future need for school places throughout the Borough.

The data within this plan for mainstream pupils is based on the latest available information - the January 2021 pupil census and will be updated annually.

### 1.1 National and Local Policy Context

Local Authorities are charged with the duty (under the Education Act 1996) to ensure there are sufficient school places to accommodate the children and young people who reside in the Borough and to ensure these places are of good quality with sufficient capacity to promote parental preference and diversity. Increasingly this duty must be carried out in a changing education environment, with increasing numbers of Academies, Free Schools and UTCs.

The co-ordination and management of all education place planning is in the Education and Children directorate of the Council.



























Authority must be given by Sandwell Council's Cabinet for an increase in a maintained school's Published Admissions Number (PAN). An Academy School has to obtain approval from the Regional Schools Commissioner.

Approval to the allocation of relevant capital resources is given by Council as part of its budget setting.

The Government agenda of ensuring that all children have access to 'good' schools is key to the provision of additional school places, and all school reorganisation proposals must be considered against this principle. The Department of Education (DfE) publishes school places scorecards to enable everyone to see the challenges local authorities face in making good school places available, the level of funding given to local authorities, and local authorities' progress in providing school places. Sandwell MBC's scorecard can be viewed by following the hyperlink below.

https://www.gov.uk/government/statistics/local-authority-school-places-scorecards-2019.

The DfE cancelled the 'School Capacity Survey: 2020' due to coronavirus (COVID-19), therefore, it has not produced the 'Local Authority school places scorecards 2020'.

The School Organisation Plan is part of a wider framework of policy documents that support the Council Plan 2020 to 2025 which sets out the Council Vision and contributes to meeting each of the Council's priorities.













# 1.2 School Improvement

The Council is committed to school improvement and helping to raise standards in all schools across the Borough. The Council takes the view that the provision of sufficient, suitable and well-maintained accommodation can contribute significantly to the performance of individual pupils and schools.



























Where there is a need to consider a reorganisation of schools, the performance of schools will be considered, along with geographical location and physical characteristics. The performance of individual schools strongly influences the pattern of parental preference.

Any school reorganisation proposals need to demonstrate how standards will be improved and will seek to make the best possible use of existing assets, meet the needs of parents, and optimise expenditure to help maximise performance of schools in the future.

Where a school is found to be inadequate by Ofsted, the DfE, through the Regional School Commissioner, will seek to convert the school into a Sponsored Academy.

# 1.3 Regional Schools Commissioner

Regional Schools Commissioners (RSCs) act on behalf of the Secretary of State for Education and are accountable to the National Schools Commissioner.

RSC's main responsibilities include:

- acting where academies and free schools are underperforming
- intervening in academies where governance is inadequate
- deciding on applications from local-authority-maintained schools to convert to academy status
- improving underperforming-maintained schools by providing them with support from a strong sponsor
- encouraging and deciding on applications from sponsors to operate in a region
- taking action to improve poorly performing sponsors
- advising on proposals for new free schools
- advising on whether to cancel, defer or enter into funding agreements with free school projects
- deciding on applications to make significant changes to academies and free schools



























# 2. Early Years

The Childcare Act 2006 gives local authorities a key role in shaping the childcare market in their area. Working with providers from the private, voluntary, independent and maintained sectors, the local authority will look to create a strong, sustainable and diverse childcare market that meets the needs of parents. It focuses in particular on sufficient, sustainable and flexible childcare that is responsive to parents' needs.

Section 6, of the 2006 Act gives local authorities a duty of securing, so far as is reasonably practicable, that the provision of childcare (whether or not by them) is sufficient to meet the requirements of parents in their area in order to enable then to:

- Take up, or remain in, work, or
- Undertake education or training which could reasonably be expected to assist them to obtain work.

The Children and Families Act 2014 requires that a report be prepared annually for elected council members on how they are meeting their duty to secure sufficient childcare.

The Childcare Sufficiency Report and Action Plan 2020/21 provides a summary of the Early Education and Childcare places available within the borough, including the provision of free early education places for 2, 3 and 4 year olds and the extended offer to 30 hours free early education for eligible 3 and 4 year olds.

The aim of the Childcare Sufficiency Report and Action Plan is to provide a baseline of data so that gaps in provision can be identified with recommendations on how they can be rectified.

# 3. Education provision in Sandwell

The education provision in Sandwell is varied. The Council still retains direct responsibility and decision making for most of its schools however, a large number our pupils are educated in academies, from which we commission places. In the childcare and post-16 sectors, the vast majority of our places are provided by institutions independent of Sandwell Metropolitan Borough Council.















The Council retains its strategic responsibility to ensure sufficient high-quality places, across all phases appropriate to the age, aptitude and ability of all learners. We will continue to build on existing partnerships with Community schools, Diocesan bodies, private and voluntary providers, academies, multi-academy trusts and free schools in the Borough, with a core aim of providing the best start in life for all children and young people in Sandwell. The Council works closely with the Primary Head Teacher Partnership, Secondary Head Teacher Partnership, Quality Standards and Performance Board, and the Joint Executive Group with Head Teachers of both Primary and Secondary Schools.

# 3.1 Types of School:

All children in England between the ages of 5 and 16 are entitled to a free place at a state school.

State schools receive funding through their local authority or directly from the Government.

The types of schools available in Sandwell are listed below.

## Community Schools

Sometimes called local authority-maintained schools – they are not influenced by business or religious groups and follow the national curriculum.

# Voluntary Controlled / Voluntary Aided and Foundation Schools

Funded by the local authority but have more freedom to change the way they do things – sometimes they are supported by representatives from religious groups.

# Academies and Free Schools

Run by not-for-profit academy trusts, are independent from the local authority - they have more freedom to change how they run things and can follow a different curriculum. UTC

# **Independent Schools**

Also known as private schools, charge fees to attend instead of being funded by the Government. Pupils do not have to follow the national curriculum. All private schools must be registered with the Government and are inspected regularly.





















## Special Schools

Specialise in areas of special educational needs which can include: Communication and Interaction Cognition and Learning

Social, Emotional and Mental Health

Sensory and Physical Needs

Schools can further specialise within these categories to reflect the special needs they help with, for example Autistic Spectrum Disorders, Visual Impairment, or Speech, Language and Communication Needs (SLCN).

The table below show the pattern of provision in Sandwell (data from 3 May 2022);

School Phase and Age Range	Community Schools	VC/VA	Foundation School	Academies	Free school academies	Independent Schools	Totals
Nursery Schools							
Infant Schools	4		1	2			7
Junior Schools	3		2	2		1	8
Primary Schools	39	9	9	22	1	1	81
Secondary Schools		1	2	15	2	2	22
Special Schools	3			1*	1	3	8
Alternative Provision	3						3
Totals	52	10	14	42	4	7	129

### 3.2 **Educational Learning Communities**

Effective pupil place planning is a fundamental element of the local authority's role as strategic commissioner of good school places.

Most local authorities divide their geographical regions into smaller areas for pupil place planning purposes and pupil planning areas should align with these smaller areas.

The Borough is divided into seven learning communities for primary age; Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury, West Bromwich Central and West Bromwich North and six learning communities for secondary age; Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich. Appendices 1 and 2 list each learning community and the schools within each group.

The learning communities are used by the Council for the purposes of assessing current and future pupil demand for school place provision.























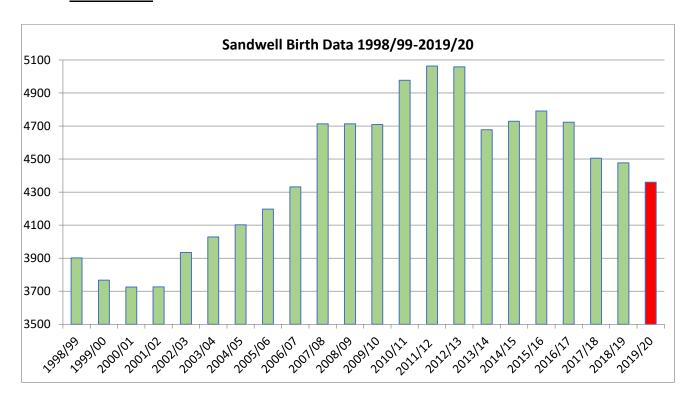


# 4. **Demographical factors**

When forecasting future school rolls a range of factors need to be considered that can impact on the demand for school places:

- Birth Data
- Children living outside of Sandwell
- Migration (inward / outward)
- Housing
- Black Country Plan
- Parental Preference

## 4.1 Birth Data



The above graph shows the trend in births for the Borough for children born between 1999/00 (Reception 2004/05) and 2019/20 (Reception 2024). During this time period the number of children being born in the Borough has increased by 16%, however the birth rate reached a peak for Reception Intake in 2011/12 with growth of 34%. Since then, there has been a gradual decline in births.

















# 4.2 Children living outside of Sandwell

Schools in Sandwell attract children resident in neighbouring authorities: Wolverhampton, Walsall, Birmingham, Dudley. At January 2021, 8.7% of all pupils in our primary schools were resident outside of Sandwell. 13.8% of pupils in our secondary schools live outside of Sandwell.

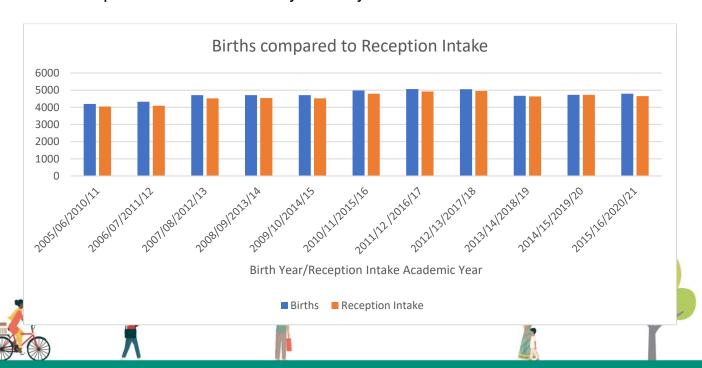
The Council is part of the West Midlands School Organisation Group which is attended by representatives from neighbouring authorities and colleagues from Worcestershire, Shropshire, Dudley, Wolverhampton, Birmingham, Telford, Walsall and Staffordshire. This group shares information of pupil number trends and anticipated future need for school places.

# 4.3 Migration

When considering cohort information for school intakes it is essential that the migration of children in and out of the Borough is considered. Families and children arrive and leave the Borough at different points in the year.

When planning the level of school places in an area, a threshold of up to 10% has traditionally been considered appropriate to allow for migration where possible.

Reception intake cohorts are reviewed annually and the growth between the year of birth and the Reception intake year is monitored and allowed for when forecasting for future intake years. Migration into the Borough between birth and Reception intake fluctuates year on year

















Reception 2019 cohorts grew by 13% from the year of birth and the Reception 2020 cohort decreased by 3%. However, migration into Sandwell differs significantly by town. Migration will continue to be monitored and factored into forecasting to ensure sufficiency of places.

As the birth rate has stabilised, schools are starting to operate with a small level of vacancies across Reception, therefore the ability to meet parental preference from families moving into the Borough has increased. However, there continues to be limited preference for those families with more than one child keeping the children together in one school close to a child's home can still be difficult.

Secondary cohorts are based on children in Sandwell primary schools that are resident in Sandwell. Overall numbers in primary schools do not vary significantly between Reception and Year 6, with net growth of about 5% across the Borough.

In addition, the Sandwell secondary cohort also decreases by approximately 110 children at the time of year 7. The fall is due to families choosing a school outside of Sandwell e.g., Grammar, Single Sex or Religious Schools.

# 4.3 Housing

By 2030, the Council aims to have 8,000 more new homes in the Borough. This will be a mix of council house building and homes built by registered housing providers and the private sector.

The areas of Friar Park in Wednesbury and Grove Lane, Smethwick, offer great opportunities to create new communities at the highest standards of design and quality. We will ensure these new communities have access to good schools, health services and local amenities.

The scale and timing of housing development is subject to considerable variation depending on detailed individual planning applications for each site; this is a challenge when forecasting pupil places and the impact on school forecasts.

























Analysis of recent large-scale developments have shown that pupil places in Sandwell are on average around 4 pupils per year group per 100 houses. It is important to note that this can only be used as a guide. The number of pupil places from individual housing developments may vary due to the nature of housing located on the site. It also assumes that all children moving into the new housing development are new to the area, which is normally the case.

It is highly likely that a proportion of children moving into housing developments will already reside in the area and may continue in their existing schools or move at the end of a key stage.

#### 4.4 Black Country Plan

Sandwell MBC along with Dudley MBC, Walsall MBC and Wolverhampton MBC contribute to the Black Country Plan. The Plan contains planning policies and land allocations to support the growth and regeneration of the Black Country over the next 20 years.

The Plan was approved by Cabinet on 7<sup>th</sup> July 2021 (Decision No. 26/21) and can be read on <a href="www.sandwell.moderngov.co.uk">www.sandwell.moderngov.co.uk</a>.

#### 4.5 Parental Preference

Parental preference is an important consideration in planning school places.

However, as indicated by the 2019 scorecard in Appendix 3, Sandwell was slightly below the national levels in meeting parental preference in Primary places. National proportion of applicants who received an offer of one of their top three preferences was 97.5%. Sandwell's proportion was 96.6%.

The Secondary parental preference applications nationally was 93%. Sandwell's proportion was 89.6%.

The popularity of a school can change quite rapidly, and the desire to respond to patterns of parental preference has to be considered against a longer term view of the geographical location of schools, along with planning and accommodation constraints.

## 5. Forecast Methodology

For forecasting purposes, the Borough is divided up into 7 primary and 6 secondary planning areas.















Using these smaller geographical areas enables more detailed forecasting that can take account of localised trends and parental preference.

#### **Primary**

- **1. Birth to Reception:** A 2-year weighted average for the retention rate of births by town to attending a Sandwell school in Reception is calculated as a percentage for each town. By using this calculated rate and the birth data available from Public Health / ONS we can project future numbers of Sandwell children who are expected to attend a Sandwell school.
- 2. Birth town to planning area (Reception): A 2-year weighted average is calculated based on the town that a Sandwell child is living in and the planning area of the school that they are attending for Reception. The 3-year weighted average is used alongside the "Birth to Reception" retention calculated in 1. to enable future reception cohorts to be projected by planning area. By understanding the movement of Sandwell children at town level we can use the figures calculated to produce more accurate projections for reception by planning areas.
- **3. Children from a neighbouring authority:** For each planning area, a 2-year weighted average is calculated for the children from another authority who attend reception in Sandwell by planning area, the 3-year weighted average is updated on an annual basis.
- **4. Housing:** Planning information is received from weekly planning lists from Sandwell's planning department. Applications with more than 10 new dwellings being built are counted towards the projections; this information includes the number of dwellings and in which planning area they are being built. Housing figures are included in the projections for the academic year 2 years after planning permission was approved. For every 100 houses being built our formulae produce's approximately 3 children per year group. In the case of apartments/flats the housing yield is halved. Any children produced from housing are added to the projected number in Reception for that town. After reviewing our projections in Sandwell in 2018 we have decided to only include children from housing in Reception, this is due to any other children already being in the system causing us to over-project our pupil numbers.
- **5. Reception Projection:** The numbers that have been produced per planning area from the Birth town to planning area calculation (2), Children from a neighbouring authority (3) and Housing (4) are added together to make the projections for the reception cohort in each planning area.















**6. NCY1- NCY6:** When projecting NCY1 – NCY6 we calculate the retention rate for each year group by planning area on a 2-year weighted average. Using the retention rate along with the latest year group numbers from the January census and the projected reception figure we can project NCY1 – NCY6 for each planning area.

#### **Secondary**

- 1. NCY6 planning area to NCY7 planning area: A 2-year weighted average of the retention rate for Sandwell NCY6 children by planning area who attend a Sandwell school in NCY7 the following year is calculated. By using the retention rate and the latest primary numbers available we can project NCY7 numbers of Sandwell children who will attend a Sandwell secondary school by planning area.
- **2. Children from a neighbouring authority:** For each planning area, a 2-year weighted average is calculated for the children from another authority who attend NCY7 in Sandwell, the 2-year weighted average is updated on an annual basis.
- **3. NCY7 Projection:** The numbers that have been produced per planning area from the NCY6 town to NCY7 planning area calculation (1) and Children from a neighbouring authority (2) are added together to make the projections for the NCY7 cohort in each planning area.
- **4. NCY8 NCY11:** When projecting NCY8 NCY11 we calculate the retention rate for each year group by planning area on a 2-year weighted average. Using the retention rate along with the latest year group numbers from the January census we can project future NCY8 NCY11 for each planning area.

Projections are updated on an annual basis, information considering latest birth date, school census, parental trends and local knowledge.

Due to the impact of Covid for the latest forecasting figures the weighted average was changed to 2 years.

























#### **Forecasting Accuracy**

The DfE now publishes forecasting accuracy for each Council for a one and three year period, and a range based on all Councils, this is based on the School Capacity and Projections (SCAP) annual return. For Sandwell the outcomes for 2019 are indicated below:

	Sandwell	England	Sandwell	England
	forecasts	forecast	forecasts	forecast
Primary	+0.3%	+1%	-0.5%	+2.7%
Secondary	+1.2%	+1.4%	+2.9%	+3.2%

#### 6. **Primary School Capacity**

The number of school places available is dependent on how a school's capacity is calculated. It can be calculated in two ways: -

Physical capacity – calculated using a formulaic approach to the floor space in a school building.

Published Admission Number (PAN) capacity – the number of places available determined by a school's admission number and how the school is organised. The table below shows the breakdown of primary school places at May 2021 across different types of schools using both capacity calculations. For the purpose of this plan the published admission number capacity will be used as this gives a clearer picture of how many school places are available as it is based on how a school is organised rather than a formulaic calculation.





















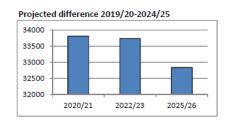




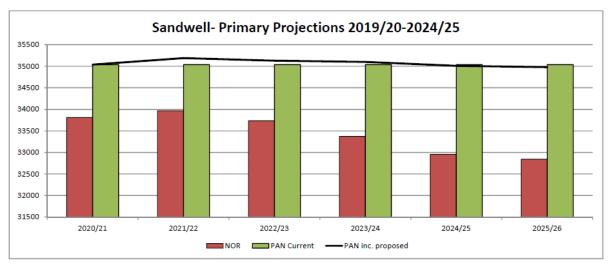
#### **Primary**

### Primary Projections 2019/20-2024/25

Academic Year	PAN	NOR	Surplus %
2020/21	35040	33810	3.51%
2021/22	35190	33968	3.47%
2022/23	35130	33737	3.97%
2023/24	35100	33373	4.92%
2024/25	35010	32957	5.86%
2025/26	34980	32842	6.11%



Future Growth/reduction
It is projected that the primary school population in Sandwell will decrease by 2.86% between 2020/21-2025/26.



Figures for 2020/21 are from the January 2021 School Census

A surplus capacity of between 5 and 8% across all schools in a Local Authority area is considered acceptable by the DfE to manage in-year demand. In light of the pressure on places in the primary phase the council's target is 5%.

At September 2021, there were 415 empty Reception places across the whole Borough:

Town	Surplus places
Oldbury	81
Rowley Regis	62
Smethwick	92
Tipton	53
West Bromwich North	46
West Bromwich Central	17
Wednesbury	64
Total 🔹 👢	415

















These places will meet the needs of families moving into or around the Borough. However, placing families of more than one child in the same school will continue to be a challenge for the School Admissions Team.

Primary Forecasts by Learning Community

As already shown, the birth rate in Sandwell has stabilised but migration into the Borough continues. A number of significant housing developments are scheduled across the borough. New developments in Friar Park, Wednesbury and Grove Lane, Smethwick may place a significant pressure on school places.

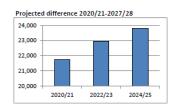
Over the last 5 years Sandwell has increased the capacity in primary schools. The birth rate in Sandwell has stabilised and primary schools are operating on a small surplus in Reception.

The council's plan over the next 5 years is to monitor the impact of growth of surplus within the primary sector with a view to consulting all learning communities on any school organisation proposals.

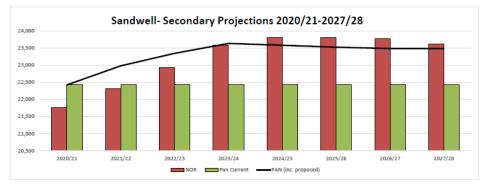
#### **Secondary**

#### Secondary Projections 2020/21-2027/28

Academic Year	PAN	NOR	Surplus %
2020/21	22420	21750	2.99%
2021/22	22976	22310	2.90%
2022/23	23341	22931	1.76%
2023/24	23631	23573	0.25%
2024/25	23577	23804	0.00%
2025/26	23521	23797	0.00%
2026/27	23480	23776	0.00%
2027/28	23480	23608	0.00%



Future Growth/reduction It is projected that the Secondary school population in Sandwell will increase by 9.44% between 2020/21-2024/25.



Figures for 2020/21 are from the January 2021 School Census

























A surplus capacity of between 5 and 8% across all schools in a Local Authority area is considered acceptable by the DfE to manage in-year demand. The Local Authority has a current surplus of 2.99% by 2024/25 the surplus places will be 0%.

At September 2021, there were 181 empty Year 7 places across the whole Borough:

Town	Surplus places
Oldbury	96
Rowley Regis	2
Smethwick	0
Tipton	13
West Bromwich North	0
West Bromwich Central	57
Wednesbury	21
Total	181

Secondary Forecasts by Learning Community

The increased cohort leaving primary schools and the housing developments that are approved will impact on pupil numbers entering secondary schools in the coming years. Over the next 6 years secondary school rolls are forecast to rise by nearly 8.5% to just over 23,600 pupils, with a peak in 2024/25 of over 23,800. These forecasts do not take account of the potential new housing numbers identified in the draft Black Country Local Plan.

























Summary of additional Secondary School places required The summary table below outlines the planning areas which have been identified as requiring additional secondary school places and approximate timing. Forecast is based on School Capacity Survey (SCAP) return to the DfE in June 2021. SCAP commentary Secondary Projections 2021/21 - 2027/28 can be read in Appendix 3. Where a permanent expansion is required at a school it is likely that a short term solution will be needed before permanent buildings can be provided.

Learning	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Community						
Oldbury	0	0	0	0	0	0
Rowley Regis	45	81	66	13	33	238
Smethwick	15	29	42	0	10	96
Tipton	24	18	20	0	0	62
Wednesbury	60	50	57	33	25	225
West	10	48	47	12	0	117
Bromwich						

The council's plan over the next 5 years is to provide additional secondary school places to match the demand experienced in primary schools as children enter Year 7. By September 2022 the council will have provided 150 Year 7 places. Projects in West Bromwich and Smethwick will provide 330 Year 7 places for 2023.

#### 7. **Special Educational Needs and Alternative Curriculum Providers**

The Children and Families Act 2014 places important statutory responsibilities on local authorities for supporting children and young people with special educational needs and disabilities (SEND). This is a vital role that local authorities retain in an increasingly school-led education system and one that requires long-term strategic planning, informed by detailed local knowledge enhanced through consultation with parents and carers, and good relationships with schools.

Local authorities must ensure there are sufficient good school places for all pupils, including those with SEND.



























Forecasting the future need for Specialist Places is calculated by the using the predicted population growth of the statutory school population and the predicted increase in children and young people requiring an Education, Health and Care Plan and their primary SEN needs. The historical growth of students requiring a specialist place to the forecasts then gives a guiding percentage of children and young people requiring specialist placement in future years.

There has been a significant rise in demand for specialist places in the Borough. The population of children and young people (C/YP) with SEN requiring additional support through an Education, Health and Care Plans (EHCP's) has risen to 2,700 plans. If current growth in population continues it is predicted that there could be an estimated 3,500 C/YP with an EHC Plan by 2025. The most significant rise has been over the last 2 years, with an additional 500 C/YP requiring a plan.

As a direct consequence the Authority has drafted (out to consultation March 2022) its 'Specialist Place Planning Strategy 2022-2027' that will support this plan. The Strategy equally identifies current trends and need from the maintenance of 2,700 EHCP's, and promotes a multi-faceted approach to build extra provision within the specialist sector to meet anticipated need as children present with increasingly complex needs: autism spectrum disorder (ASD), speech, language and communication needs (SLCN), social emotional and mental health difficulties (SEMH) and Severe Learning Difficulties (SLD) and Moderate Learning Difficulties (MLD).

In consultation with the Local Authority and the Department for Education approved the free school application for a special educational needs school for pupils aged 11-16. The new school, High Point Academy opened in September 2021, and is based in Friar Park, Wednesbury. The DfE also approved the application for a special educational needs school for pupils aged 5-11. This school will be known as Elm Tree Primary Academy and will also be based in Friar Park, Wednesbury.

### Review of Alternative Curriculum, Providers and Pupil Referral Unit

The Local Authority has statutory duties under Section 19 of the Education Act 1996 to make arrangements for the provision of suitable education otherwise than at school for those young persons who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them. Much of this is accomplished through the use of alternative providers, including Sandwell's pupil referral units (PRUs).















Currently Sandwell has 3 Pupil Referral Units. Primrose Education Centre is for primary aged pupils who have been excluded or at risk of permanent exclusion from their school due to social, emotional, mental health difficulties which lead to challenging behaviours. It has 25 places.

Sandwell Community School is the secondary aged equivalent. It has 180 places for KS3 and KS4 pupils spread across 4 sites in Wednesbury, West Bromwich, Oldbury and Smethwick.

Albright Education Centre provides Home/Hospital education and provision for pupils with mental health difficulties in KS2 – KS4. It has 50 places and has on-site provision situated in Tipton.

#### 8. Expanding Schools

As already outlined, there will be a continuing need to add additional school places to meet the needs of a rising level of migration and the pupil yield from extensive housing development within the Borough.

As part of our planning processes Sandwell Council will be introducing principles for working with schools and identifying which schools in an area can be expanded.

### 8.1 Working in Partnership with Schools

Where a learning community is identified for additional or a reduction school places the Council will:

- Share requirements for school places with all schools in the learning community.
- Invite Academies to share and co-ordinate their expansion plans so that these can be taken into account.
- Invite schools to express an interest in expanding their school
- Discuss options with the Joint Partnership Head Teacher board

























#### **Criteria for Expansion**

Expressions of interest in expansion from schools will be evaluated against the following key criteria:

- Location in relation to demand, how well the additional places are located to meet the growth.
- Standards in the school: in line with the Education Act 1996 it is expected
  that schools that expand will be outstanding or good. Where no solution
  to a requirement for additional places can be found that meets this
  criterion, consideration will be given to expansion solutions where a
  school can evidence sufficient leadership capacity and standards at the
  school are improving towards good.
- The capacity of the school to provide suitable accommodation on the site, within the context of the School's Asset Management Plan.
- Popularity of the school.
- Potential of any expansion to create over provisions or reduce diversity of provision in an area.
- The relative value for money of different options.

#### **Impact on School Buildings**

When considering school expansions careful consideration will need to be given to the capacity of a school building and site to meet the need of additional children. In line with the Sandwell Schools Asset Management Plan we aim to:

- Make optimum use of existing space, buildings and sites to provide sufficient, suitable and high quality additional school places where needed.
- Work with Academies to meet Basic Need through their expansion plans.
- Allocate capital investment, through the Schools Capital Programme, effectively and efficiently to areas where the requirement for additional school places can only be met through either re-modelling, refurbishment or new build projects, ensuring that the needs of our most vulnerable young people are prioritised, and capital projects make best use of existing resources.
- Identify alternative funding sources and models to deliver requirements including Section 106, school contributions, bidding opportunities, Local Authority Co-ordinated Voluntary Aided Programme (LCVAP), Community Infrastructure Levy, future Basic Need allocations and diversion of other Capital funding.

Whenever possible, additional places to meet basic need demand will be introduced at the start of a Phase e.g., in Reception and Year 7.















#### 8.2 Process

The DfE School Organisation guidance, October 2018, details the steps required for proposers to make changes to schools, whether that is the Council or a school governing body. In addition, the DfE published separate guidance for making changes to academy schools.

Decisions that fall to the Council will be considered by the Cabinet within 2 months of the end of the statutory process. Decisions on proposals making changes to academy schools are considered by the Regional Schools Commissioner.

#### 9. Funding

The expansion of school places requires significant investment in school buildings and the Council will need to identify how these resources can be met and allocated. The Schools Asset Management Plan sets out the context for this.

Annually the Council submits a return to the DfE called the School Capacity and Projections return (SCAP). This return is used to assess the Council's future capital requirements for basic need funding to create additional school places. Any capital monies allocated will be used to fund school expansions required to meet the increasing demand for school places. The Council will need to maximise alternative funding sources such as Section 106 funding to support school expansions.

#### 10. Post 16

In 2016 the Department of Education published the Participation of young people in education, employment or training, Statutory guidance for local authorities.

Local authorities have broad duties to encourage, enable and assist young people to participate in education or training. Specifically, these are to secure sufficient suitable education and training provision for all young people in their area who are over compulsory school age but under 19 or aged 19 to 25 and for whom an Education, Health and Care (EHC) plan is maintained.

To fulfil this duty, local authorities need to have a strategic overview of the provision available in their area and to identify and resolve gaps in provision for all young people aged 13-19 and to those between 20 and 25 with special educational needs and disabilities (SEND). They also have to provide support that will encourage, enable or assist them to participate in education or training under Section 68 of ESA 2008.















Sandwell Council's Post 16 Education and Skills and Connexions teams fulfil the duties to encourage, enable, and assist young people to participate in education or training.

# **Appendices**

Primary School Clusters Secondary School Clusters SCAP Commentary

























# Appendix 1

# **Primary School Clusters**

Primary School Clusters Learning Communities Cluster	Schools within each cluster
West Bromwich North	All Saints CE Primary Ferndale Primary Grove Vale Primary Hall Green Primary Hamstead Infants Hamstead Junior Holy Name Catholic Primary Pennyhill Primary St Margaret's CE Primary St Mary Magdalene CE Primary Whitecrest Primary Yew Tree Primary
West Bromwich Central	Eaton Valley Primary Hanbury Primary Hargate Primary Hateley Heath Primary Holy Trinity CE Primary King George V Primary Lodge Primary Lyng Primary Newtown Primary Ryders Green Primary St John Bosco Catholic Primary
Tipton	Glebefields Primary Great Bridge Primary Joseph Turner Primary Jubilee Park Primary Academy Ocker Hill Infant Ocker Hill Academy Sacred Heart Primary Silvertrees Academy St Martin's CE Primary St Paul's CE Primary Summerhill Primary Academy Tipton Green Junior Wednesbury Oak Academy















Wednesbury	Albert Pritchard Infant Harvills Hawthorn Primary Holyhead Primary Academy Mesty Croft Primary Academy Moorlands Primary Old Park Primary Park Hill Primary St John's CE Primary Academy St Mary's Catholic Primary Tameside Primary Academy The Priory Primary Wood Green Junior
Oldbury	Annie Lennard Primary Bleakhouse Primary Brandhall Primary Burnt Tree Primary Causeway Green Primary Christ Church CE Primary Langley Primary Lightwoods Primary Moat Farm Infant Moat Farm Junior Our Lady and St Hubert's Catholic Primary Perryfields Primary Primrose PRU Rounds Green Primary St Francis Xavier Catholic Primary St James CE Primary The Orchard (Special)

























Rowley Regis	Blackheath Primary Brickhouse Primary Corngreaves Primary Academy Grace Mary Primary Highfields Primary Oakham Primary Old Hill Primary Reddal Hill Primary Rowley Hall Primary Springfield Primary Temple Meadow Primary Timbertree Primary Academy Tividale Community Primary Tividale Hall Primary
Smethwick	Abbey Infant Abbey Junior Bearwood Primary Cape Primary Crocketts Community Primary Devonshire Infant Academy Devonshire Junior Academy Galton Valley George Betts Primary Academy Rood End Primary Shireland Hall Primary Academy Shireland Technology Primary St Gregory's Catholic Primary St Matthew's CE Primary Uplands Manor Primary Victoria Park Primary



























# Appendix 2 Secondary School Clusters

Secondary School Clusters Learning Communities Cluster	Schools within each cluster
Oldbury	Bristnall Hall Academy Oldbury Academy Ormiston Sandwell Community Academy Perryfields Academy Q3 Academy Langley
Rowley Regis	Ormiston Forge Academy St Michael's Church of England High School
Smethwick	Holly Lodge High School Shireland Collegiate Academy
Tipton	Q3 Academy Tipton Gospel Oak Academy
West Bromwich	George Salter Academy Phoenix Collegiate Q3 Academy Great Barr Sandwell Academy West Bromwich Collegiate Academy Health Futures Universal Technical College
Wednesbury	Stuart Bathurst Catholic High School Wodensborough Ormiston Academy Wood Green Academy

















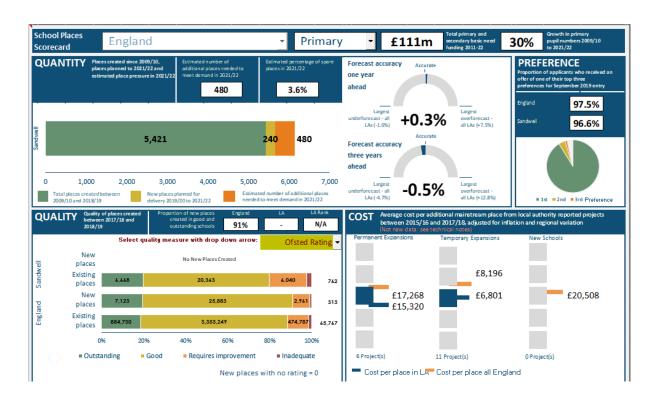


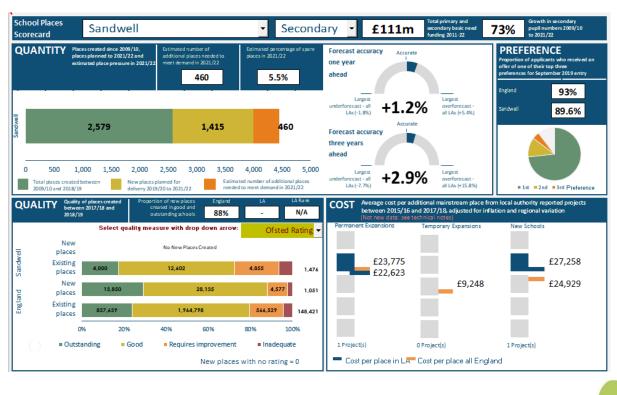






#### Appendix 3 Scorecard 2019























# **Report to Cabinet**

#### 28 September 2022

Subject:	Stock Condition Surveys
<b>Cabinet Member:</b>	Cabinet Member for Housing, Councillor Charn
	Singh Padda
Director:	Director of Housing
	Gillian Douglas
Key Decision:	Yes
<b>Contact Officer:</b>	Steve Greenhouse – Service Manager – Asset
	Management and Maintenance
	steve_greenhouse@sandwell.gov.uk
	Jonathan Rawlins – Business Manager – Asset
	Management and Maintenance
	Jonathan rawlins@sandwell.gov.uk

#### 1 Recommendations

- 1.1 That the Director of Housing, in consultation with the Director of Finance, be authorised to prepare tendering documentation and to procure one or more contractors, in accordance with The Public Contract Regulations 2015 and the Council's Procurement and Contract Procedure Rules, to work on behalf of the Council, to undertake stock condition surveys to our Housing stock.
- 1.2 That the Director of Housing be authorised to award the contracts, as referred to in 1.1 above, to the successful contractor(s).
- 1.3 That the Director Law and Governance and Monitoring Officer be authorised to enter into or execute under seal any documentation in relation to the award with e confracts.



1.4 That any necessary exemption be made to the Council's Procurement and Contract Procedure Rules to enable the course of action referred to in 1.1 above to proceed.

#### 2 Reasons for Recommendations

2.1 This report seeks approval to procure, award and enter into contract with the successful contractor(s) to undertake stock condition surveys as detailed within the report to continue the substantial investment in the Council's housing stock.

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



Quality homes in thriving neighbourhoods. This contract is required to allow Sandwell MBC to continue to maintain, upgrade and invest in its housing stock as and when required, in line with the Decent Homes Standard and regulatory requirements.

### 4 Context and Key Issues

- 4.1 In 2021/22 the Housing Directorate commissioned Savills to undertake a review of the Council's performance against the Regulator of Social Housing's (RSH) Consumer Standards. The review acknowledged that whilst the local knowledge of the Council's staff is very strong in relation to its Housing Stock, its ability to evidence its condition is at present significantly compromised. Challenges in maintaining and updating Stock Condition Data (SCD), over a prolonged period, mean that the 'Golden Thread' linking this conditions data to Asset Management and Investment Priorities (and hence correctly targeted work programmes) cannot currently be demonstrated adequately.
- 4.2 In recent years the Regulator has focused increasingly on the evidence and assurance available that position relative to the Decent Homes Standard. It is also recommended that the planning of future stock investment should be based upon a foundation of sound, up to date SCD

- which then shapes Strategic Priorities and subsequent Investment Planning ('the Golden Thread').
- 4.3 The Housing Directorate currently relies heavily on cloned data which limits the ability to demonstrate 'Golden Thread' linkage between up to date SCD and future investment programmes based on asset management priorities. This procurement exercise will mitigate these concerns significantly by providing a more robust and accurate data set from which the Housing Directorate can produce an informed future strategy/plan.
- 4.4 Past processes for updating SCD within in-house ICT Systems over an extended period is acknowledged as sub optimum particularly in the period of heavy internal works spend (2005-17) on whole street/estate basis.
- 4.5 It is clear from the review that the Council needs to review the position regarding the age and accuracy of SCD and that the situation must be addressed and fully understood with this then providing the platform for the Council to update its Asset Management Strategy and associated Investment Priorities within a revised 30 Year Business Plan. This plan will be presented to Cabinet for approval in early 2023.
- 4.6 It is recommended that a procurement exercise be undertaken to procure a company to deliver stock conditions surveys to a representative sample of circa 50% of our stock which will provide the Council with a robust data set for its future business planning, investment planning, zero carbon planning and sustainability modelling.

















- 4.7 50% of our stock equates to approximately 14,000 surveys being undertaken throughout this proposed contract. The surveys to be undertaken will be representative and selected to cover all archetypes within the Borough, thus reducing the need to survey every property where potentially there is missing data.
- 4.8 A representative 25% sample is advised as being the optimum proportion of the stock to be surveyed to provide an accuracy level of +/-4% to a confidence level of 95% to support the development of a 30 year business plan. However, our current expectations are that the Regulator will very shortly be introducing a further reportable item within the required return for Social Landlords whereby we will be required to report the percentage of properties with a decent homes stock condition survey that is less than 5 years old. The expectation will be that we also have a plan in place to get to 100% within a reasonable timeframe thereafter. Therefore, it is felt that the proposed 50% of our stock to be surveyed will put the Council in a more advanced position to be able to ensure our compliance with this forthcoming reportable item.
- 4.9 In addition to surveying the age and condition of each building element, surveys will incorporate the anticipated future requirements of the Decent Homes Standard review and will provide energy efficiency/RDSAP data required to assess each property's energy performance. A summary of the proposed areas the survey will cover is appended to this report.
- 4.10 The detailed stock condition surveys will help us to effectively and efficiently plan improvements that will be required in the future. The surveys will therefore:
  - Inform our housing stock policies and strategies, so they remain fit for purpose and reflect the realities of our communities.
  - Further develop evidence-based practice and targeted energy efficiency work in those properties with low Energy Performance Certificate (EPC) ratings.
  - Enable focused resources in key geographical areas (specific streets) and/or dwellings.

















- Inform robust plans for future component replacements (kitchens, bathrooms, heating, electrics, doors, windows, roofs) to ensure homes are maintained at the right time and that we have the funds in place to successfully carry out any replacements.
- 4.11 Through the Clean Growth Strategy, the UK government has set a target for social housing providers to attain the minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2030. To be in a more robust position to achieve this target it is imperative that the Council's baseline position is as accurate as possible and therefore these surveys are proposed to include the required information necessary to produce EPC certificates to validate the current baseline position.
- 4.12 All wards within Sandwell will be affected.
- 4.13 It is intended that each affected resident will be contacted both individually and collectively via various communications, including direct communication, detailing the scope and the purpose of the survey and it is envisaged that the survey should take no longer than one hour to complete. Residents will be encouraged to allow access for the survey to be undertaken. While in the home, the surveyor may ask to: look in the loft space, lift corners of the carpet and take small scrapings for testing from certain materials, such as Artex coated ceilings.
- 4.14 This report seeks the approval to procure and enter into contract with one or more companies to carry out stock condition surveys on Council housing stock across the Borough, for a contract period of between one and two years dependent upon capacity, from Jan 2023 to December 2024.
- 4.15 The value of this contract is estimated to be in the region of £2m.

### 5 Alternative Options

5.1 To continue using the SCD we have to inform investment programmes.

















This option is ruled out because it is felt that the over reliance on cloned data results in a low accuracy level of the current data.

### 5.2 To undertake the surveys in-house.

This option is ruled out because the Council does not currently have the internal resources available to undertake the significant volumes of stock condition surveys required to meet the recommended 50% of our stock. However, once this commission has been concluded the Council intends to plan and programme a rolling programme of stock condition surveys through internal resources and ensure that the Council's stock condition data is no more than 5 years old, to ensure compliance with the forthcoming Regulators reportable item.

#### 6 Implications

Resources:	The proposed contract value of approximately £2m for undertaking stock condition surveys can be accommodated within the currently approved HRA programme by re-prioritising resources.
	The Council is currently undertaking a fundamental review of the HRA financial strategy and developing a comprehensive 30-year Business Plan. This will review the capacity within the HRA and the affordability of the investment programme in the longer term.
Legal and Governance:	It is intended to procure this commission via the Communities and Housing Investment Consortium (CHIC) Housing and Asset Management Services framework and following approval will be awarded in accordance with the Council's Procurement and Contract Procedure Rules and Public Contract Regulations 2015.
Risk:	No risks
Equality:	Works will be undertaken to all properties where required and as such an assessment has not been undertaken.





















Health and Wellbeing:	The award of this contract will assist us to ensure that our housing stock meets the current statutory minimum standard for housing, is in a reasonable state of repair, has modern facilities and services and provides a reasonable degree of thermal comfort.
Social Value	Social Value will be achieved through the inclusion of an Employment and Skills Plan (ESP) contained within the formal contract with the successful contractor. The plan will include contractual performance indicators such as work experience placements, apprenticeships in addition to school engagement and community activities.

# 7. Background Papers

None

# 8. Appendices

Appendix A – Survey Inclusions



















#### Appendix A - Survey Inclusions

#### **Property Attribute Information: -**

Address
Date of Construction
House/Flat type
Elevational photographs

#### Internals: -

**Components** (kitchen, bathroom, heating, electrics wiring, external front/rear doors, windows, roof insulation)

**Elements** – (kitchen size, bath/basin/shower/WC/wet room, heating boiler type, heating carcass, front/rear door type, window type, roof insultation depth)

Survey will include the life cycle of all the above Survey will include a forecasted replacement year of all the above

#### Externals: -

**Components** (roof, walls, fascia/soffit, rainwater goods, wall finish, porch, fencing, boundary walls, paths, driveways)

**Elements** – roof type, roof material, fascia/soffit material, rainwater goods material, wall finish type (pointed, rendered tile hung etc.), porch type, fencing & boundary wall type/material, path & driveway material

Survey will include the life cycle of all the above Survey will include a forecasted replacement year of all the above

### **Decent Homes Standard Review: -**

Ventilation
Home Security
Thermostatic Mixer Valves
Window Restrictors
Electrical Safety
Water Efficiency





















### **Housing Health & Safety Rating System (HHSRS) Data**

Physiological Requirements (e.g. damp & mould growth, excess cold, asbestos, carbon monoxide, radon, etc.)

Psychological Requirements (crowding and space, entry by intruders, lighting, noise)

Protection Against Infection (domestic hygiene, food safety, personal hygiene, water supply)

Protection Against Accidents (e.g. falls on the level, on stairs & steps & between levels, electrics, fire, collision...)

#### RdSAP/EPC Data: -

Ventilation

Boiler type/make

Main heating source

Fuel Type

Heating controls

**Heating Emitter** 

Secondary Heating type

Water Heating type

Water Heating fuel type

Cylinder size/type

Cylinder Insulation

Air conditioning

Bathroom shower type

Electric meter type

Mains Gas

PV Supply orientation/percentage

Wall Construction

Wall Insulation Type

Wall Insulation thickness

**Roof Construction** 

Roof Insulation location/thickness

Floor insulation thickness

**Total Floor Area** 

Room height

Window Glazing type

Window material

























# **Report to Cabinet**

#### 28 September 2022

Subject:	Improvement Plan Progress
<b>Cabinet Member:</b>	Leader of the Council
	Cllr Kerrie Carmichael
Director:	Managing Director
	Kim Bromley-Derry
Key Decision:	No
Contact Officer:	Strategic Lead – Service Improvement Kate Ashley  Kate1_ashley@sandwell.gov.uk  Senior Lead Officer – Service Improvement
	Rebecca jenkins@sandwell.gov.uk

#### 1. Recommendations

- 1.1. That progress against the Improvement Plan up to 4 August 2022 be received.
- 1.2. To receive the Improvement Plan Risk Register.
- 1.3. To receive the changes made to the Improvement Plan.
- 1.4. To receive any recommendations or comments made by Budget and Corporate Scrutiny Management Board following their meeting on 22 September, and to note that any comments or recommendations made by Audit and Risk Assurance Committee at their meeting on 29 September will be reported to a future Cabinet meeting.

















#### 2. Reasons for Recommendations

- 2.1 This report provides a quarterly update on progress against the Improvement Plan agreed by Council on 7 June 2022. The Improvement Plan incorporates all recommendations from the Grant Thornton Governance Review, the LGA Corporate Peer Challenge and the CIPFA Financial Management Review, as well as the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities.
- 2.2 Risk management is embedded within the council's programme management of the Improvement Plan. A risk register has been developed which underpins the council's strategic risk relating to the Improvement Plan (59a 02/22). Cabinet is asked to receive the Improvement Plan Risk Register to provide assurance that risks are being managed effectively and to provide contextual information for future decision making.
- 2.3 The Improvement Plan is intended to be a live document updated to take account of progress and relevant changes. Changes to the Improvement Plan are tracked through programme management mechanisms. Cabinet is asked to receive the changes to provide assurance that changes are being managed effectively.
- 2.4 As part of the Governance and assurance arrangements for the Improvement Plan, Audit and Risk Assurance Committee and Budget and Corporate Scrutiny Management Board will review progress of the Improvement Plan and utilise the plan for work programming purposes. Both Committees are due to consider progress at their meetings in September. Any recommendations or comments they wish to make to Cabinet will be presented during the meeting for Cabinet's consideration.

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

3.1 Sandwell Council's Improvement Plan focuses on the governance arrangements of the council and areas of improvement across the organisation. The underpinning objective of the Improvement Plan is to ensure that the council is able to deliver on the aims and priorities as set out in the Corporate Plan. The deliverables set out in this Improvement Plan will achieve long-term sustainable improvements in how the council operates and is able to make effective decisions focused on improving outcomes for residents and experiences of service users. Therefore, this

















impacts on the council's ability to deliver all the objectives in the Corporate Plan.

**	Best start in life for children and young people
XXX XXX	People live well and age well
TT	Strong resilient communities
	Quality homes in thriving neighbourhoods
(2)	A strong and inclusive economy
Q	A connected and accessible Sandwell

### 4 Context and Key Issues

### 4.1 Background

- 4.1.1 The council's external auditors Grant Thornton conducted a Value for Money Review into the council's governance arrangements over the period August to October 2021 and reported their findings of this review to Full Council in January 2022. In response, Council approved a Governance Improvement Plan in January 2022 to address the recommendations made by Grant Thornton and the proposed reporting mechanisms to ensure progress is managed effectively.
- 4.1.2 Since the approval of the Governance Improvement Plan findings were received from the CIPFA financial management review, LGA Corporate Peer Challenge along with the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities.

















- 4.1.3 A single Improvement Plan was agreed by Council on 7 June 2022 which addresses the recommendations from all the external reviews and the Statutory Directions. The Improvement Plan provides the organisation with a clear direction for sustainable improvement under six thematic headings. The single Improvement Plan has superseded the Governance Improvement Plan.
- 4.1.4 To ensure that senior officers and members have oversight of delivery against the Improvement Plan, Council approved that progress will be monitored by Leadership Team monthly and reported to Cabinet quarterly. This will continue until all actions have been completed, or changes have been embedded into business as usual. As part of the Governance and assurance arrangements for the Improvement Plan, Audit and Risk Assurance Committee and Budget and Corporate Scrutiny Management Board will review progress of the Improvement Plan and utilise the plan for work programming purposes.
- 4.1.5 This report is the first quarterly update on progress of the Improvement Plan. Quarterly progress updates on the Governance Improvement Plan were provided to Cabinet in April 2022 and July 2022.

#### 4.2 Improvement Plan Progress

### 4.2.1 Summary of achievements:

- Significant progress made on long-standing service issues to implement decisions taken by Cabinet between December 2021 and July 2022: Sandwell Leisure Trust and establishment of Arms-Length Trading Company, Sandwell Children's Trust, the waste service, the ERP system and Lion Farm
- SEND Transport Contracts awarded and preparations for commencement from September 2022. The procurement has incorporated lessons learned from previous procurement
- Regular meeting structures in place to enable development of positive and constructive working relationships between officers and members
- Learning taken from commercial decisions, procurement and contract management and national best practice is being included

















- in refresh of Corporate Governance Documents. The first wave of policies were approved by Council in July 2022 with others to follow this calendar year.
- Regular reporting on budget monitoring, performance information and Improvement Plan in place
- Approval of Performance Management Framework that underpins the delivery of the Corporate Plan. Q1 performance report will be made to Cabinet in September
- Approval of the single Improvement Plan that addresses the recommendations of all three external reviews and aims to improve how the council operates
- Approval of Regeneration Strategy and Pipeline to encourage and deliver significant investment in Sandwell
- Launch of the Early Help Strategy with partners
- Employee engagement survey conducted and being used to shape culture theme
- Council representatives actively participating in key regional and sub-regional bodies
- Capacity in Finance specialist training delivered, and a restructure completed to ensure there is sufficient capacity to manage the council's financial reporting responsibilities.
- Completion of New Member induction
- Review of Arms-Length Companies complete
- Children's Services Ofsted judgment and specific comments around the improved governance and effective relationships between Council and Trust
- Commencement of Consultation on 4-yearly election cycle following Council's approval in July
- Commencement of Consultation in relation to the Budget
- Search Consultancy engaged to commence Chief Executive recruitment

















- 4.2.2 A comprehensive monitoring tool has been developed to monitor progress of the Improvement Plan. This tool includes both a risk rating for each main action within the Improvement Plan and a progress status rating for all actions. The Improvement Plan Monitoring Tool is included at Appendix 1. The monitoring tool provides quick reference around which actions are on track for delivery, as well as highlighting areas that may require remedial action or additional levels of assurance.
- 4.2.3 Progress against each theme of Improvement Plan is summarised within Appendix 2. This includes an overall status rating, a description of workstream progress, commentary on progress against milestones and achievements. The theme ratings and a summary of any issues is provided below.

### 4.2.4 Theme 1 - Organisational Culture

- 4.2.4.1 Overall Status Rating Green Progress is being made across all workstreams. Of the 7 actions with an amber risk rating, all subactions to deliver the action are on track
- 4.2.4.2 Organisational Culture Progress Issues: None to report all workstreams on track.

### 4.2.5 Theme 2 - Corporate Oversight

- 4.2.5.1 Overall Status Rating Amber: Progress is being made across all workstreams with some slippage/issues.
- 4.2.5.2 1 action has a red risk rating, but actions are all on track. This relates to Performance Management Framework.

### **Performance Management Framework**

The risk status is red due to need to recruit a dedicated corporate performance management resource. Whilst the dedicated resource is being recruited to, significant progress has been made to further embed the corporate performance management framework agreed by Council in April 2022, with the first quarterly performance report due to be presented to Cabinet on 28 September 2022

















4.2.5.3 One area of amber risk, is experiencing a medium level of slippage and/or issues. This relates to **Oracle Fusion.** 

#### **ERP (Oracle Fusion)**

- Procurement of the new Oracle Fusion provider evaluation period being extended by 3 weeks, due to the need for further financial evaluation, clarification needed from bidders.
- Due to the evaluation period extension, there is slippage on the support provider being in place and delivery.

#### 4.2.6 Theme 3 - Strategic Direction

- 4.2.6.1 Overall Status Rating Red Progress is being made across workstreams but there are many areas with slippage/issues
- 4.2.6.2 There are 6 actions with an amber risk rating. Of the 6 actions with an amber risk rating:
  - 2 have sub-actions that have or will experience significant slippage or issues. These actions relate to Equality Policy approval and Locality Working: Pilot of Town Co-ordinator role
  - 4 have sub-actions that have or will experience medium slippage or issues. These actions relate to Corporate Asset Management Strategy Development, Commercial Strategy, Corporate Parenting Strategy, and Review of Equality and Diversity policy

#### **Equality and Diversity**

 There has been slippage in the approval of Equality Policy due to consideration of best practice models. Policy is being prepared for October approval

#### Developing a model for locality working

 Pilot of town co-ordinator role has not taken place due to recruitment issues and is being reconsidered in line with community hubs approach

#### **Corporate Asset Management Strategy Development**

















- Strategy is being prepared for September in line with original schedule.
- Confirmation of funding for remaining Wokplace Vision components is pending
- Surplus Assets Portfolio Cabinet report has been delayed but is being prepared September Cabinet
- Implementation of asset database is on track however risk of slippage

#### **Develop and Implement the Commercial Strategy**

- Work ongoing with Commercial Strategy but slippage from original timescales
- Strategy is in draft and will be reviewed following training with C CO and approval by Leadership Team. 5 potential workstreams are within the draft. LATC (in relation to leisure provision) will be added to the draft workstreams.

#### **Refresh of Corporate Parenting Strategy**

• Strategic priorities to be confirmed by Corporate Parenting Board ahead of September Board. Corporate parenting strategy due to be approved in September 22 by Board Members.

#### 4.2.7 Theme 4 - Decision Making

- 4.2.7.1 Overall Status Rating Amber: Progress is being made across all workstreams with significant progress made this month through Council's approval of first wave of changes to Corporate Governance Documents, and agreement to consult on 4-yearly election cycle.
- 4.2.7.2 Of the 5 main actions with an amber risk rating:
  - 1 sub-action has or will experience significant slippage or issues.
     This action relates to Revised Financial Regulations
  - 1 sub-action has or will experience medium slippage or issues.
     This relates to the completion of ARAC recommendations in relation to SEND Transport.

















 1 sub-action has or will experience medium slippage or issues which is due to an error in the dates recorded. This relates to Approval of changes to scrutiny

#### **Revised Financial Regulations**

 Financial Regulations are being reviewed. Priority for change was in relation to thresholds for decisions which were approved by Council in July. Further amends to Financial Regulations will be presented to Council in October.

# Completion of ARAC recommendations in relation to SEND Transport

 All contracts have now been offered and accepted in line with commencement from new academic year. Issues were encountered due to providers returning contracts which has been resolved. Internal audit has included a review of compliance with contract procedure rules as part of their work programme. Lessons learnt regarding procurement exercises to take place.

#### 4.2.8 Theme 5 - Procurement and Commercial

- 4.2.8.1 Overall Status Rating Amber: Progress is being made but there is some slippage in delivery timescales.
- 4.2.8.2 Of the 5 actions with an amber risk rating, there are 2 sub-action that have or will experience medium slippage or issues. These relate to:

  Lion Farm Options Agreement, and Completion of ARAC recommendations in relation to SEND Transport.

#### **Lion Farm Options Agreement**

 Some slippage due to legal representatives of both sides taking longer than expected to agree terms for the Expert Determination process

## Completion of ARAC recommendations in relation to SEND Transport

















 All contracts have now been offered and accepted in line with commencement from new academic year. Issues were encountered due to providers returning contracts which has been resolved. Internal audit has included a review of compliance with contract procedure rules as part of their work programme. Lessons learnt regarding procurement exercises to take place.

#### 4.2.9 Theme 6 - Partnerships and Relationships

- 4.2.9.1 Overall Status Rating Amber: Progress is being made but there is some slippage in delivery timescales.
- 4.2.9.2 Of the 4 actions with an amber risk rating: 4 have sub-actions that have or will experience medium slippage or issues. These actions relate to: SCT Governance Arrangements, Review partnership structures within the 'People's sphere', Corporate Review of Grant Funding

#### **SCT Governance Arrangements**

- SMBC have drafted KPIs (Key Performance indicators) which were reviewed in July and confirmed KPIs will be included in the revised contract.
- Review of contract to be concluded in Autumn (change to original timescale) to take into account the ability to be more flexible, and to align with DfE (Department for Education) schedule.
- Monthly four-way meetings diarised throughout the year.
- Ofsted Judgement 'require improvement to be good' with comments around the improved governance and effective relationships between Council and Trust.

#### Review partnership structures within the 'People's sphere'

- Project manager to be appointed to the partnership restructures to transition from children's to adults in place- post has been advertised.
- Partnership discussions taking place for scoping of work with partners around partnership structures in children's sphere.
- Joint approach between HWBB and SHCP (Sandwell Health & Care Partnership).
- Health and Wellbeing Strategy in draft form and will be present to the next Health and Wellbeing Board in September

















 Substance Misuse deep dive presented to SHCP board and currently being written up as a stakeholder report.

#### **Corporate Review of Grant Funding**

 Desktop assessments completed of all council funded voluntary and community sector grants to understand how current funding aligns with the council's strategic priorities and to ensure that investment in the sector represents value for money for Sandwell. Where this review has identified that funding should come to an end, communication with affected organisations has commenced. Plans are being developed to meet the savings identified within the council's budget for 2023/24.

#### 4.3 Statutory Recommendations

- 4.3.1 The Value for Money Governance Review made three statutory recommendations that the council has a legal obligation to respond to. These recommendations are incorporated into the single Improvement Plan, and are embedded across each of the six themes.
- 4.3.2 To provide an overview of progress against these three specific recommendations, Appendix 3 extracts the key actions that respond to each of the recommendations and they are summarised below.
- 4.3.3 **Statutory Recommendation 1** It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this report (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and prioritise corporate effort in managing the issues identified and embed the solutions into the Council.

#### Progress update:

- Continuing to implement strategies to address the service issues highlighted in the Grant Thornton report.
  - SLT progressing the approach agreed by Cabinet in June 2022 to transfer services to a Local Authority Trading Company.
  - SCT Governance arrangements remain in place. Joint work in place with SCT in relation to corporate parenting and early help.

















- Waste Contract Contract Monitoring framework progressing well. Review of the Contract has commenced.
- ERP (Oracle Fusion) Tender evaluation period has been extended for support provider. Project Management and Governance arrangements are in place.
- Lion Farm action plan to implement Cabinet decision made on 12 January 2022 is on track. Responsibilities for council and developer are clearly set out.
- Regeneration Strategy and Pipeline to underpin significant regeneration in Sandwell approved by Cabinet 23 March 2022. First monitoring update due in November.
- 4.3.4 **Statutory Recommendation 2** The Council must ensure that the learning in relation to commercial decisions, procurement and contract management highlighted in this report are understood through the organisation.

#### Progress Update

- The Governance Review of key documents within the council's Constitution is well underway. Approval in July to revised procurement and contract procedure rules, financial thresholds for key decisions, sale of land and buildings protocol.
- Corporate Governance Training Programme of training and development commencing in September 2022 on effective decision-making, good governance, and revised contract procedure rules
- Development of a Commercial Strategy continues
- Corporate Asset Management Strategy in development.
- 4.3.5 Statutory Recommendation 3 Senior leadership, both officers and members, must demonstrate that they can continue to work together effectively, that they operate in line with the Council's values, codes, policies and procedures, and that there is zero tolerance to inappropriate behaviours. This includes changing the organisational culture in relation to complaints so that they restore balance and proportionality.

#### Progress Update

















- Member Development New Member induction complete and Member Development Programme is being delivered.
- Officer Development A consolidated programme of fundamental training for managers on Corporate Governance matters is being developed for delivery from Autumn onwards
- Organisational Culture consultancy engaged and champion recruitment underway
- Work has commenced to design the Senior Leadership Team development programme which will feed into the new Management Development Programme to ensure consistency across all levels of management.
- Meeting structures to facilitate Cabinet Member and Leadership Team cross-working re-established following election.

#### 4.4 Reporting Framework and Governance

- 4.4.1 To ensure that senior officers and members have oversight of delivery, Council approved the reporting mechanism for the Improvement Plan in June 2022. This set out that progress will be monitored by Leadership Team monthly and reported to Cabinet quarterly until all actions have been completed, or changes have been embedded into business as usual. The diagram included at Appendix 4 sets out the governance framework.
- 4.4.2 Two quarterly updates on progress of the Governance Improvement Plan were provided to Cabinet in April 2022 and July 2022. This report forms the first quarterly update to Cabinet on the single Improvement Plan.
- 4.4.3 The government Directions require reporting on the delivery of the Improvement Plan at six monthly intervals to the Secretary of State from the council and the Commissioners. The next report is due in December 2022.

















- 4.4.4 The report to Council seeking approval of the Improvement Plan stated that existing member-led committees, such as the Governance & Constitution Review Committee, Audit & Risk Assurance Committee and Scrutiny Committees, will be used for decision making and maintaining oversight of the actions and implementation of the Improvement Plan.
- 4.4.5 The Governance & Constitution Review Committee and cross-party Working Group have been integral to the development and review of the governance documents, ahead of decisions taken by Council in July and due in October this year.
- 4.4.6 Audit & Risk Assurance Committee received an introduction to the Improvement Plan and the Improvement Plan Risk Register on 28 June 2022 to support the committee's work programming. The Improvement Plan Risk Register and overall progress will be reported to the Audit & Risk Assurance Committee regularly. The Committee will focus primarily on assurance and risk management of the Plan. The next report to Audit & Risk Assurance Committee will take place on 29 September 2022.
- 4.4.7 Scrutiny Boards have now developed their work programmes. Budget & Corporate Scrutiny Management Board has included several elements of the Improvement Plan on their work programme as well as regular reports on overall progress. The first report on overall progress will be made on 22 September 2022.
- 4.4.8 Following the first progress report to Audit & Risk Assurance Committee and Budget & Corporate Scrutiny Management Board, those members will identify areas for further exploration and reporting. Any recommendations or comments from these committees for Cabinet's consideration will be presented at Cabinet's meeting on 28 September.
- 4.4.9 External assurance will continue to play a part in our improvement journey. Grant Thornton, CIPFA and the LGA have been invited back in Autumn 2022 to monitor our progress in addressing the recommendations in their reviews.

#### 4.5 Risk Management

4.5.1 The Improvement Plan Risk Register underpins the council's strategic risk relating to the council's Improvement Plan (59a 02/22) and is currently rated as an overall Amber risk. The risk register is reported monthly to Leadership Team and quarterly to Cabinet.

















- 4.5.2 The current risk register is attached as Appendix 5. The main risks are associated with:
  - Resources for delivery of key components of the plan including the performance management framework, asset management system implementation and culture change programme. The financial resources required have been identified and were approved by Council in June.
  - Organisational Culture If the organisational culture doesn't change, this will limit the improvements that can be made. A theme within the Improvement Plan focuses on organisational culture. It includes plans for a comprehensive engagement programme with staff and members to define a collectively owned culture. We will then embed the conditions for this culture to thrive.
  - Communication to ensure everyone is aware of their respective roles and responsibilities. A detailed communication plan will be developed to ensure effective and timely communication with stakeholders
  - Constitutional Changes

     key corporate governance documents are being reviewed and the first set were approved in July with others to follow in October. Once approved, these provide an important foundation for improvement.
  - Performance Management Framework to ensure that we can
    effectively monitor progress and evidence improvement. Each
    theme includes an outline of how success will be evidenced.
    Processes for monitoring progress are in place, and processes for
    capturing and using evidence of improvement will be developed.
  - **Historic Issues** if there is a continued focus on and resource directed towards historic issues this will hinder improvement. The improvement plan contains actions to bring historic issues to a conclusion and embed lessons learnt.
  - Progress Monitoring and Risk Management approach if assessment of progress and risk assessment contains optimismbias, this will prevent an accurate and realistic view of progress. Assurance mechanisms will help manage this risk.

#### 4.6 Changes to the Improvement Plan

4.6.1 The Improvement Plan is intended to be a live document updated to take account of progress and relevant changes.

















- 4.6.2 The Improvement Plan report to Council in June 2022 set out that changes (which may include the addition of new workstreams or objectives, or the amendment of timescales for delivery of actions) will be tracked through programme management mechanisms and that Cabinet will retain oversight of changes through regular formal reporting.
- 4.6.3 Changes are considered by Leadership Team on a quarterly basis. Appendix 6 contains details of all the changes made to the Improvement Plan this quarter and are summarised as follows:
  - 3 changes made to address errors in the Improvement Plan
  - 15 changes made to amend delivery timescales
  - 1 change to add a new action
  - 1 change to amend the delivery lead

#### 5 Alternative Options

- 5.1 The Value for Money Governance Review was undertaken as part of the external auditor's role to provide assurance on the council's arrangements for securing economy, efficiency and effectiveness in its use of resources. As the report includes statutory recommendations the council has a legal obligation to respond appropriately.
- 5.2 The Directions issued by the Secretary of State are a statutory requirement and the council has a legal obligation to respond appropriately. Failure to do so would likely result in further intervention measures.
- 5.3 Reviewing progress against the Improvement Plan enables senior officers and members have oversight of delivery, and take corrective action, as necessary.
- 5.4 There are no alternative options to consider.

#### 6 Implications

Resources:	Resources to deliver the Improvement Plan have
	been allocated from within existing commitments in
	the majority of cases. When the Improvement Plan
	was approved by Council in June 2022, one-off

















funding was approved to enable the delivery of improvements.

Where funding is required for longer-term change, this will be incorporated into the Medium-Term Financial Strategy.

There are no land or building implications associated with the Improvement Plan as a whole.

## Legal and Governance:

On 22 March 2022, The Secretary of State for Levelling Up, Housing and Communities issued Directions under Section 15(5) and (6) of the Local Government Act 1999 (the 1999 Act) in order to ensure that the council can comply with the requirements of Part 1 of the 1999 Act. Failure to comply with these Directions may lead to further intervention measures for the council.

The regular reporting development and approval of this Improvement Plan will mean that the council has achieved one of the elements within the Directions within the specified timescales.

The delivery of the Improvement Plan and achievement of the desired outcomes will meet the remainder of the Directions.

Ultimately, the changes made through the Improvement Plan will enable the council to effectively deliver its strategic priorities and ensure it is delivering value for money for Sandwell.

#### Risk:

If the Council fails to take appropriate action to meet the requirements set out in the government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the council risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the





















	1999 Act. This could lead to further government intervention, increased costs and damage to reputation.
	A risk register is being maintained for the duration of the Improvement Plan which will underpin the council's strategic risk relating to the council's Improvement Plan (59a 02/22). This is reported monthly to Leadership Team, quarterly to Cabinet, and will be regularly reported to Audit and Risk Assurance Committee.
Equality:	The successful delivery of the Improvement Plan will require the development and review of many of the council's policies and procedures. These changes will build in consideration of the impact on equalities throughout the development and will include an Equality Impact Assessment where appropriate.
Health and Wellbeing:	The underpinning objective of the Improvement Plan is to ensure the council is able to achieve the strategic priorities as set out in the Corporate Plan. These priorities focus on improving the health and wellbeing of our residents and tackling health inequalities in a multi-faceted way. Therefore, any improvements to the council's governance structures will strengthen the council's ability to deliver services that will improve the health and wellbeing of Sandwell.
Social Value	Within the Improvement Plan, the council is committed to developing it Social Value Policy in conjunction with the refresh of the Procurement & Contract Procedure Rules. Through strengthening our asks of contractors through this Social Value Policy and linking them to the Corporate Plan objectives, the council will be able to maximise its social value return.

### 7. Appendices

- 1. Improvement Plan Monitoring Tool July 2022
- 2. Improvement Plan Theme Progress Summary July 2022

















- 3. Statutory Recommendations Reporting July 2022
- 4. Improvement Plan Governance Diagram
- 5. Improvement Plan Risk Register July 2022
- 6. Changes to the Improvement Plan

#### 8. Background Papers

Sandwell Council Governance Improvement Plan

- Adopted January 2022
- Quarterly Monitoring April 2022
- Quarterly Monitoring July 2022

Sandwell Council Improvement Plan Report to Council 7 June 2022
Appendices:

- Sandwell Council Improvement Plan
- Grant Thornton Value for Money Governance Review Report December 2021
- CIPFA Financial Management Review Report January 2022
- LGA Corporate Peer Challenge March 2022
- Sandwell Directions under Section 15(5) and (6) of the Local Government Act 1999, 22 March 2022
- Sandwell Directions Explanatory Memorandum



















Theme 4 - Decision Making

Start date | Jul-22 |
Owner | Leadership Team

Monitoring Document | Sandwell Council |
Improvement Plan |
PLAN

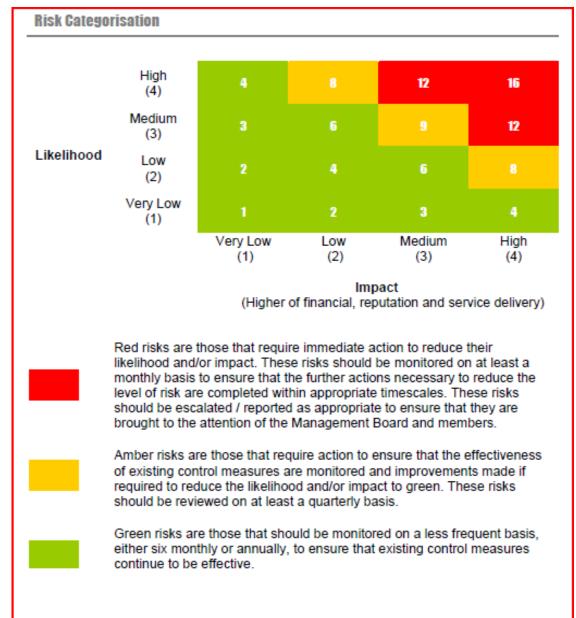
												<u> </u>		July Undate
Workstrasse	Pof	Static data	Divertor Lond	Owners  Cobinet Mambar	Other	Update Owner (if	Dat Stort data		Main	ain Action Risk	Progress against plan Status (June	Evidence of status rating	Progress against plan	July Update  Evidence of status rating  Update (Initial and Date)
Workstream  4 Yearly Election	Ref	Implement 4-yearly election cycle	Director Lead  Director- Law & Governance	Cabinet Member  Leader of the Council	Leads	different)	Start date  May-22	Due date Sep-23	Medium Risk	Description  If we don't reach a decision in October, then there will be a reputational risk associated with delaying	<b>2022)</b> N/A	Update (June 2022)	Status (July 2022) N/A	(July 2022)
4 Yearly Election	DM.A1.1	Options Paper to Leadership Team	Director- Law & Governance	Leader of the Council				Jun-22		making a decision  N/A	On Track- little or no	Report prepared for Council 26th July to seek agreement	Complete	
4 Yearly Election Cycle	DM.A1.2	Council Decision to implement	Director- Law & Governance	Leader of the Council				TBC	N/A	N/A	slippage On Track- little or no slippage	to commence consultation. Planning on October Council decision (subject to 26th July Council agreement to consult)	On Track- little or no slippage	Report to Council 26/07/2 to approve consultation. Further final decision report due October
Constitution and	DM.B1.0	In-depth review and revision to Corporate Governance Documents	Director- Law & Governance	Leader of the Council			Dec-21	Oct-22	Medium Risk	If Corporate Governance Documents are not updated, then other improvement work with Members and Officers will be adversely	N/A	N/A	N/A	N/A
Constitution and Governance Framework	DM.B1.1	Effective Decision Making Training	Director- Law & Governance	Leader of the Council			Jul-22	Sep-22	N/A	impacted.			On Track- little or no slippage	Incorporated within Member Development Programme and Management Developme Programme and progress rating reflected within the action(see also updates t OC.B2.1 and OC.D2.2 with Organisational Culture Theme) As individual constitutional changes are approved, training will be rolled out to follow. First approvals due at July Council.
Constitution and Governance Framework	DM.B1.2	Revised Procurement and Contract Procedure Rules agreed	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	On Track- little or no slippage	Preparing to take a report to Council in July, dependent on Member agreement to approach and engagement undertaken. Contingency to schedule a extraordinary Council meeting mid Aug if additional consultation Preparing to take a report	or no slippage	Council agreed to conside changes on 26th July. Fin Regs are being
Constitution and Governance Framework	DM.B1.3	Revised Financial Regs agreed	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	little or no slippage	to Council in July, dependent on Member agreement to approach and	Significant issues / actual/projected slippage- more than 2 months	reviewed. Key change
Constitution and Governance	DM.B1.4	Revised Council Procedure Rules	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	2 months	Preparing to take a report to Council in October following approval to approach from Governance and Constitution Member Working Group. Date to be amended through change	On Track- little or no slippage	July.  Note from PMO 01/09/22: An error was made in the July entry to incorrectly state that Council Procedure Rules were approved at Council in Jul They are scheduled for October Council. Error is
Framework  Constitution and Governance Framework	DM.B1.5	Revised Sale of Land and Buildings Protocol	Director- Regeneration & Growth	Leader of the Council		Service Manager- Strategic Asset & Land		Aug-22	N/A	N/A	On Track- little or no slippage	approval in July alongside Financial Regulations	On Track- little or no slippage	Approved at July 2022 Council. Action is Comple
Constitution and Governance	DM.B1.6	Revised Scheme of Delegations agreed	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	On Track- little or no slippage	Preparing to take a report to Council in October following approval to approach from Governance and Constitution Member	On Track- little	Preparing to take a report to Council in October following approval to approach from Governand and Constitution Member
Framework  Constitution and Governance Framework	DM.B2.0	Refresh existing arrangements for arms-length companies	Director- Law & Governance	Deputy Leader		Governance and Business Support Principal Lead & Solicitor	Jan-22	Jul-22	Low Risk	If we don't ensure that there is sufficient governance and oversight, it can lead to significant and/or unintended consequences for the organisation e.g. reputational issues, Council not discahrging legal obligations.	N/A	Working Group.  N/A	N/A	Working Group.  N/A
	DM.B2.1	Identify existing arms-length companies, company directors and company administration	Director- Law & Governance	Deputy Leader			Apr-22	Apr-22	N/A	N/A	actual/project ed slippage- more than 2	Review has been completed and will be circulated to Leadership Team in July. SCT is the only identified arms-length company.	Complete	
Constitution and Governance Framework	DM.B2.2	Conduct review to ensure appropriate resources are allocated to these organisations	Director- Law & Governance	Deputy Leader			May-22	Jul-22	N/A	N/A	little or no slippage	Review has been completed and will be circulated to Leadership Team in July. SCT is the only identified arms-length		Report has been circulate to Leadership Team
Constitution and Governance Framework	DM.B2.3	Implement annual reporting arrangements	Director- Law & Governance	Deputy Leader				Jul-22	N/A	N/A	On Track- little or no slippage	In place for SCT. Briefing note to Leadership Team will include guidance and lessons learnt in the event	Complete	
Role and Function of Scrutiny and Audit	113NA C1 A	Refresh decision making-arrangements including the role of Scrutiny	Director- Law & Governance	Leader of the Council			Dec-21	Jul-22	Medium Risk	If there isn't an effective overview and scrutiny function in place, then the Council decisionmaking will not be as effective as it can be.	N/A	N/A	N/A	N/A As per June update. No
Role and Function of Scrutiny and Audit	DM.C.1.0	Review of scrutiny arrangements	Director- Law & Governance	Leader of the Council				Oct-22	N/A	N/A	On Track- little or no slippage	Work is ongoing with new Chair of Scrutiny. Agreement to next steps of review. Anticipate completion of review by October and implementation as part of continuous improvement.	On Track- little or no slippage	issues arising. Cllr Moore presented Scrutiny Report at Council on 26/07 and provided Members with a update on changes taking place this Municipal Year Review due to complete October and implementation as part continuous improvement
Role and Function of Scrutiny and Audit	DM.C1.2	Scrutiny Work Planning event	Director- Law & Governance	Leader of the Council				Jun-22	N/A	N/A	slippage	All scrutiny boards have an agreed work programme and boards are in the process of delivering their work plans.	Complete	
Role and Function of Scrutiny and Audit	DM.C1.3	Approval of any changes to scrutiny (if required following review)	Director- Law & Governance	Leader of the Council				Jul-22	N/A	N/A	On Track- little or no slippage	Review due to complete in October. Actions will be implemented subsequently. Date to be altered via change control.	Progress- actual/ projected slippage of 1-2	Review due to complete i October. Actions will be implemented subsequently. Date to be altered via change control
Role and Function of Scrutiny and Audit	DM.C.2.0	Implementation of Scrutiny Recommendations relating to key issues	Director- Law & Governance	Deputy Leader			Dec-21	Sep-22	Medium Risk	If we don't implement scrutiny recommendations, this undermines the Council's decision making and leaves the Council open to risk and	N/A	N/A	N/A	N/A  Procurement-related
Role and Function of Scrutiny and Audit	DM.C2.1	SEND Transport recommendations relating to procurement concluded	Director- Law & Governance	Deputy Leader	Director- Children & Educatio n Scrutiny		Early 2022	Sep-22	N/A	N/A	Medium	AD 27.06.22	On Track- little or no slippage	Procurement-related recommendations on tracin line with award of contract from 1st September. (see also update in Procurement & Commercial)
Role and Function of Scrutiny and Audit	DM.C2.2	Recommendations relating to Waste Contract concluded	Director- Borough Economy	Deputy Leader	Director- Law and Governa nce			Dec-22	N/A	N/A	Progress- actual/ projected slippage of 1-	recommendations in progress. Some slippage on provision of key annual plans from Serco has been experienced.		Annual plans now provide & review of contract starte
Role and Function of Scrutiny and Audit	DW.C.3.0	Manage position on historic issues through work with ARAC chair	Director- Law & Governance	Deputy Leader			Dec-21	Ongoing	Low Risk	o check risk description w	On Track- little or no slippage	Work is ongoing with new Chair of ARAC. Regular meetings in place to discuss work programme and issues arising. Historic issues have not featured. Follow up action required from the Executive relating to historic issues which is being progressed.		
	DW.C4.0	ARAC report and recommendations in relation to SEND Transpor	Director- Law & Governance	Deputy Leader			Dec-21	Oct-22	Medium Risk	If we don't implement ARAC recommendations, this undermines the Council's decision making and leaves the Council open to risk and	N/A	N/A	N/A	N/A
	DW.C4.1	Completion of report and recommendations	Director- Law & Governance	Deputy Leader				Oct-22	N/A	N/A			Medium Progress- actual/ projected slippage of 1-2 months	Rated is Amber moving to Green. A new procurement exercise has been undertaken following a specific criteria. A new framework has been developed - of 18 operator - 9 were successful and invited to bid for 13 contracts. 4 operators handed 5 contractrs back citing capacity issues and were either re-offered or mini competition has bee undertaken. All contracts have now been offered at accepted. Lessons learnt regarding procurement exercises to take place.



<b>Progress against Plan Status Rating</b>	Definition	Leadership Team Action as a result
On Track	Progress against the action is in line with the delivery date with no or minor (of less than a month) actual/projected slippage that does not impact on any dependencies	Leadership Team note progress and seek assurance that on track
Medium progress	Progress on the action is being made but there is actual/projected slippage of between 1-2 months, or any minor slippage presents a risk to dependencies	Leadership Team watching brief and review impact on dependencies
Significant issues / slippage	Progress on the action is or projected to be behind schedule by more than 2 months, or any slippage (actual or projected) presents a risk to critical milestones	Leadership Team review and remedy
Not due to start	Work on the action is not due to start	N/a
Complete	Action is complete	N/a
Closed	Action is complete and there is evidence that the measures of success have been fulfilled	Evidence to be provided
N/A	Update not required at this time	N/a

### Action Risk Score (Use Corporate Risk Matrix)

Score		,	Likelihood (the proximity of the	
	Financial	Higher of Reputation	Service Delivery	risk at the time of assessment)
4 (High)	>20% of budget	National media coverage – permanent impact on reputation	>80%  Serious service or programme failure directly affecting vulnerable groups, requiring intervention by Members.	Almost certain It is reasonable to expect that the event will undoubtedly happen or recur, possibly frequently or at least within the next six months A more than 50%, chance of the risk occurring
3 (Medium)	11% to 20% of budget	Local media and TV coverage- long term local reputation affected	Significant service or project disruption requiring intervention by Corporate Directors / Management Board	Probably / likely The event is more than likely to occur. It will probably happen in the next year but is not a persisting issue. The chance of the event occurring is between a 25% to 50% likelihood
2 (Low)	5% to 10% budget	Local newspaper coverage – reputation affected temporarily	Noticeable disruption to outputs requiring intervention by a relevant Director / Service Manager	Possible Little likelihood of the event occurring. It might happen in the next 18 months or recur occasionally. The chance of the event occurring is between a 10% to 24% likelihood.
1 (Very Low)	<5% of budget	Local gossip/ reputation affected internally	<25%  Short term service disruption requiring intervention by a unit or project manager or equivalent	Unlikely The event is not expected, There is no expectation that the event will occur, but it is possible that it might do so. The chance of the event occurring is less than 10%.



		Theme 1 -Organisational Culture				_	_		Project Report Owner	Jul-22 Leadership Team		IMPROV PL	AN	July Updates
orkstream	Ref	Static data Action	Director Lead	Owners  Cabinet Member	Other Leads	Update Owner (if	Start date	Dates  Due date	Main Action		Progress against plan		Progress against plan Status (July 2022)	Evidence of status ratir
blishing anisational	OC.A1.0	Establish the desired organisational culture for Sandwell Council	Director Lead  Director – Business Strategy and Change	Cabinet Member  Deputy Leader	Other Leads	different)		Due date  Dec 2022	Risk Low Risk	Pailure to agree desired organisational culture	Status (June 2022)  N/A	Update (June 2022)  N/A	Status (July 2022)  N/A	Update (Initial and Date) (July
blishing anisational	OC.A1.1	Phase 1 Engagement: Starting the Conversation	Director – Business Strategy and Change	Deputy Leader		Head of HR	Jun 2022	Jul 2022	N/A	N/A	On Track- little or no slippage	Consultancy engaged. Working Group in place and meeting. Stakeholder mapping complete. Phase one measures identified - to be refined	On Track- little or no slippage	Engagement and Culture Char recruitment underway. On tra Listening Groups to commenc August/through September
ure blishing anisational ure	OC.A1.2	Phase 2 Engagement: Determining Desired Culture	Director – Business Strategy and Change	Deputy Leader		Head of HR	Aug 2022	Dec 2022	N/A	N/A	Not due to start		On Track- little or no slippage	Consultancy support enga
blishing anisational ure blishing anisational	OCA1.3	Create the right environment for that organisational	Director – Business Strategy and Change  Director – Business	Deputy Leader  Deputy Leader			Autumn 2022	Autumn 2022	N/A Medium Risk	N/A  Lack of engagement to	Not due to start	Not due to start  N/A	Not due to start	Not due to start
ure blishing anisational ure	OC.A2.1	Organisational Development Strategy and Plan Approved	Strategy and Change  Director – Business Strategy and Change	Deputy Leader		Head of HR	ТВС	End 2022	N/A	embed desired culture	Not due to start	Not due to start	Not due to start	Not due to start
blishing anisational ure cer aning and	OC. A2.2	Other actions as a result of engagement phases  Design and deliver Corporate Governance Training for	Director – Business Strategy and Change  Director – Business	Deputy Leader  Deputy Leader	Director- Law &	Head of HR	TBC	ТВС	N/A Low Risk	N/A  Failure to deliver required  training within agreed	Not due to start	Not due to start	Not due to start	Not due to start
cer ning and	OC.B1.1	Officers  Scope of Corporate Governance Training for Officers approved (including comprehensive finance and governance training tailored to those with different levels	Strategy and Change  Director- Law & Governance		Governance  Director – Business Strategy and Change		May-22	Jun-22	N/A	timescales  N/A	Duplicate/ link to another action		On Track- little or no	Incorporated within update to OC.B2.1 below on managem development programme
ыортепс		of financial responsibility)			Director - Finance						Significant issues /	Corporate Induction will be updated when the relevant learning interventions		As June. Governance training planning discussions are under
er ning and elopment	OC.B1.2	Revision of Corporate Induction	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		Jun-22	Jul-22	N/A	N/A	actual/projected slippage- more than 2 months	relating to Governance Training have been developed. RJ 07.07.22: Likely change control on dates for sequencing with Management Development Programme	actual/projected slippage- more than 2 months	RJ 01/08/22: Change control sequence dates with Manage Development Programme - li OD Strategy and Plan
												riogramme		Incorporated within Manage Development Programme ar progress rating reflected with
er ning and elopment	OC.B1.3	Effective decision-making training	Director- Law & Governance	Deputy Leader	Director – Business Strategy and Change		Jul-22	Sep-22	N/A	N/A			On Track- little or no slippage	action(see update to OC.B2. As individual constitutional cl are approved, training will be out to follow. First approvals
cer		Progurament of Delivery Partner (cornerate governance			Director – Business						Duplicate/ link to			July Council.  Discussing with LGA possible around corporate governance training. Progress incorporate
rning and elopment	OC.B1.4	Procurement of Delivery Partner (corporate governance training)	Director- Law & Governance	Deputy Leader	Strategy and Change		Jun-22	Aug-22	N/A	N/A	Duplicate/ link to another action	See update to OC.B2.1 below	On Track- little or no slippage	Management Development Programme and progress rat reflected within that action(s update to OC.B2.1 below)
cer ming and elopment	OC.B1.5	Delivery of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		Autumn 2022	Dec-22	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
er ning and elopment	OC.B1.6	Annual Refresher of Corporate Governance Training	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance		TBC 2023	TBC 2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
er ning and elopment	OC.B2.0	Develop a clear programme of management development	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance				Low Risk	Lack of engagement from managers with the programme	N/A	N/A	N/A	N/A
												RJ 08.07.22: Procurement and budget holder training in development. Currently finalising dates with LGA for Officer-Member relationship support. Sessions		
cer	OC P2 4	Managament Davalanment Dragramma Dagigned	Director – Business	Domitic London	Director- Law & Governance	Head of HR HR	Aug 22	Dag 22	21/2	NI/A	On Track- little or no	with other Officer-tiers are being designed with the intention that an output from the training will be a series of pledges made by Officers and Members.		As per June. Dates for Mo Officer relationship support
ning and elopment	OC.B2.1	Management Development Programme Designed	Strategy and Change	Deputy Leader	Director - Finance	Team Manage r L&D/OD		Dec-22	N/A	N/A	slippage	Governance and Decision Making training will follow Council approvals.  These initial strands of work will become a 'Managers Fundamentals/Essentials'	slippage	confirmed for September ( 20th)
												programme with the broader  Management Development Programme to be delivered in 2023 following the approval of an OD strategy and Plan.		
cer rning and elopment	OC.B2.2	Budget Holder Role Profile Approved	Director - Finance	Deputy Leader	Director- Law & Governance	Finance Improve ment Manage Head of		May-22	N/A	N/A	On Track- little or no slippage	Approved and launched at SM briefing. Will be discussing with Directorate Management Teams. SH 1/7/22	Complete	complete
cer ming and elopment	OC.B2.3	Incorporate training on company roles and responsibilities in senior officer development plan	Director- Law & Governance	e Deputy Leader		HR HR Team	Aug-22	Dec-22	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
cer	OC.B2.4	Management Development Programme Delivery	Director – Business Strategy and Change	Deputy Leader	Director- Law & Governance	Manage r	2023	2023	N/A	N/A	Not due to start	Not due to start	Not due to start	Not due to start
elopment		Continue regular weekly meetings between Cabinet	Director- Law &		Director- Law & Governance Chief Executive					If formalised meeting structures aren't in place, opportunities may be	21/2	21/2		21/2
mber lationship	OC.C1.0	Members and Leadership Team	Governance	Leader of the Council	Leader Cabinet Members Leadership Team Director- Law &				Low Risk	missed for issues to be discussed. Other regular meetings are taking place.	N/A	N/A  1:1 Meetings have been taking place.	N/A	N/A
icer and mber ationship	OC.C1.1	Regular meetings of Commissioners, Monitoring Officer, Section 151 Officer and Chief Whips commence	Director- Law & Governance	Leader of the Council	Governance Chief Executive Leader Cabinet Members Leadership Team		May 2022	May 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	Awaiting confirmation of Conservative Group whip. Formal schedule of meetings will be scheduled to start from September.		Update as per June. Consert Group whip to be identified.
icer and ember lationship	OC.C1.2	Meeting structures to support regular dialogue between Senior Leadership (Officer and Member) confirmed for new Municipal Year	Director- Law & Governance	e Leader of the Council	Director- Law & Governance Chief Executive Leader		May 2022	Jun 2022	N/A	N/A	On Track- little or no slippage	Regular weekly meetings in place between Directors and Executive and agreed for Municipal Year	On Track-little or no slippage	In place. To be reviewed through year to ensure structures are purpose.
icer and mber	OC.C2.0	Continue to adopt star chamber approach for Cabinet Members and Chief Officers as part of budget setting approach	Director - Finance	Deputy Leader	Cabinet Members Leadership Team		2021	Summer 2022	Low Risk	On track	Not due to start	Not yet due. Star Chambers to be booked for August/early September		Booked for August and Sept
ficer and		Engage LGA to support Officers and Members to develop	Director- Law &							If cultural and behavioural historic issues that have affected the Council's ability	On Track- little or no	On track. Sessions being planned August	On Track- little or no	Sessions have been schedul and 20th Sep for Members.
ember elationship	OC.C3.0	Ture relationship doma forward including continuation of	Governance	Leader of the Council			May 2022	Dec 2022	Medium Risk	relationship between Officers and Members is not addressed.	slippage	and September for all Members. Regular dialogue with LGA. Plans are progress.	slippage	be supporting sessions with of around the Member-Officer Relationship. Confirming dat
mber	OC.C4.0	Ward and Casework Management	Director- Law & Governance	Deputy Leader	Director- Law & Governance		May 2022	Oct 2022	Medium Risk	Risk relates to reputational harm where Members are unable to have their case work addressed in a timely	N/a	N/A	N/a	N/A
ember lationship icer and ember	OC.C4.1	Ward and Casework Management  Process and approach review –completed as part of customer feedback review					May 2022	Oct 2022 Complete	Medium Risk	harm where Members are unable to have their case		N/A	Complete	Work around Member-Office
mber lationship icer and mber lationship icer and mber		Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to	Director- Law & Governance	Deputy Leader	Governance  Director- Business		May 2022			harm where Members are unable to have their case work addressed in a timely manner  N/A	N/a Complete	N/A  RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.	Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing but recognised that Member poor requires further development Members' expectations. Option appraisal underway for customanagement system. Action pursued in Sep/Oct linked to organisational culture work.
mber ationship icer and mber ationship ationship	OC.C4.1	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including	Director- Law & Governance  Director- Law & Governance  Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change  Director- Business		May 2022		N/A	harm where Members are unable to have their case work addressed in a timely manner	N/a  Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC	Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing by recognised that Member por requires further development Members' expectations. Op appraisal underway for customanagement system. Actio pursued in Sep/Oct linked to organisational culture work.
mber lationship licer and mber lationship lationship mber Learning mber Learning mber Learning mber Learning mber Learning	OC.C4.1  OC.C4.2  OC.D1.0	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)	Director- Law & Governance	Deputy Leader  Deputy Leader  Deputy Leader	Director- Business Strategy & Change  Director- Business		May 2022		N/A	harm where Members are unable to have their case work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required	N/a  Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC	Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing by recognised that Member por requires further development Members' expectations. Operappraisal underway for custom management system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to
ember lationship licer and ember lationship lationship lationship ember Learning Developmen	OC.C4.1  OC.C4.2  OC.D1.0	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme	Director- Law & Governance  Director- Law & Governance  Director- Law & Governance	Deputy Leader  Deputy Leader  Deputy Leader  Deputy Leader	Director- Business Strategy & Change  Director- Business		May 2022	Complete	N/A N/A Medium Risk	harm where Members are unable to have their case work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A	Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.	Complete  On Track- little or no slippage  N/A  Complete  Complete	Work around Member-Office relationship is progressing by recognised that Member porequires further development Members' expectations. Operappraisal underway for customanagement system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are being progressing to the progression of the progress
icer and amber lationship icer and amber lationship imber Learning Development in	OC.C4.1  OC.C4.2  OC.D1.0  C. OC.D1.1	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase	Director- Law & Governance  Director- Law & Governance  Director- Law & Governance  Director- Law & Governance	Deputy Leader  Deputy Leader  Deputy Leader  Deputy Leader	Director- Business Strategy & Change  Director- Business			Complete  18-May-22	N/A  N/A  Medium Risk	harm where Members are unable to have their case work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A	On Track- little or no slippage  N/A  Complete  On Track- little or no	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and	Complete  On Track- little or no slippage  N/A  Complete  Complete	Work around Member-Office relationship is progressing by recognised that Member porequires further development Members' expectations. Operappraisal underway for customanagement system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are be identified for next year's independent of the provided by Ethical Standar Member Development Comments and ST.
icer and ember lationship icer and ember lationship icer and ember lationship icer and ember lationship icember Learning icer and ember Learning icember learni	OC.C4.1  OC.C4.2  OC.D1.0  C.D1.1	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase	Director- Law & Governance  Director- Law & Governance  Director- Law & Governance  Director- Law & Governance	Deputy Leader  Deputy Leader  Deputy Leader  Deputy Leader  Deputy Leader  Deputy Leader	Director- Business Strategy & Change  Director- Business			Complete  18-May-22	N/A  N/A  Medium Risk	harm where Members are unable to have their case work addressed in a timely manner  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A	On Track- little or no slippage  N/A  Complete  On Track- little or no	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Mamber Davidsonment Committee, MDR	Complete  On Track- little or no slippage  N/A  Complete  Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing be recognised that Member por requires further development Members' expectations. Operappraisal underway for custs management system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are be identified for next year's ind Approved by Ethical Standa Member Development Common MDP is a dynamic document be regularly reviewed and response to the committee. It has also shared with LGA and Common Discussions are taking place.
icer and mber lationship  icer and mber lationship  mber Learning Development  mber Learning Development  mber Learning Development  mber Learning Development	OC.C4.1  OC.C4.2  OC.D1.0  C. OC.D1.1  OC.D1.2	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  New Member Induction  Approval of Member Development Programme	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change  Director- Business		May-22	Complete  18-May-22  Jun-22	N/A  N/A  N/A  N/A	harm where Members are unable to have their case work addressed in a timely manner  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A	Complete  On Track- little or no slippage  N/A  Complete  On Track- little or no slippage  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the	Complete  On Track- little or no slippage  N/A  Complete  Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing be recognised that Member por requires further development. Members' expectations. Operappraisal underway for custs management system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are be identified for next year's indentified for next year's indentifi
mber lationship icer and mber lationship icer and mber lationship mber Learning Development Developmen	OC.D1.1  OC.D1.1  OC.D1.3	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  New Member Induction	Director- Law & Governance	Deputy Leader	Director- Business Strategy & Change  Director- Business		May-22	Complete  18-May-22  Jun-22	N/A  N/A  N/A	harm where Members are unable to have their case work addressed in a timely manner  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A	Complete  On Track- little or no slippage  N/A  Complete  On Track- little or no slippage  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.	Complete  On Track- little or no slippage  N/A  Complete  Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing be recognised that Member por requires further development Members' expectations. Operappraisal underway for cust management system. Action pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive feder received from Members on Further improvements are be identified for next year's indentified for next year's indentifi
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mber lationship icer and mber lationship icer and mber lationship mber Learning Development mber Learning	OC.C4.1  OC.C4.2  OC.D1.0  C. OC.D1.1  OC.D1.3	Process and approach review – completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  New Member Induction  Approval of Member Development Programme  Deliver Member Development Programme	Director- Law & Governance	Deputy Leader	Governance  Director- Business Strategy & Change  Director- Business Strategy & Change		May-22	Complete  18-May-22  Jun-22	N/A  N/A  N/A  N/A	harm where Members are unable to have their case work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  N/A  N/A	Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.	Complete  On Track- little or no slippage  N/A  Complete  Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing by recognised that Member porequires further development Members' expectations. Operappraisal underway for customanagement system. Actio pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are bounded in the indentified for next year's independent for next year's i
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mber lationship icer and mber lationship icer and mber lationship idea mber Learning Development in Development	OC.D1.1  OC.D1.2  OC.D1.3  OC.D1.4  OC.D2.0  OC.D2.1	Process and approach review –completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  New Member Induction  Approval of Member Development Programme  Deliver Member Development Programme  Design and deliver Corporate Governance Training for Members  Scope of Corporate Governance Training for Members approved	Director- Law & Governance	Deputy Leader  Leader of the Council	Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Finance  Director- Finance		May-22 Jul-22 Mar-22	Complete  18-May-22  Jun-22  Jun-23	N/A  N/A  N/A  N/A  N/A  N/A  N/A	If we do not ensure Members have their case work addressed in a timely manner  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/	Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.  N/A  ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements.  Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making	Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing by recognised that Member por requires further developmen Members' expectations. Opappraisal underway for cust management system. Actic pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive fedireceived from Members on Further improvements are be identified for next year's ind Approved by Ethical Standa Member Development Comm MDP is a dynamic document be regularly reviewed and roby the Committee. It has also shared with LGA and Comm Discussions are taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around assistance with delia Ongoing activity as part of the Municipal Year is taking place around experience Members and Officers. We continue to consider feedba look at improvements and finto the review of the MDP.  If Council approves key decimal into the review of the MDP.  N/A  Sovernance Review Approvements and finto the review of the MDP.  If Council approves key decimal into the review of the MDP.  On the review of the MDP.
mber lationship icer and mber lationship icer and mber lationship ider Learning Development in D	OC.D1.1  OC.D1.2  OC.D1.3  OC.D1.4  OC.D2.0  OC.D2.1	Process and approach review – completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  New Member Induction  Approval of Member Development Programme  Deliver Member Development Programme  Deliver Member Development Programme  Effective decision-making training for Members approved  Procurement of delivery partner (for Corporate Governance Programme)	Director- Law & Governance	Deputy Leader  Leader of the Council	Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Finance  Director- Finance  Director- Finance		May-22 Jul-22 Jul-22 Jul-22	Complete  18-May-22  Jun-22  Jun-22  Sep-22	N/A  N/A  N/A  N/A  N/A  N/A  N/A	If we do not ensure Members have their case work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  If there is insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.	Complete  On Track- little or no slippage	RJ 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.  N/A  ST 05.07.22: MDP contains Corporate Governance Iraning and was agreed in June. It is part of the Municipal Year.  N/A  To 5.07.22: MDP contains Corporate Governance Iraning and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements.  Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making	Complete  On Track- little or no slippage	Work around Member-Office relationship is progressing by recognised that Member por requires further development Members' expectations. On appraisal underway for cust management system. Actic pursued in Sep/Oct linked to organisational culture work Approach and timescales to discussed by NC and ST.  Completed and positive fed received from Members on Further improvements are lidentified for next year's incompleted and positive fed received from Members on Further improvements are lidentified for next year's incompleted and positive fed received from Members on Further improvements and for by the Committee. It has also shared with LGA and Committee. It has also s
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icer and mber lationship icer and mber learning Development Develo	OC.D2.1  OC.D2.1  OC.D2.1  OC.D2.2  OC.D2.3  OC.D2.3  OC.D2.4  OC.D2.4  OC.D2.3	Process and approach review —completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and custowork (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Senrice Showcase  New Member Induction  Approval of Member Development Programme  Design and deliver Corporate Governance Training for Members  Scope of Corporate Governance Training for Members approved  Effective decision-making training  Procurement of delivery partner (for Corporate Governance Training)  Delivery of Corporate Governance Training  Procurement of delivery partner (for Corporate Governance Training)  Leadership Team Review of All Member briefings based on themse of work / areas for development  Leadership Team Review of All Member Briefings to ensure they are meeting needs  Induction training for Leader and Cabinet Members on appropriate processes are relating to the employment of Chief Officers, and in particular Statutory Officers  Deliver the communications strategy to assist with more effective internal communications	Director- Law & Governance	Deputy Leader  Leader of the Council	Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Finance  Director- Finance  Director- Finance  Director- Finance		May-22  Jul-22  Jul-22  Jul-22  Autumn 22  Autumn 22  May-22  Dec-22	Complete  18-May-22  Jun-22  Mar-23  Sep-22  Sep-22  Oct-22  Ongoing  Jul-22	N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/A	If we do not ensure work addressed in a timely manner  N/A  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/	Complete Complete  N/A  N/A  Complete  On Track-little or no slippage  Not due to start	RU 06.07.22: Action to be pursued in Sep/Oct Inked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.  N/A  ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements.  Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making  Not due to start  Not due to start internal communications being delivered, Commanger can be delivered from and communications being delivered, Commanger can be delivered from and communications being delivered, Commanger can be delivered from and communications being delivered, Commanger can be delivered from and communications being delivered, Commanger can be delivered from and communications being delivered, Commanger can be delivered from the delivered from and communications being delivered from and commu	Complete  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage	Work around Member-Offic relationship is progressing by recognised that Member por requires further development Members' expectations. Op appraisal underway for cust management system. Actio pursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are bidentified for next year's individual Member Development Com MDP is a dynamic document be regularly reviewed and reby the Committee. It has als shared with LGA and Commi Discussions are taking place around assistance with deliw Ongoing activity as part of time of the More of
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mber learning Development mber Learning Deve	C.D2.0  C.D2.1  C.D2.1  C.D2.1  C.D2.2  C.D2.2  C.D2.3  C.D2.3  C.D2.1  C.D2.1  C.D2.1  C.D2.1  C.D2.1  C.D2.2	Process and approach review -completed as part of customer feedback review  Loadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Service Showcase  Now Member Induction  Approval of Member Development Programme  Deliver Member Development Programme  Design and deliver Corporate Governance Training for Members  Scope of Corporate Governance Training for Members  Scope of Corporate Governance Training for Members  Procurement of delivery partner (for Corporate Governance Training)  Procurement of delivery partner (for Corporate Governance Training)  Delivery of Corporate Governance Training  Procurement of delivery partner (for Corporate Governance Training)  Industrial Team Review of All Member Briefings based on the service of the s	Director- Law & Governance	Deputy Leader  Leader of the Council	Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Finance  Director- Finance  Director- Finance  Director- Finance		Mar-22 Jul-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22	Complete  18-May-22  Jun-22  Mar-23  Sep-22  Sep-22  Oct-22  Ongoing  Jul-22  Ongoing  Jul-22  Ongoing  Aug-22	N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/A	If we do not ensure work addressed in a timely manner  N/A  If we do not ensure Members have the required knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/	Not due to start  On Track- little or no slippage  On Track- little or no slippage  On Track- little or no slippage  Complete  Complete	RI 06.07.22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by NC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.  N/A  ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements.  Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making  Not due to start	Complete  On Track- little or no slippage  N/A  On Track- little or no slippage	Work around Member-Offic relationship is progressing to recognised that Member por recognised that Member por requires further development Members' expectations. Opt appraisal underway for cust management system. Action oursued in Sep/Oct linked to organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive feder received from Members on Further improvements are be identified for next year's indi. Approved by Ethical Standar Member Development Com MDP is a dynamic document be regularly reviewed and re by the Committee. It has als shared with LGA and Commi Discussions are taking place around assistance with deliv. Ongoing activity as part of the Windicipal Year is taking place with the properties of the Members and Officers. We continue to consider feedbad look at improvements and fe into the review of the MDP.  If Council approves key decis management of the MDP.  N/A  Governance Review Approvence of the MDP.  If Council approves key decis on the more of the MDP.  N/A  Governance Review Approvence of the more of the more of the MDP.  If Council approves key decis on the more of the MDP.  And the review of the MDP.  If Council approves key decis on the more of the more
mber Learning Development Deve	C.D2.0  C.D2.1  C.D2.1  C.D2.2  C.D2.2  C.D2.3  C.D2.3  C.D2.3  C.D2.1  C.D2.1  C.D2.2  C.D2.2  C.D2.3	Process and approach review—completed as part of customer feedback review  Leadership Team conversation to identify mechanisms to embed and sustain the required approach and process for ward and casework (linked to desired organisational culture)  Deliver Member Development Programme including Finance Training Programme  Services Showcase  New Member Induction  Approval of Member Development Programme  Deliver Member Development Programme  Design and deliver Corporate Governance Training for Members  Scope of Corporate Governance Training for Members approved  Effective decision-making training  Procurement of delivery partner (for Corporate Governance Training)  Delivery of Corporate Governance Training  Annual Refresher and inclusion in new Member induction Training)  Delivery of Corporate Governance Training  Leadership Team Review of All Member briefings based on themser of Work / areas for development Programme for the Corporate Governance Training of Cor	Director- Law & Governance  Director- Law & Governance	Deputy Leader  Leader of the Council  Leader of the Council	Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Business Strategy & Change  Director- Finance  Director- Finance  Director- Finance  Director- Finance	Head of HR	Mar-22 Jul-22 Jul-22 Autumn 22 Sep-22 Mar-22 Jun-22	Complete    18-May-22	N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/A	If we do not ensure work addressed in a timely manner  N/A  N/A  N/A  If there is insufficient equired knowledge and skills to undertake their roles, the Council is at risk of not  N/A  N/A  N/A  N/A  Risk relates to insufficient understanding of corporate governance arrangements, this will leave the Council open to reputational and potential legal challenge.  N/A  N/A  N/A  N/A  N/A  Risk relates to insufficient forward planning leading to missed opportunities  N/A  N/A  N/A  Risk relates to insufficient forward planning leading to missed opportunities  N/A  N/A  N/A  N/A  Risk relates to insufficient forward planning leading to missed opportunities  N/A  N/A  N/A  N/A  Risk relates to insufficient forward planning leading to missed opportunities  N/A  N/A  N/A  N/A  Risk relates to insufficient forward planning leading to missed opportunities  N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/	Not due to start  On Track- little or no slippage  On Track- little or no slippage	RU 06.07. 22: Action to be pursued in Sep/Oct linked to organisational culture work. Approach to be discussed by INC and ST.  New Member Induction Completed  Approved by Ethical Standards and Member Development Committee. MDP is a dynamic document that will be regularly reviewed and refreshed by the Committee.  Ongoing activity as part of the Municipal Year.  N/A  ST 05.07.22: MDP contains Corporate Governance training and was agreed in June. It will be rolled out throughout Municipal Year and updated as changes are implemented (e.g. scheme of delegation, fin regs, CPRules). Member Development Plan will incorporate these requirements.  Training around decision making will be delivered throughout the municipal year as part of Improvements and continuous improvement around decision-making  Not due to start  Not due to start signard and communications & Common action is in relation to the common action of	Complete  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage  Not due to start  On Track- little or no slippage	Work around Member-Office relationship is progressing be recognised that Member percognised that Member percequires further developme Members' expectations. Opapraisal underway for cust management system. Actic pursued in Sep/Oct linke dit organisational culture work. Approach and timescales to discussed by NC and ST.  Completed and positive federeceived from Members on Further improvements are tidentified for next year's ind Approved by Ethical Standa Member Development Com MDP is a dynamic documen be regularly reviewed and not by the Committee. It has also shared with LGA and Comm Discussions are taking place around assistance with delic Ongoing activity as part of the Municipal Year is taking place around assistance with delic Ongoing activity as part of the More of the Mo

		Theme 2- Corporate Oversight							Project Start date Owner	Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team		IMPROV PL <i>i</i>		
		Static data		Owners				Dates			Progress against	Evidence of status rating		lly Update
Workstream	Ref	Static data Action	Director Lead	Owners  Cabinet Member	Other Leads	Update Owner (if different)	Start date	Dates  Due date	Main Action Risk	Main Action Risk  Description	plan	Evidence of status rating Update (June 2022)	Status (July 2022)	Evidence of status rati Update (Initial and Date) 2022)
ERP	CO.A1.0	Implement Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law		Dec-21	Apr-23	Medium Risk	Implementation date depends on Support Implementor contract and mobilisation. Likely to be at least 12 month implementation from mobilisation of new SI	t N/A	N/A	WA	Change Control - chan implementation date to A 2023
RP	CO.A1.1	Cabinet approval for action plan to continue implementation of Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change  Director- Law			Complete	N/A	contract.  N/A	Complete		Complete	
RP	CO.A1.2	Terminate implementation partner contract with InoApps	Director- Finance	Deputy Leader	Director- Business Strategy & Change  Director- Law			Complete	N/A	N/A	Complete		Complete	
RP	CO.A1.3	Implement robust project management arrangements	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete	
ERP	CO.A1.4	Review operational team to ensure there are appropriate resources in place during implementation phase	Director- Finance	Deputy Leader	Director- Business Strategy & Change Director- Law			Complete	N/A	N/A	Complete		Complete	
RP	CO.A1.5	Project management training for all of project team, including Project Sponsors	Director- Finance	Deputy Leader	Director- Business Strategy & Change  Director- Law			Jul-22	N/A	N/A		Initial cohort trained in project management. (DS 30/06/22)	On Track- little or no slippage	Further training to be arrif required.
RP	CO.A1.6	Procure new support provider to deliver Oracle Fusion	Director- Finance	Deputy Leader	Director- Business Strategy & Change  Director- Law Director-			Jul-22	N/A	N/A	On Track- little or no slippage	evaluated. Due to be awarded in July. SH	Medium Progress- actual/ projected slippage of 1-2 months	Evaluation period extend 3 weeks due to need to financial evaluation - clarifications needed from bidders. SH 28/07/2022
RP	CO.A1.7	Support provider in place and delivery commences	Director- Finance	Deputy Leader	Business Strategy & Change		Jul-22	Apr-23	N/A	N/A  IP approved by Council in	On Track- little or no slippage	Tender currently being evaluated. Due to be awarded in July. SH	Medium Progress- actual/ projected slippage of 1-2 months	As above.
mprovement Planning, Vlonitoring and Learning	CO.B1.0	Single Improvement Plan Phase 1	Leadership Team	Leader of the Council		Strategic	Mar-22	Jun-22	Low Risk	June. Remaining risks relate to effective progress monitoring of the IP and submissions to SoS.	N/A	N/A	N/A	N/A
mprovement Planning, Monitoring and Learning	CO.B1.1	Council approval of Improvement Plan	Leadership team	Leader of the Council		Lead: Service Improve ment Chief Of		Jun-22	N/A	N/A	Complete		Complete	
mprovement Planning, Monitoring and Learning	CO.B1.2	Commissioners Report prepared	Commissioners	Leader of the Council		Staff- Commissi oner Team		by 22 June 2022	N/A	N/A	Complete		Complete	
mprovement Planning, Monitoring and Learning	CO.B1.3	Commissioners Report to Secretary of State	Commissioners	Leader of the Council		Chief Of Staff- Commissi oner Team		by 22 June 2022	N/A	N/A	Complete	RJ 05.07.22: Complete and submitted. Awaiting formal response from DLHUC. Next submission to SoS due in December 2022	Complete	
mprovement Planning, Wonitoring and Learning	CO.B2.0	Single Improvement Plan Phase 2	Leadership team	Leader of the Council			Jun-22	Jan-23	Low Risk	Risk relates to timely development and approval, and learning lessons from Phase 1 plan	N/A	N/A	NA	N/A
mprovement Planning, Monitoring and Learning	CO.B2.1	Council approval of Improvement Plan Phase 2	Leadership team	Leader of the Council		Strategic Lead: Service Improve ment			N/A	N/A	Not due to start			
mprovement Planning, Monitoring and Learning	CO.B3.0	Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council					Low Risk	Risk relates to timely development and approval linked to organisational culture theme	N/A	N/A	N/A	N/A
mprovement Planning, Monitoring and Learning	CO.B3.1	Develop a Continuous Improvement Plan	Director- Business Strategy & Change	Leader of the Council			Autumn 2022	Spring 2023	N/A	N/A	Not due to start		Not due to start	X/////////////////////////////////////
erformance Nanagement	CO.C1.0	Performance Management Framework (PMF)	Director- Business Strategy & Change	Deputy Leader			Sep-22	Ongoing	High Risk	Risks relate to capacity to embed PMF. Council approval of resources in June. Recruitment underway.	N/A	N/A	N/A	N/A
erformance Management	CO.C1.1	Council approval of PMF	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improve ment		Complete	N/A	N/A	Complete	Complete	Complete	Complete
Performance Management	CO.C1.2	Q1 performance report	Director- Business Strategy & Change	Deputy Leader		Strategic Lead: Service Improve ment		Aug-22	N/A	N/A	On Track- little or no slippage	RJ 05.07.22: Preparations underway and on track for Q1 report to be made to Cabinet in September.	On Track- little or no slippage	RJ 18.07.22: Preparation underway and on track report to be made to Cal September.
Performance Wanagement	CO.C2.0	Budget Monitoring	Director- Finance	Deputy Leader			Mar-22	Ongoing	Low Risk	On track	N/A	N/A	N/A	N/A
Performance Management Performance Management			Director- Finance Director- Finance	Deputy Leader  Deputy Leader				Complete Aug-22	N/A N/A	N/A N/A	Complete On Track- little or no slippage	Complete Not yet due	Complete On Track- little or no slippage	Complete On track
Performance Management  Organisational  Structure  and Enabling			Director- Finance  Leadership Team	Deputy Leader  Deputy Leader			Dec-20	Ongoing  Dec-22	N/A	N/A Not yet rated	On Track- little or no slippage	On track	On Track- little or no slippage	On track
and Enabling Corporate Core	CO.D1.1	Directorate Level restructuring	Director- Business Strategy & Change	Deputy Leader		Head of HR			N/A	N/A	On Track- little or no slippage	This work is progressing, however requires designated ownership and oversight Requested decision that Director of Business Strategy and Change pick up owning this action and also embedding the organisational design principles put forward at Leadership Team by the Head of HR		As per June update. Dec req'd by Lshp Team 04/0 regarding ownership of t action and to provide ris score.
Organisational Structure and Enabling Corporate Core Organisational	CO.D.2.0	Embedding Finance Business Partner role	Director- Finance	Deputy Leader			Jan-22	Aug-22	Low Risk	On track	N/A	N/A	N/A	N/A
tructure nd Enabling Corporate Core Organisational	CO.D2.1	Restructure of financial services section to provide a greater focus on business partnering completed	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	On Track- little or no slippage	Restructure approved and implemented.  Budget Holder roles	Complete	Complete
tructure Ind Enabling Corporate Core Organisational	CO.D2.2	Expectations on financial services section established	Director- Finance	Deputy Leader		Finance		Jun-22	N/A	N/A	On Track- little or no slippage	completed and launched and Service Manager Briefing	Complete	Complete
Structure	CO.D2.3	Workforce development plan implemented for financial services section	Director- Finance	Deputy Leader	Finance Improvement Manager	Improve ment Manager Finance		Sep-22	N/A	N/A	slippage	Will follow Restructure implementation	On Track- little or no slippage	On track
Corporate Core  Organisational	CO.D2.4 CO.D3.0		Director- Finance	Deputy Leader	Finance Improvement Manager	Improve ment Manager	Jan-22	Aug-22	N/A Low Risk	N/A On track. External support	On Track- little or no slippage	On track	On Track- little or no slippage	On track
Corporate Core Organisational	CO.D3.1		Director- Finance  Director- Finance	Deputy Leader  Deputy Leader			Jan-22	Complete	N/A	procured N/A	Complete	N/A Complete	Complete	N/A Complete
Corporate Core Organisational	CO.D3.2	Review of internal charges	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	The CIPFA review is underway. Will not be complete by end of June	Complete	CIPFA initial review com but recommendations a from that will need furth work.
Organisational Structure and Enabling Corporate Core	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	and Household Support Fund schemes due to government		As June update
Organisational	CO.D3.4	Programme of end to end process reviews	Director- Finance	Deputy Leader			May-22	Mar-23	N/A	N/A		policies. Change to October 2022.  Business Analyst recruitmen underway. Lean Review support and training procured.	On Track- little or no	As June update
Organisational	CO.D4.0	Resolve issues relating to the completion and sign off of final accounts.	Director- Finance	Deputy Leader			Jan-22	May-22	Medium Risk	Some progress made	N/A	N/A	N/A	N/A
tructure nd Enabling corporate Core Organisational		New suite of working papers to support the 2021/22 year end process	Director- Finance	Deputy Leader				Complete	N/A		Complete	Complete	Complete	Complete
nd Enabling Corporate Core Organisational	CO.D4.2	agreed	Director- Finance  Director- Finance	Deputy Leader  Deputy Leader				Complete	N/A N/A		Complete	Complete Complete	Complete	Complete Complete
Corporate Core Organisational			Director- Finance	Deputy Leader				Complete	N/A		Complete	Complete	Complete	Complete
erogramme and Project	CO.E1.0	Programme and Project Management	Director- Business Strategy & Change	Deputy Leader			Dec-21	Late 2022	Medium Risk	Failure to embed consistent approach which provides appropriate oversight of all key projects and consistent approach to	N/A	N/A	N/A	N/A
Programme and Project	CO.E1.1	Agree a Corporate approach to Project Management, including require		Deputy Leader				Complete	N/A	their management  N/A	Complete	Complete	Complete	Complete
Management		Suite of Programme and Project Documentation Agreed	Change Director- Business Strategy & Change	Deputy Leader				May-22	N/A		Complete	Complete	Complete	Complete
Programme and Project	CO.E1.2				<u></u>		L	<u> </u>				T		
Programme and Project	CO.E1.2	Corporate Transformation PMO established	Director- Business Strategy & Change	Deputy Leader				Late 2022	N/A	N/A			On Track- little or no slippage	NC - 19/7/2022 Interim A Transformation appointe realignment of BSC direct agreed enabling the establishment of a corpo

		Theme 3 -Strategic Direction							Doc type Project Start date Owner	Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team		IMPRO P	VEME LAN	NT
Workstream	Ref	Static data  Action	Director Lead	Owners  Cabinet Member	Other Leads	Update Owner (if	Start data	Dates Due date	Main Action	Main Action Risk  Description	Progress agains plan Status (June	t Evidence of status rating Update (June	plan	Evidence of status rating  Update (Initial and Date) (July 2022)
Strategy	SD.A1.0	Regen Pipeline Development and Delivery	Director- Regeneration &	Cabinet Member for Regeneration and		different)	Autumn	Apr-27	Risk Low Risk	Clear progress on key Pipeline projects; governance		<b>2022)</b> N/A	N/A	<b>2022)</b> N/A
development and refresh  Strategy development and refresh	SD.A1.1	Cabinet Approval of Regen Strategy and Pipeline 2022-27	Director- Regeneration & Growth	Growth  Cabinet Member for Regeneration and Growth			2021	Complete	N/A	arrangements being finalised.  N/A	Complete	TMG 27.06.22: On	Complete	
Strategy development and refresh	SD.A1.2	Pipeline projects monitored on a 6-monthly basis	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth				Ongoing	N/A	N/A	On Track- little or no slippage	track: First Update	On Track- little or no slippage	First Update will cover April - September 2022 and be available during November 2022
	SD.A1.3	Internal infrastructure established for delivery:	Director- Regeneration &				Mar-22	Mar-23	N/A	N/A	Medium Progress- actual/ projected	RJ 28.06.22: Updates within SDA1.3a-d. Amber overall rating reflects slippage in	Medium Progress- actual/ projected slippage of 1-2	Amber status: Software
Strategy development and refresh			Growth	Cabinet Member for Regeneration and Growth							slippage of 1-2 months	programme managament software procurement (SD.A1.3b) Project and	months	procurement not yet taken place and interviews / recruitment to key Project Manager positions only just taken place but not in post yet.
Strategy development and refresh	SD.A1.3a	o Programme and Project Management Structures in place	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth					N/A	N/A	On Track- little or no slippage Medium	Programme	Silphage	Project and Programme Management Boards Terms of Reference agreed and all established. This procurement has been
Strategy development and refresh	SD.A1.3b	o Programme Management Software Procurement	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth					N/A	N/A	Progress- actual/ projected	TMG 27.06.22: Delay due to Corporate Directorate needs	Medium Progress- actual/ projected slippage of 1-2 months	delayed due to Corporate issues about software but now proceeding and preperation for procurement process now in train
Strategy development and refresh	SD.A1.3c		Director- Regeneration & Growth  Director-	Cabinet Member for Regeneration and Growth					N/A	N/A	or no slippage	Project is in place and used now.  TMG	slippage	MS Project is the preferred project management software for key projects and is in use. This action should be closed now.  Collating information to publish
Strategy development and refresh  Strategy	SD.A1.3d	o Microsite creation for information around priority projects for stakeholders	Regeneration & Growth  Director-	Cabinet Member for Regeneration and Growth  Cabinet Member for		Service Manager-			N/A	N/A  If times cales are not met, there will be a period during	or no slippage	selected and On track with Comms and Regeneration	On Track- little or no slippage	on Microsite and working with company to format and organise info and graphics. Aim is to go live in September 2022
	SD.A2.0	Corporate Asset Management Strategy Development	Regeneration & Growth  Director-	Regeneration and Growth		Manager- Strategic Asset & Land Service Manager-	Autumn 2021	Sep-22	Medium Risk	which the Council will not have a fit-for-purpose asset database	N/A	N/A	N/A	N/A
Strategy development and refresh		Work Place Vision	Regeneration & Growth  Director-	Cabinet Member for Regeneration and Growth		Strategic Asset & Land Service Manager-		Autumn 22 linked	N/A	N/A	N/A On Track- little	N/A  Not yet formally	N/A  Medium Progress- actual/ projected	N/A  Funding has not been approved for further phase of WPV.  Therefore, nothing is being taken
Strategy development and refresh	SD.A2.2 SD.A2.3	Confirmation of funding for remaining Workplace Vision components  Transforming Local Services	Regeneration & Growth  Director- Regeneration &	Cabinet Member for Regeneration and Growth		Strategic Asset & Land Service Manager- Strategic		to MTFP	N/A N/A	N/A	or no slippage		slippage of 1-2 months	forward at this stage until Project Board / CEO / Leader decide if the next phase is happening.
Strategy development and refresh		Cabinet Workshop to provide steer	Growth	Cabinet Member for Regeneration and Growth  Cabinet Member for		Asset & Land Service Manager- Strategic Asset &	Mar-22	Complete	N/A	N/A	Complete	Complete	Complete	Complete
	SD.A2.5	Options for hub locations identified	Director- Regeneration & Growth	Regeneration and Growth		Service Manager- Strategic Asset &	Jun-22	Sep-22	N/A	N/A	On Track- little or no slippage	Housing arranged	Medium Progress- actual/ projected slippage of 1-2 months	Community hub services have been broadly scoped, but locations not yet identified.
Strategy development and refresh  Strategy development and refresh	SD.A2.6	Asset Review	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth  Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land			N/A	N/A	N/A	with Cabinet in July 2022	N/A	
	SD.A2.7	Procurement of asset database	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth		Service Manager- Strategic Asset & Land Service		Complete	N/A	N/A	Complete Medium	Complete  CH 04.07.22: On	Complete	Complete
Strategy development and refresh	SD.A2.8	Implementation of new Asset Database	Director- Regeneration & Growth  Director-	Cabinet Member for Regeneration and Growth		Manager- Strategic Asset & Land Service Manager-	May -22	Dec-22	N/A	N/A	Progress- actual/ projected slippage of 1-2 months	track for December but the programme is tight and the risk of slippage is significant	actual/projected	On track for December but the programme is tight and the risk of slippage is significant.
Strategy development and refresh	SD.A2.9	Surplus Assets & commercial estate	Regeneration & Growth	Cabinet Member for Regeneration and Growth		Strategic Asset & Land			N/A	N/A	N/A		N/A	
												there have been delays in obtaining confirmation from service areas that none of the assets on the Surplus		
	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director- Regeneration & Growth			Service Manager- Strategic Asset &		Jul-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	Assets list have potential to support service delivery. Given that many assets on the list were declared	, , , , , , , , , , , , , , , ,	surplus corporate assets. This is now scheduled for Cabinet in
						Land					months	surplus many years ago, it is important to check that they are all still surplus. This exercise is taking time, but it		September as part of the AMS.
Strategy development and refresh				Cabinet Member for Regeneration and Growth								is still intended to obtain Cabinet approval in the autumn to commence the detailed review.		
Strategy development	SD.A2.11	Corporate Asset Management Strategy Approved	Director- Regeneration & Growth	Cabinet Member for		Service Manager- Strategic Asset & Land		Sep-22	N/A	N/A	On Track- little or no slippage	Strategy is being drafted for Cabinet	On Track- little or no slippage	Strategy document being further updated and informal session on this planned with Cabinet in
Strategy development and refresh	SD.A3.0		Change	Regeneration and Growth  Leader of the Council			Autumn 2021	Ongoing	Low Risk		N/A	in September.	N/A	September 2022  need a general update whilst milestones are being prepared
Strategy development and refresh  Strategy development and refresh		Corporate Communications Strategy approved  Communications Team restructure concluded to focus resources on key workstreams of Communications Strategy	Director - Business Strategy and Change Director - Business Strategy and Change	Leader of the Council				Complete  May -22	N/A N/A	N/A N/A	Complete Complete	Complete Complete	Complete	Complete
Strategy development and refresh	SD.A4.0	Refresh and embed the Corporate Procurement Strategy	Director- Finance	Deputy Leader		Interim Procurem ent Strategy Manager	Authumn	Jul-22	Low Risk		N/A	Review completed	N/A	
Strategy development	SD.A4.1	Procurement & Contract Procedure Rules approved	Director- Finance	Deputy Leader		Interim Procureme nt Strategy		May -22	N/A	N/A	On Track- little or no slippage	but may be slippage in Council approval to	Complete	Completed - approved at July Council
	SD.A4.2	Training developed	Director- Finance	Deputy Leader		Procureme		Oct-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	not approved by	On Track- little or no slippage	Now that Council has approved
Strategy development and refresh	SD.A4.3	Training delivered	Director- Finance	Deputy Leader		nt Strategy Manager Interim Procureme	Autumn	Dec-22	N/A	N/A	months  Medium  Progress-  actual/  projected	Council in July. SH 30/06  May be slippage if revised Contract Procedure Rules not approved by	On Track- little or no	the CPR's training can now be prepared/planned
Strategy development and refresh						nt Strategy Manager				Strategy has been drafted but limited opportunities for business streams have emerged. Training to be	slippage of 1-2 months	Council in July. SH 30/06		As above
Strategy development and refresh	SD.A5.0	Develop and Implement the Commercial Strategy	Director- Finance	Deputy Leader			Autumn 2021	Jul-22	Medium Risl	undertaken as next step to give relevant officers the appropriate skills and knowledge to review opportunities again	N/A	N/A	N/A	Change control - change target date to October 2022
			Disease Florida	Deputy Leader				Jul 22	21/2	21/4	Medium Progress- actual/	Commercial Strategy drafted but given limited opportunities arising from work so far, C Co are delivering training	Medium Progress- actual/ projected	C Co have delivered training and progressing with business case development. Strategy is in draft
Strategy development	SD.A5.1	Commercial Strategy Approved	Director- Finance	Deputy Leader				Jul-22	N/A	N/A	projected slippage of 1-2 months	and then will revisit draft Strategy and action plan so likely to be a further iteration before approval SH	slippage of 1-2 months	but will be reviewed following the above and approved by LT. RJ 04/08/22: 4 Potential workstreams are in the draft strategy. LATC (Leisure provision) will be added as a strand to the
and refresh  Strategy development	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	Deputy Leader				Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	One business stream developed. Others to be revisited after	Medium Progress- actual/ projected slippage of 1-2 months	C Co are now developing business cases following the
Strategy development and refresh	SD.A6.0	HRA 30 year Business Plan	Director- Housing	Cabinet Member for Housing	Assistant Directors - Housing Management and Asset Management		Autumn 2021	Apr-23	Low Risk	Plan is necessary for long term planning but delivery of asset improvements still continues without the plan	months N/A	training.	N/A	workshops and training.  N/A
Strategy development and refresh	SD.A6.1	Review of compliance and stock data	Director- Housing	Cabinet Member for Housing	AD, Asset Management and Improvement			May -22	N/A	N/A	On Track- little or no slippage	Review completed but has shown that stock condition surveys are required. These will now be procured.	Medium Progress- actual/ projected slippage of 1-2 months	Review of stock conditions data is complete but has identified that there is a need to procure 7,000 surveys to improve data quality. Decision to procure is scheduled in the Forward Plan for 28/9/22
Strategy development and refresh	SD.A6.2	HRA Business Plan developed	Director- Housing	Cabinet Member for Housing	ADs		May -22	Mar-23	N/A	N/A		Workshop held with Savills June 2022 to provide content for business plan and check assumptions in the draft plan	slippage	Financial modelling has been produced but needs further work to build in rent and service charges increases for 2023/24 and beyond.
Strategy development and refresh  Strategy development and refresh	SD.A6.3 SD.A7.0	HRA Business Plan approved (in line with budget approval 2023-24)  Refresh the Early Help Strategy	Director- Housing  Director- Children  & Education	Cabinet Member for Housing  Cabinet Member for Children and Education			Autumn 2021	Apr-23  Mar-22	N/A Low Risk	N/A  The strategy has been refreshed ahead of the launch in March 2022.	On Track- little or no slippage N/A	as per A6.2	On Track- little or no slippage N/A	Work with Savills is on track
Strategy development and refresh	SD.A7.1	Launch of Early Help Strategy	Director- Children & Education	Cabinet Member for Children and Education				Complete	N/A	The Corporate Parenting	Complete	The strategy was launched on 17 March 2022 attended by 180 organisations and agencies.	Complete	
Strategy development and refresh	SD.A8.0	I Ratrach Cornorata Daranting Stratagy		Cabinet Member for Children and Education			Jan-22	Sep-22	Medium Risk	Strategy Board are considering the refresh of the current strategy ahead of the implementation in September 2022.	N/A	N/A	N/A	N/A
Strategy development and refresh	SD.A8.1	Re-focusing of strategic priorities	Director- Children & Education	Cabinet Member for Children and Education				Sep-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	The Corporate Parenting Board will confirm the strategic priorities ahead of the	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Strategy development and refresh	SD.A8.2	Corporate Parenting Strategy approved	Director- Children & Education	Cabinet Member for Children and Education				22-Sep	N/A	N/A	Medium Progress- actual/ projected	September Board meeting.  The Corporate Parenting Strategy will be approved by	Medium Progress- actual/ projected slippage of 1-2	As June update
Equality and Diversity	SD.B1.0	Equality and Diversity	Director- Law &	Leader of the Council			Autumn 2021	Ongoing	Medium Risk	If the Council does not comply with the Eqaulity Act 2010 there is a risk of reputational damage.	slippage of 1-2 months	Board Members in September 2022.	months N/A	N/A
Equality and Diversity Equality and Diversity		Continue to embed Equality, Diversity and Inclusion (EDI) staff networks  Establish Women's network and Faith & Belief staff network	Governance  Director- Law & Governance  Director- Law & Governance	Leader of the Council  Leader of the Council			Ongoing Jun-22	Ongoing  Dec-22	N/A N/A	n/A  N/A	or no slippage	arising Progressing the establishment of	On Track- little or no slippage On Track- little or no slippage	Ongoing. No issues arising  Progressing the establishment of the two new networks
Equality and Diversity	SD.B1.3	Continue to deliver on Equalities Commission Board priorities	Director- Law & Governance	Leader of the Council			Ongoing	Ongoing	N/A	N/A	On Track- little or no slippage	Ongoing. No issues arising.  Equalities Policy has been reviewed.	On Track- little or no slippage	
Equality and Diversity	SD.B1.4	Equality Policy reviewed		Leader of the Council			May-22	Jun-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	Draft being prepared for new Equalities Policy. Due to be considered by Executive and Equalities	Medium Progress- actual/ projected slippage of 1-2 months	Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy. Due to
			Director- Law & Governance								months	Equalities Commission ahead of consideration by Council in October. Change Control: change delivery date.		for new Equalities Policy. Due to be considered by Executive and Equalities Commission ahead of consideration by Council in October. Change Control: change delivery date from June to October.
Equality and Diversity	SD.B1.5	Equality Policy approved	Director- Law & Governance	Leader of the Council			Jul-22	Jul-22	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	As above	Significant issues / actual/projected slippage- more than 2 months	as above. Due to be presented to Council in October. Change Control: change delivery date from June to October.
Equality and Diversity  Equality and Diversity  Equality and Diversity	SD.B1.7	EDI Workforce action plan review  Approval of EDI Workforce plan  Review approach to Equality Impact Assessments	Director- Law & Governance Director- Law & Governance Director- Law &	Leader of the Council  Leader of the Council  Leader of the Council			Jun-22 Mar-23 Summer	Dec-22 Mar-23 Autumn 2022	N/A N/A	N/A N/A	On Track- little	ongoing.  Not due to start  Initial  consideration has	On Track- little or no	Work is ongoing. Not due to stock (angula)
Equality and Diversity  Equality and Diversity  Equality and Diversity	SD.B1.9	Review approach to Equality Impact Assessments  Review of Council EDI decision making process  Equality, Diversity and Inclusion Strategy approved	Director- Law & Governance Director- Law & Governance  Director- Law & Governance	Leader of the Council  Leader of the Council  Leader of the Council			Summer 2022 Autumn 2022		N/A N/A N/A	N/A	On Track- little	commenced.	siippage	commenced.  Not goe to stert
Equality and Diversity  Locality  Working	SD.B1.11 SD.C1.0	Embed equalities, diversity and inclusion within Member and Officer Development Programmes  Developing a model for locality working	Director- Law & Governance  Director- Housing	Leader of the Council  Cabinet Member for  Housing	Director – Business Strategy and Change		Early 2023 <b>Mar-22</b>	Early 2023	N/A  Medium Risk	N/A	N/A		On Track- little or no slippage N/A	Looking at initial training with Members in Autumn and with Officers. Further training will follow in the new year.
Locality	SD.C1.1	Cabinet Workshop to provide steer on community hubs model	Divertor Heurica	Cabinet Member for Housing	Director – Business			Complete	N/A	N/A	Complete	Complete  Recruitment	Complete	Complete
Locality Working	SD.C1.2	Pilot of Town Co-ordinator role commences	Director- Housing	Cabinet Member for Housing	Director – Business Strategy and Change		Summer 2022	Summer 2022	N/A	N/A	Significant issues / actual/projected slippage- more than 2 months	Unsuccessful.  KBD is picking up a conversation with the leader about whether the pilot is shelved and the	Significant issues / actual/projected slippage- more than 2 months	
Locality	CD ~	Customer Assess Co. 1	Die		Director – Business		0-	Son 00				co-ordinator is incorporated into the wider proposal for Community		
Working Locality Working MTFP & Capital Strategy	SD.C1.3 SD.C1.4 SD.D1.0	Customer Access Strategy Development Commences  Business Cases for hub locations progressed, as appropriate  Fundamental review of the Medium Term Financial Plan (MTFP) and Capital Strategy		Cabinet Member for Housing Cabinet Member for Housing Deputy Leader	Strategy and Change Director – Business		Sep-22 Sep-22 Jan-22	Sep-22 Spring 2023 Autumn 2022	N/A N/A Low Risk	On track for September Cabinet	N/A	N/A	N/A On Track- little or no	Mat doe to stert Not doe to stert N/A
Strategy  MTFP & Capital  Strategy	SD.D1.1 SD.D1.2	Review concluded  Approval of MTFP and Capital Strategy	Director- Finance  Director- Finance	Deputy Leader  Deputy Leader				Jul-22 Autumn 2022	N/A N/A	N/A N/A	On Track- little	September per headline action	slippage On Track- little or no	On track for September Cabinet  As above.
Consultation and  Consultation and	SD.E1.0 SD.E1.1	Procurement concluded to provide capacity for a regular Resident's Survey	Director- Finance	Deputy Leader  Deputy Leader	Director Business Strategy and Change Director Business Strategy and Change		Jan-22 Autumn	Autumn 2022  May -22	Low Risk N/A	On track N/A	N/A On Track- little or no slippage On Track- little	RJ 06.07.22 Survey	N/A  Complete  On Track- little or no	N/A complete
Engagement  Consultation and	SD.E1.2 SD.E1.3	Public Consultation undertaken  Public Consultation outcomes inform budget setting	Director- Finance  Director- Finance	Deputy Leader	Director Business Strategy and Change  Director Business		Autumn 2022	Autumn 2022 Autumn 2022	N/A N/A	N/A N/A	or no slippage On Track- little	consultation due to launch in July RJ 06.07.22 Survey for budget consultation due	slippage	Budget consulation launched.
Consultation and	SD.E2.0	Incorporate Public Consultation Results into Performance Management Framework	Director - Business	Deputy Leader  Leader of the Council	Strategy and Change		Autumn 2022	May-23	Medium Risk	Unable to secure representative sample of residents to respond to consultations and survey	N/A	to launch in July  N/A	N/A	N/A
Engagement Consultation and	SD.E2.1 SD.E2.2	First report from Resident's Survey	Director - Business Strategy and Change Director - Business Strategy and Change				Autumn 2022 Autumn 2022	Autumn 2022 Autumn 2022	N/A N/A	N/A N/A		Net que to start		Launched in July.  Not due to start
Consultation and Engagement	SD.E2.3	Survey results embedded within PMF and used to inform insight into how the Council is					Autumn 2022	May -23	N/A	N/A		Not gue to start		Not due to stert

		Theme 5- Procurement & Commercia							Doc type Project Start date Owner	Monitoring Document Sandwell Council Improvement Plan Jul-22 Leadership Team			ROVEMENT PLAN	Update
		Static data		Owners	5		Da	tes	Ma	in Action Risk	Progress against plan	Evidence of status rating	Progress against plan	Evidence of status rating
Workstream	Ref	Action	Director Lead	Cabinet Member	Other Leads	Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (Initial and Date) (July 2022)
Waste Contract	PC.A1.0			Cabinet Member for Environment Services			Autumn 2021	Aug-22	Medium Risk	Risk of service delivery being of a poor quality for waste collection / street cleansing. Risk that contract		N/A	N/A	N/A
Waste Contract	PC.A1.1	L Contract Monitoring Framework agreed	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A	N/A	Complete		Complete	
Waste Contract	PC.A1.2		Director - Borough Economy	Cabinet Member for Environment Services				Aug-22	N/A		Complete	Q1 report provided in draft aligned to key contractual	Complete	
Waste Contract	PC.A2.0			Cabinet Member for Environment Services			Autumn 2021	Jan-23	Medium Risk	Service capacity to procure and manage contract review.  Mitigated by appointment of interim	N/A	N/A	N/A	N/A
Waste Contract	PC.A2.1	Procurement of support to review contract		Cabinet Member for Environment Services				May-22	N/A	N/A	Complete	Awaiting contract document finalisation	Complete	
	PC.A2.2	I Review of contract completed	Director - Borough Economy	Cabinet Member for Environment Services				Sep-22	N/A	I N/A	On Track- little or no slippage	Friths ready to	On Track-little	Friths start up meeting for contract review completed.
Waste Contract	PC.A2.3	Recommendations reviewed	Director - Borough	Cabinet Member for				Oct-22	N/A	N/A	Not due to	start w/c 11/07/22	Not due to	requestin progress.
Waste Contract	PC.A2.4		Economy  Director - Borough	Environment Services  Cabinet Member for				Jan-23	N/A		start Not due to		start Not due to	
Waste Contract	PC.A2.5	Delivery of recommendations — as appropriate	Economy  Director - Borough	Environment Services  Cabinet Member for				TBC	N/A	N/A	start Not due to		start Not due to	
Waste Contract	PC.A3.0	Waste and Recycling Recovery Plan – completion and	_	Environment Services  Cabinet Member for						Risk that Serco did not	start N/A		start N/A	N/A
Waste Contract Waste Contract	PC.A3.1	Implementation Complete	Director - Borough	Cabinet Member for				Jun-22	N/A	Improve	Complete		Complete	
	PC.A4.0	Street Cleansing Recovery Plan – completion and		Cabinet Member for			Autumn 2021				N/A	N/A	N/A	N/A
Waste Contract	PC.A4.1	Recovery Plan approved by Waste Management Board	Director - Borough	Cabinet Member for Environment Services				Waste	N/A	N/A	On Track-little or no slippage	Plan in draft &	On Track- little or no slippage	Date for
Waste Contract	PC.A4.2	Recovery plan implemented	Economy  Director - Borough Economy	Cabinet Member for Environment Services				Mar-23	N/A	N/A	Not due to	on agenda for July 14 meeting		implementatio n 1 Oct 2022
Waste Contract	PC.A5.0	Manage the delayed Serco Fleet replacement programme in	Director - Borough	Cabinet Member for Environment Services			Autumn 2021	Mid 2023			N/A		N/A	N/A
Waste Contract	PC.A5.1	Fleet replacement schedule in place	Director - Borough Economy	Cabinet Member for Environment Services				Complete	N/A	N/A	Complete	Complete	Complete	Complete
Waste Contract	PC.A5.2	Fleet replacement complete	Director - Borough Economy	Cabinet Member for Environment Services				Mid 2023	N/A	N/A	On Track-little	Plan in delivery	On Track-little	Plan in delivery phase with
Waste Contract  SEND Transport	PC.B1.0	Plan in place to ensure new contract commences prior to evalue of	Director- Finance	Dept Leader / Cabinet Member for	Director – Children & Education		Jan-22	Sep-22	Low Risk	On track. Tender offer letters have been issued (10 day	N/A	dates into 2023	N/A	phase with dates into 2023 N/A
SEND Transport	PC.B1.1		Director- Finance	Children and Education  Dept Leader / Cabinet Member for Children and	Director - Children & Education			Complete	N/A	standstill period).	Complete	Complete	Complete	Complete
SEND Transport	PC.B1.2	Cabinet approval	Director- Finance	Education  Dept Leader / Cabinet Member for Children and	Director — Children & Education			Complete	N/A	N/A	Complete	Complete	Complete	Complete
SEND Transport	PC.B1.3		Director- Finance	Education  Dept Leader / Cabinet Member for Children and	Director – Children & Education			May-22	N/A	N/A	Complete	This will be published at the beginning of the	Complete	
SEND Transport	PC R1 /	Procurement published for framework	Director- Finance	Education  Dept Leader / Cabinet Member for	Director – Children			Jul-22	N/A	I NI/A	On Track- little	The current contract expires at the	Complete	Contacts awarded 26th July. Further mini-
		Expiry of current arrangements — end of 2021-22 Academic Yea		Children and Education	& Education				,		or no slippage	summer term (23 July 2022) We are currently on		competition to be run for one lot due to As above
SEND Transport	PC.B1.5		Director- Finance	Dept Leader / Cabinet Member for Children and Education	Director — Children & Education			Sep-22	N/A	I IN / $\Delta$	On Track-little	schedule for the new contract to commence 1 September	On Track- little or no slippage	
SEND Transport	PC.B1.6	New contract in place	Director- Finance	Dept Leader / Cabinet Member for	Director - Children			Sep-22	N/A		On Hack-Hittle	The project	On Track- little	
SEND Transport	PC.B2.0	Contract Monitoring Arrangements in Place	Director- Law &	Children and Education  Dept Leader / Cabinet Member for	& Education  Scrutiny Director – Children		Autumn 2021	·		If we don't implement scrutiny and ARAC recommendations, this		meet and the service has	or no slippage N/A	N/A
SEND Transport	PC.B2.1	relation to SEND Transport	Director- Law &	Children and Education  Dept Leader / Cabinet Member for	& Education  Scrutiny Director - Children			Complete	N/A	undermines the Council's decision	Complete	Complete	Complete	Complete
SEND Transport	PC.B2.2	arrangements	Governance  Director- Law & Governance	Children and Education  Dept Leader / Cabinet Member for Children and	& Education  Scrutiny Director — Children			Complete	N/A	N/A	Complete	Complete	Complete	Complete
		Update to Education Scrutiny	- Covernance	Education	& Education									On track to conclude procurement-related recommendati
SEND Transport	PC.B2.3	·	Director- Law & Governance	Dept Leader / Cabinet Member for Children and Education	Scrutiny Director — Children & Education			Sep-22	N/A	N/A			On Track- little or no slippage	ons in line with the commencemen t of new contract from September 2022. Children and Education Scrutiny Board review a recommendati on action tracker at each meeting and
SEND Transport	PC.B2.4		Director- Law & Governance	Dept Leader / Cabinet Member for Children and	Director — Children & Education ARAC			Oct-22	N/A	N/A			Medium Progress- actual/ projected	an update is due in September Amber but moving towards a Green . Of the 18 operators who applied to join the Framework, 9 were successful and invited to bid for 13 contracts across 3 lots Despite being successful 4 operators handed 5 contracts back citing capacity as
		ARAC recommendations implemented		Education	ARAC								months	an issue and were either re-offered or a further mini competition has been undertaken. All contracts have now been offered and accepted. Next Steps: to capture lessons learnt for future procurement
New System Procurement	PC.C1.0		Director- Business Strategy & Change	Deputy Leader			Jun-21		Low Risk	Not having the appropriate resource, both financial and employees, to support the implementation of	N/A	N/A	N/A	
New System Procurement	PC.C1.1	I Untions Annraisal	Director- Business Strategy & Change	Deputy Leader		Strategic Lead - Service Improvement		Sep-22	N/A	I NI/ A	On Track- little	NC 1/7/22 - initial market testing underway and systems demonstration s arranged	On Track- little or no slippage	
New System Procurement	PC.C1.2	I RIISINGSS LASE AND IMPLEMENTATION PLAN LONSIDERED	Director- Business Strategy & Change	Deputy Leader		Strategic Lead - Service Improvement		TBC based on selected option	N/A	IN/A	Not due to start		Not due to start	5550005500560
New System Procurement	PC.C2.0	Procurement of new asset management system	Regeneration &	Cabinet Member for Regeneration and Growth			Autumn 2021	Dec-22	Low Risk	Procurement is on track but timetable is tight	N/A	N/A	N/A	N/A
New System Procurement	PC.C2.1	Market Research	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete
New System Procurement	PC.C2.2	Procurement Concluded	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Complete	N/A	N/A	Complete		Complete	Complete
New System Procurement	PC.C2.3	Implementation	Director – Regeneration & Growth	Cabinet Member for Regeneration and Growth				Dec-22	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2	04/07/22 CH :On track for December but the programme is tight and the	actual/ projected	On track for December but the programme is tight and the risk of
Lion farm	PC.D1.0		Director –	Cabinet Member for Regeneration and			Dec-21	Dec-23	Medium Risk	Medium Risk as the issues are subject to an external Expert	months	risk of slippage is	months	slippage is significant.
			Growth  Director –	Growth  Cabinet Member for						Determination Process on the Lion Farm Option Agreement				
Lion farm	PC.D1.1	Brief Cabinet on options	Regeneration & Growth  Director –	Regeneration and Growth  Cabinet Member for				Complete	N/A		Complete		Complete	Complete
Lion farm	PC.D1.2		Growth  Director –	Regeneration and Growth  Cabinet Member for				Complete	N/A		Complete		Complete	Complete
Lion farm	PC.D1.3	Options appraisal report to Cabinet for approval of way forwa	_	Regeneration and Growth				Complete	N/A	N/A	Complete	Complete	Complete	Complete
Lion farm	PC.D1.4	Implement approved way forward	Regeneration & Growth	Cabinet Member for Regeneration and Growth			Feb-22	In progress	N/A	Ν/Δ		Terms for ED process nearly finalised between legal advisers	actual/ projected slippage of 1-2 months	Some slippage due to legal representative s of both sides taking longer than expected to agree terms for the ED.
Lion farm	PC.D1.5	within action plan	Regeneration &	Cabinet Member for Regeneration and Growth				Est. Dec 2022	N/A	N/A Some risks remain	On Track-little or no slippage	submissions to	or no slippage	Responsibiliti es of each party are clearly set out
Leisure Contract	PC.E1.0	Governance arrangements to manage, develop and support the current and future delivery of leisure services across the borough, including the new Aquatic Centre	_	Cabinet Member for Leisure and Tourism			Autumn 2021	May-23	Medium Risk	pending the fully established new LATC to manage the leisure facilities	N/A	N/A	N/A	N/A
Leisure Contract	PC.E1.1	I Governance arrangements in place	Director - Borough Economy	Cabinet Member for Leisure and Tourism				Complete	N/A	N/A	Complete	Complete	Complete	Complete
Leisure Contract	PC.E1.2	Termination of existing contract	_	Cabinet Member for Leisure and Tourism				Complete	N/A	N/A	Complete		Complete	Complete
Leisure Contract	PC.E1.3	I Sten-in provider in place		Cabinet Member for Leisure and Tourism					N/A		or no slippage	agreed to continue delivery to May	N/A	AD 23.06.22: Action no longer required. SLT agreed to continue delivery to May
Leisure Contract	PC.E1.4		-	Cabinet Member for Leisure and Tourism				Summer 2022	N/A	I NI/A	On Track-little or no slippage	2023.  Decision made by Cabinet 22.06.22 to transfer	On Track- little or no slippage	LATC decision in implementatio
Leisure Contract	PC.E1.5	Arrangement in place for fuffire delivery of leisure facilities	_	Cabinet Member for Leisure and Tourism				May-23	N/A	I NI/A	On Track-little	planned to be		n phase
												implemented		in progress
	•					•			•					



Doc type | Monitoring Document | Sandwell Council | Improvement Plan | Start date | Jul-22 | Owner | Leadership Team | Leadership Team | IMPROVEMENT | PLAN | PLAN

	Static data		Owne	ers	Date	s	r	Main Action Risk	Progress against plan	Evidence of status rating	Progress against plan	July Update  Evidence of status rating
Workstream Ref	Action	Director Lead	Cabinet Member	Other Leads Update Owner (if different)	Start date	Due date	Main Action Risk	Description	Status (June 2022)	Update (June 2022)	Status (July 2022)	Update (Initial and Date) (July 2022)
Sandwell Children's Trust	Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract	Director - Children and Education	Cabinet Member for Children and Education		Autumn 2021	Ongoing	Medium Risk	This is identified as a Corporate Risk - the contract between SCT and the Council is subject to review, the Council are embarking on a mid point contract review with the Trust and the DfE - this will include revision on Key Performance indicators (KPIs) in line with approved government arrangements	N/A	N/A	N/A	N/A
Sandwell Children's Trust	Performance reporting embedded within Council PMF	Director - Children and Education	Cabinet Member for Children and Education		Jan-22	Aug 2022 and then quarterly	N/A	I NI/A	On Track- little or no slippage	The Trust contract and KPIs are included in the PMF.	On Track- little or no slippage	As June update
Sandwell Children's Trust PR.A1.2	KPI Suite reviewed	Director - Children and Education	Cabinet Member for Children and Education		Mar-22	Summer 2022	N/A	N/A	months	SMBC has issued the draft KPIs, the Trust are reviewing them ahead of the contract review and the revised KPIs will be included in the new Contract.	actual/ projected	The contract review meeting took place on 20 July 2022. The confirmed KPIs will be included in the revised contract.
Sandwell Children's Trust	Revised KPI suite agreed	Director - Children and Education	Cabinet Member for Children and Education		Summer 2022	Summer 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	As Above PR.A1.2	Medium Progress- actual/ projected slippage of 1-2 months	As Above PR.A1.2
Sandwell Children's Trust PR.A1.4	Review of Contract concludes	Director - Children and Education	Cabinet Member for Children and Education			Summer 2022	N/A	N/A	Medium Progress- actual/ projected slippage of 1-2 months	This is likely to be concluded in the autumn to align with the DfE schedule and statutory direction.  The contract review process is	Medium Progress- actual/ projected slippage of 1-2 months	As June update
Sandwell Children's Trust	Contract Review with DfE	Director - Children and Education	Cabinet Member for Children and Education	Director – Finance		May-22	N/A	N/A	Medium Progress-	on schedule with confirmed dates to include a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE direction.	Medium Progress- actual/ projected slippage of 1-2	The contract review process is on schedule with revised date. The review team met 20 July 2022 to progress developments with a cross section of senior officers across the council, Trust and DfE. The review will focus on contract requirements, revised KPIs and governance arrangements as part of the DfE statutory direction. Change control to be put forward to adjust due date, as able to be flexible now Ofsted inspection has happened and do not propose to evoke the break clause.
Sandwell Children's Trust PR.A2.0	Establish and maintain positive relationship between SMBC and SCT at senior officer and member level	Director - Children and Education	Cabinet Member for Children and Education		Autumn 2021	Ongoing	Low Risk	The introduction of monthly 4 way meetings with the CE of the Trust, the Chair of the Trust, the Lead Cabinet Member and the DCS - this is supporting the further strengthening of the relationship between the Council and the Trust.	N/A	N/A  Meetings are diarised	N/A	N/A
Sandwell Children's Trust	Continuation of regular cross- SMBC/SCT Leadership meetings in place (including Chair of Trust Board, Lead Member, CEO of the Trust and DCS)	Director - Children and Education	Cabinet Member for Children and Education			Ongoing	N/A	N/A	On Track- little	throughout the year to include the Lead Member, DCS, Chair of the Trust Board and CEX of the Trust. RJ 05.07.22: Assurance around effectiveness of arrangements provided through Ofsted judgment of improvements (July 2022) 'require improvement to be good' and comments from Ofsted around the improved governance and effective relationships between the council and	On Track- little or no slippage	As June update
Sandwell Children's Trust	Confirm Member participation in Governance Arrangements for new Municipal Year	Director - Children and Education	Cabinet Member for Children and Education			Jun-22	N/A	N/A		Scrutiny cycle confirmed, performance monitoring which forms part of the contract.		Complete. Member Engagement governance is set and Scrutiny confirmed. MM 2/8 (email from Michael on 30/7)
Sandwell Children's Trust PR.A3.0	Establish corporate approach to working with SCT on shared issues, such as corporate parenting and delivery of Early Help service	Director - Children and Education	Cabinet Member for Children and Education		Autumn 2021	Ongoing	Medium Risk	The realignment of the new Children & Families Strategic Partnership (CaFSP) has enabled shared priorities to be developed and integrated across the wider children's partnership - this has led to an improved understanding of strategic planning including, though not limited to, the launch of the Early Help and Corporate Parenting Strategies.	N/A	N/A	N/A	N/A
Sandwell Children's Trust	Continuation of arrangements for strategic priorities to be shared across the partnership and include a series of joint work. Initial focus areas are corporate parenting and early help.	Director - Children and Education	Cabinet Member for Children and Education			Ongoing	N/A	N/A	On Track- little or no slippage	The strategic priorities have been agreed across the partnership and monitored through the Children and Families Strategic Partnership  This assurance is in place as part of the governance	slippage	As June update
Sandwell Children's Trust	Assurance that approach to working together is effective through regular programme of performance reports	Director - Children and Education	Cabinet Member for Children and Education			Aug 2022 and the ongoing	N/A	I NI/A	On Track- little or no slippage	arrangements (as part of the contract) and include the Operational Partnership Board, Strategic Partnership Board, SCT Improvement Board and twice yearly updates to Children and Education Scrutiny Board.	On Track- little or no slippage	As June update
Regional and Sub- Regional presence	Continue to develop the relationship with and actively participate in regional and sub-regional bodies (e.g. WM Combined Authority, Black Country LEP) to maximise opportunities for Sandwell		Leader of the Council Cabinet Member for Regeneration and Growth	Cabinet Chief Executive	Jan-22		Medium Risk	Member input into key WMCA meetings needs to increase which is expected to with new Cabinet Member.		N/A	N/A	N/A
Regional and Sub- Regional presence PR.B1.1	Officer representation agreed to attend key meetings and a clear agenda set for each forum	Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth Leader of the Council /			Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub- Regional presence PR.B1.2	Sandwell asks of trailblazer devolution deal agreed	Regeneration & Growth	Cabinet Member for Regeneration and Growth Leader of the Council /	Cabinet Chief Executive		Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub- Regional presence PR.B1.3	Participation in Investor Conference	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth  Leader of the Council /	Cabinet Chief Executive		Complete	N/A	N/A	Complete	Complete	Complete	Complete
Regional and Sub- Regional presence PR.B1.4	CRSTS allocation (transport) approved by CA Board	Director- Regeneration & Growth	Cabinet Member for Regeneration and Growth	Cabinet Chief Executive		Complete	N/A	N/A	Complete Medium	Complete  New Cabinet Member has now		Complete  Attendance at WMCA, ABCA and
Regional and Sub- Regional presence	Member representation to attend key meetings agreed and agenda for each forum shared	Director- Regeneration & Growth	Leader of the Council / Cabinet Member for Regeneration and Growth	Cabinet Chief Executive		Jun-22	N/A	N/A	Progress- actual/ projected slippage of 1-2 months	got all WMCA Key Member meetings in diary and briefings taking place on SPF, TDD and Metro / CRSTS	On Track- little or no	BCLEP meetings much improved since May and engagement with agenda issues is improved. Using the Briefing information from Officers effectively.
Effective Local Structures PR.C1.0	Review partnership structures within the 'People's sphere'	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health			Medium Risk	Work is underway to review the governance arrangements. The children's safeguarding arrangements have been refreshed and discussions are underway in relation to aligning children and adults safeguarding arrangements. Further considertaion is being given to the strategic connection across the 4 Board governance arrangements.	N/A	N/A	N/A	N/A
Effective Local Structures PR.C1.1	Partnership structures in relation to transition from children's to adults in place	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health		In place	N/A	N/A	projected slippage of 1-2 months	appointed to coordinate this activity across the partnership.	On Track- little or no slippage	23/7/2022 - post has been advertised and meetings arranged to review data and agreed project principles before project lead arrives.
Effective Local Structures PR.C1.2	Initial scoping of work with partners around partnership structures in the children's sphere	Director - Children and Education	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director-Adult Social Care Director- Public Health	Mar-22	Sep-22	N/A	N/A	projected slippage of 1-2 months	Partnership discussions have commenced and options and plans being considered across the range of current governance structures.	months	As June update
Effective Local Structures PR.C2.0	Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health	Apr-22	Jul-22	N/A Medium Risk	N/A  Joint approach between HWBB and SHCP approved by both boards. Draft strategy in production.	N/A  Medium  Progress- actual/ projected slippage of 1-2 months	N/A  Joint approach between  HWBB and SHCP approved by both boards. Draft strategy in production.	N/A  Medium Progress- actual/ projected slippage of 1-2 months	N/A  The Health and Wellbeing Strategy is currently in draft form and will be presented to the next Health and Wellbeing Board in September.
Effective Local Structures PR.C2.1	Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic deep dives	Director-Adult Social Care	Cabinet Member for Children and Education / Cabinet Member for Adults, Social Care and Health	Director- Public Health	Apr-22	Jul-22	Medium Risk	First deep dive (substance misuse) presented at SHCP Board	Medium Progress- actual/ projected slippage of 1-2 months	First deep dive (substance misuse) presented at SHCP Board	Medium Progress- actual/ projected slippage of 1-2 months	The first deep dive into integrated substance misuse has been completed and is currently being written up as a stakeholder report by an NHS colleague in collaboration with Public Health.
VCS Relationships PR.D1.0	Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector.	Leadership Team	Cabinet Member for Communities		Mar-22	Jul-05			N/A	N/A	N/A	N/A
VCS Relationships PR.D1.1	Corporate review of grant funding	Director - Housing	Cabinet Member for Communities		Mar-22	Sep-22	N/A	N/A	2bba.9c c. = =	Reviews of some grants are underway and draft proposals for reform of grants and efficiency savings have been	Medium Progress- actual/ projected slippage of 1-2 months	Decision needs to be made on how savings will be delivered for
VCS Relationships PR.D1.2	VCS Strategy formation commences	Leadership Team	Cabinet Member for		2023	2023	N/A	N/A	months  Not due to start	prepared.	Not due to start	2023/24

Change Control

Next discussion- 4 August 2022

Project

Start date

Owner

Change Control

Start date

Doc type

Change Control

Sandwell Council Improvement Plan

Start date

Jun-22

Leadership Team

													Jun-22 Leadership Team
					To be con	mpleted by action owner						To be completed by PMO	Leauership ream
		_					If date chang	ge is required from and to					_
ange mber	Theme	Action reference	Action Title	Owner	Date Raised	Type of Change	Change date from		te Change/ Impact of change (incl. any dependencies)/ Reason for change	Decision	Status	Action taken	Date actions/ pla
	Decision Making		Approval of any changes to scrutiny (if required following review)	Director- Law & Governance		Mistake on Document	Jul-22	2023	Start date to read October-22 (in line with	Approve			amended
22	Partnership &	PR.C2.0	Develop Health & Wellbeing Strategy that builds on existing whole system	Director-Adult	02/08/2022	Mistake on Document	n/a	n/a	determined once review concluded)  change reference number to match workstream	Approve			
23	Relationships Partnership & Relationships	PR.C2.1	approach to addressing health Test adequacy of partnerships and integration through Health Outcomes Framework and system-wide thematic	Social Care  Director-Adult Social Care	02/08/2022	Mistake on Document	n/a	n/a	PR.C1.3  change reference number to match workstream PR.C1.4	Approve			
4	Procurement & Commercial	PC.B1.3	deep dives  Procurement published for framework	Director- Finance	30/06/2022	Mistake on Document	<del>n/a</del>	<del>n/a</del>	DW- Error- Action placed in the wrong theme and workstream- needs to move to Partnerships and relationships. Reference numbers in PC.B1 section to be changed.  New reference number: PR.A1.4		Closed	DW- Moved to Partnerships and relationships. Reference numbers in PC.B1 section changed. New reference number: PR.A1.4	30/06/20
2	Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	06/07/22	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Slippage as Revenues and Benefits SM has	Approve			
5	Corporate Oversight	CO.D3.2	Review of internal charges	Director- Finance	27/07/22	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Due date of June 22 to be revised 2 stage	Reject		A new action will be added to the Corporate Oversight theme meaning a revised date is not required for this action.	
16	Corporate Oversight	CO.A1.6	Procure new support provider to deliver Oracle Fusion	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Aug-22	Evaluation period extended by 3 weeks due to need to financial evaluation - clarifications needed from bidders.	Approve			
17	Corporate Oversight	CO.D3.3	Review of corporate debt recovery processes completed	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	Slippage as Revenues and Benefits SM has been focusing on Energy Rebate and Household Support Fund schemes due to government policies. Change to October 2022.	Reject		Duplicate change control entry number 2	
24	Corporate Oversight	CO.A1.0	Implement Oracle Fusion	Director- Finance	02/08/2022	Change to delivery timescales (actions and milestones)	Apr-23	ТВС	Change implementation date. Date tbc following appointment of provider.	Approve		once Date is know this can be added to the IP m	nonitoring tool
12	P Decision Making	g DM.B1.3	Revised Financial Regs Agreed	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Approval to change decision making thresholds took place in July. Further revisions to Fin Regs being prepared for Council in October. Content of Management Development Programme to be sequenced accordingly.				
2	Organisational Culture	OC.B1.2	Revision of Corporate Induction	Director – Business Strategy and Change	27/07/2022	Change to delivery timescales (actions and milestones)	Jul-22	Feb-23	Revision of dates to link the Corporate Induction to the overall OD strategy and plan.	Approve			
Ş	Organisational Culture	OC.D2.5	Annual Refresher on Corporate Governance Training and Inclusion in New Member Induction	Director- Law & Governance	27/07/2022	Change to delivery timescales (actions and milestones)	Oct-22	Nov-22	Revise delivery date from October to November for Annual Refresher of Code of Corporate Governance to reflect plans for training to take place in November (ahead of December Council approval)	Approve			
14	Partnership &	PR.A1.5	Contract Review with DfE	Director- Children and Education	01/08/2022	Change to delivery timescales (actions and milestones)	May-22	Nov-22	The contract review process requires a revised	Approve			
15	Relationships Partnership & Relationships	PR.A1.4	Review of Contract concludes	Director Children		Change to delivery timescales (actions and milestones)	Summer 22	Autumn 22	Action to be concluded in the autumn now that	Approve			
18	Strategic Decision	SD.A5.1	Commercial Strategy Approved	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	and approved by LT.	Approve			
19	Strategic Decision	SD.A5.2	Business Cases Presented for commercial workstreams	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jun-22	Oct-22	C Co are now developing business cases foollowing the workshops and training.	Approve			
20	Strategic Decision	SD.D1.1□	MTFP Review concluded	Director- Finance	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Sep-22		Approve			
3	Strategic Decision	SD.B1.4	Equality Policy reviewed	Director- Law & Governance	13/07/2022	Change to delivery timescales (actions	Jun-22	Oct-22	Slippage to timescales- Equalities Policy has been reviewed. Draft being prepared for new Equalities Policy.	Approve			
6	Strategic Decision	SD.B1.5	Equality Policy approved	Director- Law & Governance	27/07/22	Change to delivery timescales (actions and milestones)	Jul-22	Oct-22	Due to be presented to Council in October 2	Approve			
7	Strategic Decision	SD.A6.1	Review of compliance and stock data	Director of Housing	28/07/22	Change to delivery timescales (actions and milestones)	May-22	?	in April . 2nd action is procurement of stock surveys (they will be completed June 2023).  Add new action.	Approve			
21	Strategic Decision	SD.C1.2	Pilot of Town Co-ordinator role commences	Director of Housing	01/08/2022	Change to delivery timescales (actions and milestones)	Summer 22	?	Proposal is on hold in order to align with community hubs work. Decision required on new strategy by October. Likely change to action	Approve			
11	Strategic Decision	SD.A2.10	Maximising Value out of surplus assets portfolio – Cabinet report	Director- Regeneration and Growth	01/08/2022	Change to delivery timescales (actions and milestones)	Jul-22	Sep-22	This report has been delayed due to challenges of finalising list of surplus corporate assets. This is now scheduled for Cabinet in September as part of the AMS.	Approve			
10	Strategic Decision	SD.A2.5	Options for hub locations identified	Director- Regeneration and Growth	01/08/2022	Change of Delivery Lead(s)	n/a	n/a	Regeneration and Growth to Director- Housing.	Approve		Change to joint owners. Needs to reflect building	ys appraisal and
25	Corporate Oversight	CO.D3.2	Review of internal charges	Director- Finance	02/08/2022	Add - New Sub Actions			from CIPFa in trelation to internal charges	Approve			
26	Procurement & Commercial	PC.C2.3	(Asset management) Implementation	Director- Regeneration and Growth	04/08/2022	Change to delivery timescales (actions and milestones)	Dec-22	Mar-23	Asset Management System to go live by end of December. Work ongoing through to March 2023. (Detail needed from Tony Mcgovern)	Approve			
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### **Improvement Plan Theme Progress Summary July 2022**

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Organisational Culture	Progress is being made across all workstreams.  Of the 16 main action areas, there are:  • zero main actions with a red risk rating,  • 7 main actions with an amber risk rating,  • 8 main actions with a green risk rating.  • 1 main action has not yet been risk rated (A clear and joint message from Chief Executive and Leader regarding Officer and Elected Member relationship delivered)  Of the 7 actions with an amber risk rating:  • All live sub-actions to deliver the action are on track  • 2 sub-actions are not yet due to commence  • 2 sub-actions have been completed this month	<ul> <li>July:</li> <li>Dates for Member-Officer relationship sessions confirmed with LGA</li> <li>Star Chamber sessions arranged</li> <li>CEx recruitment search consultancy engaged</li> <li>June:</li> <li>New Member Induction Complete</li> <li>MDP approved</li> <li>Employee Survey results presented to all DMTs.</li> </ul>	<ul> <li>Budget Holder Role Profile agreed. Achieved</li> <li>New Member Induction Completed</li> <li>Employee Engagement Results. Achieved</li> <li>Meeting structures to support Senior Leadership (Officer and Member) confirmed. Due to be achieved within quarter</li> <li>Part 1 Engagement – starting the conversation Commenced</li> <li>Scope of Corporate Governance Training approved Commenced</li> <li>Corporate Governance Training – procurement of delivery partner Discussions ongoing with LGA around support</li> </ul>

Theme		evements this od (June-July)	Milestones due (rolling 3 months) June – Aug
Page 386	Establishing Organisational Culture  Consultancy engaged. Champion recruitment underway Listening groups will commence late August  Officer Learning and Development Management Development Programme is being designed. It will Governance Training (which will follow the specific approvals at Officer-Member relationship in September (with support from the Programme and revision to the Corporate Induction will be rolled Strategy and Plan.  Officer and Member Relationship Regular meetings between Cabinet and Leadership Team in plate Once Conservative Group whip identified, regular meetings will Chief Whips. (1:1s in place currently) Sessions focusing on Officer-Member relationship with LGA will Approach around the cultural element of Ward and Casework member Learning and Development Member Learning and Development Member Development Programme in place and will be regularly positive feedback. Discussions taking place with LGA around assistance with deliveral Communications Regular internal communications being delivered	t Council (July, Oche LGA). A broade ed out in 2023 followace for Municipal to be scheduled with I take place in Sepnanagement need by reviewed. Membovery	an initial suite of Corporate et and Dec) and a focus on the r Management Development owing the approval of the OD  Year n Commissioners, MO, S151 and otember is further discussion

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 387	<ul> <li>Employee Engagement</li> <li>Survey results shared at all Directorate Management Te identifying actions to embed in improvement plan</li> <li>Initial Council-wide response and actions to EES finding</li> <li>Recruitment of Chief Executive</li> <li>Search consultancy support engaged.</li> <li>Chief Officer Terms and Conditions Committee scheduled 2</li> </ul>	s due for discussion by L	er reports circulated ahead of eadership Team on 30/08
Corporate Oversight	Summary Statement:  Progress is being made across all workstreams with some slippage of 1-3 months.  There are:  o 1 main action with a red risk rating, o 3 main actions with an amber risk rating o 6 actions with a green risk rating. o 1 main action has not yet been risk rated (Restructuring) and requires a discussion to confirm leadership of actions.  Of the 1 action with a red risk rating, 1 sub-action is on track with little or no slippage:  o Performance Management Framework - Preparations are underway and on track for Q1 report on the Performance Management Framework to Cabinet in September.  Of the 3 main actions with an amber risk rating:  • 1 has sub-actions that have or will experience medium slippage or issues. These actions relate to:	July:  Business process re- engineering resources have been approved.  June:  Improvement Plan approved. Commissioners report complete.	Establish Performance Management Framework Achieved – Achieved  Improvement Plan approved – Achieved  Q1 report on PMF to Cabinet in September 22.  Directorate level restructuring - Decision required from Leadership regarding ownership of action. August 22

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 388	<ul> <li>Oracle Fusion         <ul> <li>Procurement of the new Oracle Fusion provider evaluation period being extended by 3 weeks, due to the need for further financial evaluation, clarification needed from bidders.</li> <li>Due to the evaluation period extension, there is slippage on the support provider being in place and delivery.</li> </ul> </li> <li>Actions with a green risk rating have areas of medium progress. These relate to:         <ul> <li>Reduction of Financial Transactional Activity</li> <li>CIPFA review is complete, however, recommendation will require further work on the review of internal charges.</li> </ul> </li> <li>Corporate Debt Recovery                      <ul></ul></li></ul>		
	Corporate Oversight Workstream Updates  ERP  • Further project management training to be arranged. • The evaluation period has been extended by 3 weeks do new support provider to deliver Oracle Fusions. Progres  Improvement Planning, Monitoring and Learning		

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
	<ul> <li>Council approved Improvement Plan</li> <li>Commissioners report prepared and submitted to Secretary Awaiting formal response from DLUHC. Delay to letter (ahead of December submission to SoS).</li> <li>Performance Management</li> <li>Council approved the Performance Management frame</li> <li>Q1 reporting preparations are underway and on track, removed in Monthly Budget monitoring is taking place and on track</li> <li>Organisational Structure and Enabling Corporate Core</li> <li>Financial services sections restructure approved and im</li> <li>Budget holder roles completed and launched, process of Work underway to provide capacity for process reviews restructure implementation, process is on track.</li> <li>Directorate level restructuring is progressing and on track Request that Director of Business Strategy and Change principles put forward by the Head of HR. To be approved Review of internal charges - CIPFA initial review completer further work. Rated amber – due to slippage.</li> <li>Review of corporate debt has experience slippage due and household support fund schemes, due to change in</li> </ul>	will impact on our timescan work (PMF) eport to be made to Caba applemented and is now of track to reduce financial trans ck, however, requires de e own the action and also red by Leadership Team ete, however, recommen to revenues and benefits	nission due in December 2022. ale to respond to additional actions inet in September 22.  In track.  actional activity, will follow signated ownership and oversight. In embed the organisational design 4.8.22 dations arising from this will need I SM focussing on Energy rebate
Strategic Direction	Summary Statement: Progress is being made across workstreams with some slippage of 1-3 months in medium risk areas  Of the 13 main action areas, there are:  • zero actions with a red risk rating,	July:      Corporate     Procurement     Strategy     approved	Review of Medium Term Financial Plan Complete – on track for Sep Cabinet  Corporate Procurement Strategy approved – Complete- approved at July Council

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 390	<ul> <li>6 actions with an amber risk rating.</li> <li>7 actions with a green risk rating.</li> <li>8 live sub-actions to deliver the action are on track</li> <li>7 sub-actions are not yet due to commence</li> <li>0 sub-action have been completed this month</li> <li>2 have sub-actions that have or will experience significant slippage or issues. These actions relate to:         <ul> <li>Equality and Diversity</li> <li>Equality Policy approved</li> <li>Developing a model for locality working</li> <li>Pilot of Town Co-ordinator role commences</li> </ul> </li> <li>4 have sub-actions that have or will experience medium slippage or issues. These actions relate to:         <ul> <li>Corporate Asset Management Strategy Development</li> <li>Confirmation of funding for remaining Workplace Vision components</li> <li>Implementation of new Asset Database</li> <li>Maximising Value out of surplus assets portfolio – Cabinet report</li> <li>Options for hub locations identified</li> </ul> </li> <li>Develop and Implement the Commercial Strategy         <ul> <li>Commercial Strategy Approved</li> <li>Business Cases Presented for commercial workstreams</li> <li>Refresh Corporate Parenting Strategy</li> </ul> </li> </ul>	Budget     Consultation     Launched	Commercial Strategy approved  - likely to need further iteration before approval  Regular Resident Survey in place – budget consultation launched in July  Equalities policy approved – slippage. Being prepared for October approval

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 301	<ul> <li>Re-focusing of strategic priorities</li> <li>Corporate Parenting Strategy approved</li> <li>Equality and Diversity</li> <li>Equality Policy reviewed</li> </ul>		
	Strategic Direction Workstream Updates		
	<ul> <li>Strategy Development and Refresh</li> <li>Regen Strategy and Pipeline: Monitoring of pipeline place November.</li> <li>Software procurement not taken place yet. Interviews a place but not in place yet.</li> <li>Corporate Asset Management Strategy: Target for Oworkplace Vision components not approved, awaiting Hub locations were due to be discussed with Cabinet in currently on hold. PMO query whether issues with town Asset Management Strategy ability to complete in September Implementation of new asset database is on track; how has been delayed but it scheduled for Cabinet in September Procurement and Contract Procedure Rules review now be prepared and planned</li> <li>Commercial Strategy: Work ongoing with Commercial training with C CO and approval by LT. 5 potential work provision) will be added to the draft workstreams.</li> <li>Corporate Parenting: Strategic priorities to be confirm Board. Corporate parenting strategy due to be approved.</li> </ul>	Cabinet approval in Septer decision on next phase. In July '22. Locality Working tember'. PMO suggest Lswever, risk of slippage is sember. In completed and approved all Strategy, Strategy is in content of the streams are within the dispendent of the streams are within the streams.	bject Manager positions have taken mber. Funding for remaining ag Model (town-co-ordinator role) is the broader impact on Corporate hip Team discussion ignificant. Surplus assets portfolio at July Council. CPR's training to draft and will be reviewed following raft. LATC (in relation to leisure ag Board ahead of September

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 392	<ul> <li>HRA Business Plan: On track. Review of compliance a condition surveys will be procured. Workshop has been Plan and check assumptions in the draft plan</li> <li>Equality and Diversity         <ul> <li>Equality, Diversity and Inclusion staff networks ongoing</li> <li>Equalities Commission Board to continue delivering price October – slippage from initial target of June.</li> <li>Work is underway on the Equality, Diversity and Inclusion</li> </ul> </li> <li>Locality Working         <ul> <li>Pilot of Town Co-ordinator role recruitment was unsuccess</li> </ul> </li> <li>Medium Term Financial Plan &amp; Capital Strategy         <ul> <li>The Approval of MTFP and Capital Strategy is on track</li> </ul> </li> <li>Consultation and Engagement         <ul> <li>Survey for budget consultation launched in July.</li> </ul> </li> </ul>	held with Savills on June orities. Equalities Policy du on Strategy. essful. This proposal is or	22 regarding the HRA Business le to be considered by Council in
Decision Making	Summary Statement: Progress is being made across all workstreams with significant progress made this month through Council's approval of first wave of changes to Corporate Governance Documents, and agreement to consult on 4-yearly election cycle.  There are zero main actions with a red risk rating, 5 main actions with an amber risk rating, and 2 actions with a green risk rating.	July:     Council approval to start of consultation on 4-yearly election cycle     Council approval of key Corporate Governance Documents:	<ul> <li>Scrutiny work Planning event Complete</li> <li>Options paper to Leadership Team for 4 yearly election cycle – Complete</li> <li>Revised PCR, Sale of Land and Buildings Protocol – approved July</li> <li>Council Procedure Rules – Due in October</li> </ul>

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 394	<ul> <li>Further final decision report due at Council in October. Currently on track.</li> <li>Constitution and Governance Framework</li> <li>Council on 26<sup>th</sup> July approved revised procurement and contract procedure rules, sale of land and buildings protocol, thresholds for decisions.</li> <li>Financial regs are being reviewed. Priority for change was in relation to thresholds for decisions which were approved by Council in July. Further amends to Fin Reg will be presented to Council by October</li> <li>Revised scheme of delegation being prepared for Council in October</li> <li>Role and function of Scrutiny and Audit</li> <li>Review of scrutiny arrangements are ongoing and completion due October.</li> <li>Scrutiny work plans have been agreed and workplans are in the process of being delivered.</li> <li>Implementation of recommendations regarding the waste contract and SEND transport is in progress. Slippage relating to Serco annual plans was experienced but now provided.</li> <li>No issues arising relating to historic issues</li> </ul>		
Procurement & Commercial	Summary Statement: Progress is being made across all workstreams with some slippage of 1-3 months.  There are zero actions with a red risk rating, 5 actions with an amber risk rating, and 4 actions with a green risk rating.  Of the 5 actions with an amber risk rating:  2 sub-actions have or will experience medium slippage or issues. These actions relate to:  Lion Farm Options Agreement – some slippage due to legal representatives of both sides taking	July:     SEND contract awarded  June:     Contract Management Framework is in place for the Waste Contract     Cabinet decision on future delivery	<ul> <li>Waste and Recycling Recovery Plan Implementation Complete. Achieved</li> <li>Street Cleansing Recovery Plan approval. On track</li> <li>Option appraisal for future leisure management options. Achieved</li> <li>SERCO contract performance reporting embedded in PMF. On track</li> </ul>

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 395	longer than expected to agree terms for the Expert Determination process.  Completion of ARAC recommendations in relation to SEND Transport  All other sub-actions are on track or completed	of leisure services	<ul> <li>Implementation of asset management system. On track but risk of slippage is high.</li> <li>Implementation of approved way forward on Lion Farm slippage</li> </ul>
	Procurement and Commercial Workstream Summary  Waste Contract:  Contract Monitoring framework progressing well with an alongside Q1 PMF report to Cabinet.  Procurement for support to review the contract now composite Cleansing Recovery Plan due for implementation.  Fleet replacement programme is in delivery phase with description.  SERCO fleet replacement on track.  SEND Transport:  On schedule for new contract to commence on 1 Septem.  Contract awarded however, Mini competition to be run for the contract awarded however, Mini competition to be run for the contract to conclude procurement related recommendation.  Update required on ARAC recommendations.  Review SEND action tracker to Children and Education September 1.	pleted and document red October 22. lates into 2023. Therefore one lot due to supplier. Crutiny and audit. Tons in line with new cont	ract from September 22.

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 396	<ul> <li>New System Procurement:         <ul> <li>Initial market testing for Performance Management Syst</li> <li>Asset Management System is procured and is being implemented and is being implemented.</li> </ul> </li> <li>Lion Farm:         <ul> <li>Action plan being implemented, however, there has bee taking longer than expected.</li> <li>Terms for Expert Determination process is delayed due</li> </ul> </li> <li>Leisure Contract:         <ul> <li>Decision made by Cabinet to transfer services to LATC</li> <li>Implementation phase has commenced.</li> <li>Action no longer required, for step in provider. SLT have LATC transition in progress for future delivery of leisure</li> </ul> </li> </ul>	n some slippage due to le to above.  (Local Authority Trading C	mplete. tight and risk of slippage is high. gal representatives of both sides  Company)
Partnerships & Relationships	Summary Statement: Progress is being made across workstreams with some slippage of 1-2 months  Of the 6 main action areas, there are:	July:  o Attendance at  WMCA, ABCA, and  BCLEP meetings  much improved  since May and  engagement with  agenda issues has improved.  June:  • Member  representation to	<ul> <li>VCS Grants review update report to Leadership Team Achieved and next stage commenced.</li> <li>Member representation to key regional and subregional meetings agreed – Achieved</li> <li>Health and Wellbeing Strategy – Slippage- due to be presented to the next</li> </ul>

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 397	Of the 4 actions with an amber risk rating:  • 5 live sub-actions to deliver the action are on track  • 0 sub-actions are not yet due to commence  • 0 sub-action have been completed this month  • zero have sub-actions that have or will experience significant slippage or issues.  • 4 have sub-actions that have or will experience medium slippage or issues. These actions relate to:  • Continue with robust governance arrangements in place ensuring the accountability of SCT to deliver improved outcomes for children and young people in Sandwell in line with the contract  • KPI Suite reviewed  • Revised KPI suite agreed  • Review of Contract concludes  • Contract Review with DfE  • Review partnership structures within the 'People's sphere'  • Initial scoping of work with partners around partnership structures in the children's sphere  • Develop Health & Wellbeing Strategy that builds on existing whole system approach to addressing health inequalities  • Test adequacy of partnerships and integration through Health Outcomes	key regional and sub-regional meetings agreed  Ofsted judgment and specific comments around the improved governance and effective relationships between Council and Trust	Health and wellbeing board in September

Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug	
Page 398	Framework and system-wide thematic deep dives  Of the main action that has not yet been rated, 1 subaction has or will experience medium slippage or issues. This relates to: Relationship with Voluntary & Community Sector (VCS) and Funding to Voluntary & Community Sector  Corporate Review of Grant Funding			
	<ul> <li>Partnerships and Relationships Workstream Summary Sandwell Children's Trust</li> <li>SMBC have drafted KPIs (Key Performance indicators) vincluded in the revised contract.</li> <li>Review of contracts to be concluded in Autumn to taking has happened, that we don't want to evoke the break claschedule.</li> <li>Monthly four-way meetings diarised throughout the year.</li> <li>Ofsted Judgement 'require improvement to be good' with effective relationships between Council and Trust.</li> </ul>	ginto account the ability to ause and to align with Dfl	o be more flexible (now Ofsted E (Department for Education)	
Regional and Sub Regional Presence				

	Theme	Summary	Achievements this period (June-July)	Milestones due (rolling 3 months) June – Aug
Page 399		<ul> <li>Project manager to be appointed to the partnership restrution has been advertised.</li> <li>Partnership discussions taking place for scoping of work sphere.</li> <li>Joint approach between HWBB and SHCP (Sandwell He)</li> <li>HWB Draft Strategy in draft form and will be present to the</li> <li>Substance Misuse deep dive presented to SHCP board at VCS (Voluntary and Community Sector) Relationship</li> </ul>	with partners around part alth & Care Partnership). he next Health and wellbe	children's to adults in place- post nership structures in children's ing board in September
		<ul> <li>Reviews of some grants are underway and draft proposa prepared.</li> <li>Decision needed on how 2023/24 savings will be made</li> </ul>	ls for reform of grants and	d efficiency savings have been

### **Theme Status Key**

Green Theme: High and Medium Risk areas are on track. Green risk areas have a small number of sub-actions with amber/red progress. Amber Theme: High and Medium risk areas have some medium delivery issues and/ or green risk areas have medium/high delivery issues. Red Theme: High and Medium Risk areas have a number of medium/significant delivery issues and/or green risk areas have a number of significant delivery issues.

**Appendix 3 – Statutory Recommendation Status Summary July 2022** 

Page	Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
4(	S1 - It is imperative that senior officers and senior members take effective corporate grip of long-standing service issues highlighted by the findings in this	Organisational Culture No actions in this theme  Corporate Oversight ERP  Initial cohort trained in project management, further training to be arranged if required.  Tender evaluation period extended by 3 weeks due to need for financial evaluation clarifications from bidders.	<ul> <li>Street Cleansing         Recovery Plan         considered by Waste         Management Board</li> <li>Serco Annual Plan         received</li> </ul>	<ul> <li>Waste and Recycling Recovery Plan Implementation Complete - Achieved</li> <li>Street Cleansing Recovery Plan approval - On track</li> </ul>
	report (including SLT, SCT, the waste service, the ERP system, and Lion Farm) and	<ul> <li>Strategic Direction</li> <li>Strategy Development and Refresh</li> <li>Regen Strategy and Pipeline: Monitoring of pipeline projects is on track and first update will be available during November. Slippage on procurement of programme</li> </ul>		Option appraisal for future leisure management options - Achieved
	prioritise corporate effort in managing the issues identified and embed the solutions into the Council	<ul> <li>management software.</li> <li>Corporate Parenting: Strategic priorities to be confirmed by Corporate Parenting Board ahead of September Board. Corporate parenting strategy due to be approved in September 22 by Board Members</li> <li>Decision Making</li> </ul>		SERCO contract performance reporting embedded in Performance Management Framework - On track
	-	Role and function of Scrutiny and Audit		HACK
		<ul> <li>Review of scrutiny arrangements are ongoing and completion due October.</li> </ul>		<ul><li>Scrutiny work</li><li>Planning event -</li><li>Complete</li></ul>

Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
Page 402	<ul> <li>Scrutiny work plans have been agreed and workplans are in the process of being delivered.</li> <li>Implementation of recommendations regarding the waste contract and SEND transport is in progress. Slippage relating to Serco annual plans was experienced, but annual plan has now been received.</li> <li>Procurement &amp; Commercial Waste Contract:         <ul> <li>Contract Monitoring framework progressing well with an agreed framework in place. Performance will be reported alongside Q1 PMF report to Cabinet.</li> <li>Work commenced on review of the contract.</li> <li>Street Cleansing Recovery Plan due considered by Waste Management Board and date for implementation – 1st October.</li> <li>Delayed fleet replacement programme is being delivered</li> </ul> </li> <li>SEND Transport:         <ul> <li>On schedule for new contract to commence on 1 September</li> </ul> </li> <li>New System Procurement:         <ul> <li>Initial market testing for Performance Management System and demonstration underway</li> </ul> </li> </ul>		
	Asset Management System is procured and is being implemented  Lion Farm:		

Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
	<ul> <li>Action plan being implemented. Some slippage due to legal representatives on both sides taking longer than expected.</li> <li>Responsibilities for council and developer are clearly set out.</li> </ul>		
	Leisure Contract:		
	Partnerships & Relationships Sandwell Children's Trust  • SMBC have drafted Key Performance Indicators (KPIs) which are being reviewed by the Trust to include in new Contract  • Review of contracts to be concluded in line with Department for Education schedule (Autumn)  • Monthly four-way meetings diarised throughout the year.		
S2 - The Council must ensure that the learning in relation to commercial decisions, procurement and contract management	Organisational Culture Officer Learning and Development  • A consolidated approach to fundamental training for Managers on Corporate Governance matters including finance and procurement is being developed for delivery Autumn onwards.  Member Learning and Development  • New Member Induction Complete	Approval of:  • Sale of Land and Buildings Protocol  • Procurement and Contract Procedure Rules  • Thresholds for Decisions	<ul> <li>Budget Holder Role Profile agreed - Achieved</li> <li>Establish Performance Management Framework - Achieved</li> </ul>

Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
highlighted in this report are understood through the	Member Development Programme approved by Ethical Standards and Member Development Committee		<ul> <li>Corporate         Procurement         Strategy approved -         Achieved     </li> </ul>
organisation	<ul> <li>Corporate Oversight</li> <li>Performance Management</li> <li>Council approved the Performance Management framework</li> <li>Q1 reporting preparations are underway and on track for Cabinet in September</li> <li>Monthly Budget monitoring is taking place</li> </ul>		<ul> <li>Commercial Strategy approved likely to need furthe iteration before approval</li> <li>Regular Resident</li> </ul>
	Strategic Direction Strategy Development and Refresh		Survey in place – budget consultation due launched
	<ul> <li>Corporate Asset Management Strategy: Target for Cabinet approval in September including surplus assets list. Funding for remaining Workplace Vision components not yet agreed. Implementation of new asset database is on track; however, risk of slippage is significant. Surplus</li> </ul>		<ul> <li>Revised PCR, and Sale of Land and Buildings Protocol - approved</li> </ul>
	<ul> <li>assets portfolio is taking time, however, Cabinet approval to be obtained in the Autumn to commence a detailed review.</li> <li>Procurement and Contract Procedure Rules approved in July</li> </ul>		<ul> <li>Financial Regs – due for Council approval in December</li> </ul>
	Commercial Strategy: Work ongoing with Commercial Strategy, however, may be delayed due to further iteration before approval. One business stream has been developed, however, others to be revisited.		Revised Scheme of Delegation – due for the delegation in the

Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
	HRA Business Plan: On track. Review of compliance and stock data has been completed; however, stock condition surveys are being procured.		Council approval in October
	<ul> <li>Decision Making</li> <li>Constitution and Governance Framework</li> <li>Approval in July to revised procurement and contract procedure rules, thresholds for decisions, sale of land and buildings protocol,</li> <li>Report to Council in October on Scheme of Delegation, Financial Regulations and Council Procedure Rules</li> </ul>		
	Procurement & Commercial New System Procurement:  • Asset Management System is procured and is being implemented		
	Partnerships & Relationships No actions in this theme		
S3 - Senior leadership, both officers and members, must demonstrate that	Organisational Culture Establishing Organisational Culture  • Consultancy engaged and Champion recruitment underway	Member Development Programme – Member attendance good to date and positive feedback	Meeting structures to support Senior Leadership (Office and Member) confirmed - Due to
they can continue to work together effectively, that they operate in line	Officer Learning and Development     A consolidated approach to fundamental training for Managers on Corporate Governance matters including	.5345451	be achieved within quarter

Statutory Recommendation	Summary	Achievements this month	Milestones due this quarter (June – Aug)
Recommendation	finance and procurement is being developed for delivery Autumn onwards.  Officer and Member Relationship  Regular meetings between Cabinet and Leadership Team in place for Municipal Year  LGA sessions scheduled 6 and 20 September  Member Learning and Development  New Member Induction Complete  Member Development Programme approved and will be regularly reviewed.  Corporate Oversight No Actions in Theme  Strategic Direction No actions in Theme  Decision Making No actions in Theme  Procurement & Commercial No actions in Theme		
	Partnerships & Relationships No actions in Theme		



# Improvement Plan Risk Register

**July 2022** 







2. People live well and age well



3. Strong resilient communities



4. Quality homes in thriving neighbourhoods



5. A strong and inclusive economy



6. A connected and accessible Sandwell

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 412	, IP1	Improvement Plan objectives and member / officer engagement in those objectives  If programme objectives are not clearly defined to ensure they are within scope, deliverable, understood and agreed then the programme will proceed with no clear direction and may become unmanageable and/or scope creep may take place.	6 (Green)	3 (Green)	<ul> <li>Engagement as part of the development of the Improvement Plan - sharing themes and workstreams with staff and members</li> <li>Communications Plan implemented for governance review, CPC and Statutory Notice</li> <li>Communications Approach set out in Draft Improvement Plan</li> <li>Objectives for each Theme within the Improvement Plan identified</li> <li>Set of key messages for stakeholders in place and issued to all Directors</li> <li>Council approval of Improvement Plan</li> <li>All Member briefing held (incl. newly elected Members)</li> <li>Further Actions</li> <li>Communications Plan delivered</li> <li>Staff and member engagement through Organisational Culture change programme</li> </ul>	Across all risks, sources of assurance are:  Leadership Team Improvement Review Meetings  Cabinet  Audit and Risk Assurance Committee  Scrutiny  Commissioners  PMF indicators  External Assurance – Grant Thornton, CIPFA, LGA Peer Challenge
	IP2	Programme management arrangements If appropriate programme management arrangements are not put in place then there is a risk that:	8 (Amber)	4 (green)	Improvement Plan approved by Council 07/06/22     PMO support being provided by existing experienced resources within Service Improvement	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 413		<ul> <li>The project will not be delivered to scope</li> <li>The required improvements will not be made within the necessary timescales</li> <li>The government may lose confidence in the council's ability to improve and intervention may be extended</li> <li>The borough's residents may lose confidence in the council ability to deliver effective services</li> <li>Inefficient use of limited resources</li> <li>Continued reputational damage</li> </ul>			<ul> <li>Processes around progress monitoring and change control established for Governance Improvement Plan</li> <li>Risk register in place and will be reported to Leadership Team monthly and Cabinet quarterly</li> <li>Establishment of PMO Site</li> <li>Approach and processes for change control and issues in place</li> <li>Further Actions</li> <li>Terms of Reference for internal Improvement Plan Review Meeting updated to reflect government intervention, single Improvement Plan and assurance framework</li> <li>Establishment of dedicated Programme Management Office</li> <li>Exception reporting format to be confirmed via highlight report standard template</li> </ul>	
	IP3	Allocation of sufficient resources to project management and project delivery/ maintaining Business as Usual while delivering the Improvement plan  If sufficient resources (capacity and capability) and where necessary additional resources are not allocated to the	8 (Amber)	4 (green)	PMO support being provided by existing experienced resources within Service Improvement     Resource gaps / pressures associated with actions within the Improvement Plan have been identified     Council on 07/06/22 approved Use of Improvement & Capacity Reserve and	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 414		management and delivery of the improvement plan then this may result in officer fatigue, loss of motivation and the programme will fail to deliver all of its objectives.			2021/22 underspend allocated to Improvement Plan actions  Resource issues and risks associated with the Improvement Plan to reviewed monthly by Leadership Team and Register maintained  Further Actions  Establishment of dedicated Programme Management Office  Recruitment to posts following allocation of funding	
	IP4	Project and risk governance assurance arrangements  If a robust assurance framework is not put in place to in respect of project assurance, including detailing roles and responsibilities of various stakeholders (eg Cabinet, Scrutiny, ARAC, partners, IB, etc) then the council may be unable to effectively monitor and evidence the improvement required.	6 Green	3 (green)	<ul> <li>Current and Ongoing Controls</li> <li>Terms of Reference for Improvement Plan Review Meeting in place</li> <li>Governance approach included within Council report 07/06/22</li> <li>Risk identification has taken place</li> <li>Agreement for Grant Thornton, LGA and CIPFA to review progress regularly</li> <li>Improvement Plan Risk Register in place</li> <li>GT visit September, LGA October</li> <li>Roles of Cabinet, Scrutiny and Audit agreed with Chairs</li> <li>Further Actions</li> <li>Update Terms of Reference for internal Improvement Plan Review Meeting following agreement of Cabinet/Scrutiny/Audit arrangements</li> <li>Reports to Cabinet, Scrutiny and Audit</li> </ul>	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 415					Review update visit by Grant Thornton arranged for Autumn 2022	
	IP5	Communication Strategy If a robust communications strategy is not put in place detailing how, when and what information is shared with the various internal and external stakeholders, then not everyone will be aware of their respective roles and responsibilities for delivering the improvement plan and effective service delivery. In addition, the DLUHC may lose confidence in the council's ability to improve resulting in extended/ additional intervention.	8 (Amber)	4 (green)	Current and Ongoing Controls  Communications Approach set out in Improvement Plan approved by Council 07/06/22  Key messages document for stakeholders in place  Further Actions  Communications plan prepared including specific activities e.g. Live event, Improvement Plan briefings  Communication with stakeholders to share details of Improvement Plan	As above
	IP6	Investment and Financial Resources  If sufficient/ additional financial resources are not made available, and the IP is expected to be delivered from	12 (Red)	8 (Amber)	Resource gaps / pressures associated with actions within the Improvement Plan identified     Council on 07/06/22 approved use of Improvement & Capacity Reserve and	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 416		existing budgets then the IP may not be delivered within the necessary timescales or to scope.			2021/22 underspend allocated to Improvement Plan actions  • Resource issues and risks associated with the Improvement Plan to be reviewed regularly by Leadership Team and register maintained  Further Actions  • Recruitment to posts following allocation of funding	
	IP7	Organisational Culture If the organisational culture does not change including improvement of member and officer relationships and political relationships, then this will impact the delivery of the IP objectives and the timescales within which delivery is achieved and may result in extended government intervention.	8 (Amber)	4 (green)	Specific theme in place within Improvement Plan     Corporate Governance Theme timescales revised to allow for additional engagement activity around Corporate Governance changes  Further Actions     Actions agreed for organisational culture theme	As above plus Employee Engagement Survey
	IP8	Impact of Covid 19 on the Project Resources  If there is a continued impact of Covid 19 on resource availability, then this will impact the programme delivery plan.	6 (Green)	3 (green)	PMO resourcing in place from within Service Improvement     Resource gaps / pressures associated with actions within the Improvement Plan are being identified  Further Actions     Single dependencies to be identified within resourcing plan	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 417						
	IP9	Constitutional Changes  If key governance documents and procedures (such as the Financial Regulations, Land and Asset Disposal Policy, Procurement and Contract Procedure Rules, Scheme of Delegation, Code of Corporate Governance, etc) are not reviewed and updated to reflect the changes required then foundations for change will not be in place and progress will be limited.	9 (Amber)	3 (green)	Key corporate Governance Documents are being reviewed and are scheduled for approval in July 2022 and Autumn 2022     Engagement with Constitutional Working Group established as part of changes to governance arrangements     Alignment of workstream with organisational culture theme through Officer participation  Further Actions     Engagement with Members around proposed changes	As above
	IP10	Performance Management Framework (PMF) and Data Quality  If a robust PMF is not put in place and appropriate quality data captured then the council will be unable to effectively monitor and evidence improvement, delivery of the Improvement Plan and delivery of the Corporate Plan resulting	12 (Red)	8 (amber)	Performance Management Framework approved in April 2022     Evidence of success outlined within each of the Improvement Plan themes focusing on outcomes for each theme     Improvement Plan Monitoring approach approved by Council     Resources approved by Council to address staffing resources required to sustain PMF	As above

	Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 418		in a failure to achieve the Council's objectives.			Further Actions      Evidence framework to be produced to support IP      Q1 Performance Report made to start to consolidate and embed PMF      Performance Management System options appraisal and procurement to provide capability for performance management      Recruitment to posts	
	IP11	Continued focus and resources allocated to historic issues  If the council does not focus on the Improvement plan and corporate plan priorities and continues to focus and allocate resources on historic issues, then this will impact the timely delivery of both the Improvement Plan and Corporate Plan.	8 (Amber)	4 (green)	<ul> <li>Current and Ongoing Controls</li> <li>Improvement Plan contains activity to be concluded, and lessons learnt embedding from historic issues</li> <li>Cabinet and Leadership Team approach to historic issues</li> <li>Regular monitoring of improvement plan is in place</li> <li>Further Actions</li> <li>Lessons learnt framework to be introduced. Lessons learnt to be collated relating to historic issues and shared across organisation</li> <li>Grant Thornton review of progress against historical issues</li> </ul>	As above

Risk Ref	Risk Title and Description	Current risk score (July 2022)	Target risk score	Progress to Date (incl. current risk mitigating controls and further actions t be taken to manage risk)	Key Sources of Assurance
Page 419	Risk approach and progress monitoring (optimism bias):  If the approach taken to risk scoring and/or progress monitoring against the delivery plans is unrealistic (e.g. being overly optimistic around progress and timescales or likelihood and severity of a risk) then there will be a failure to appropriately manage the programme and a loss of confidence in its delivery.	9 (Amber)	6 (Green)	Current and Ongoing Controls  Corporate risk scoring definitions applied  Definition in place for progress monitoring Red/Amber/Green progress monitoring for Improvement Plan Roles of Scrutiny and Audit confirmed  Further Actions  Assurance to be provided through monitoring approach (including consistent use of RAG rating) to ensure that progress monitoring is presenting a realistic view and reflecting risk associated with actions as well as progress against plans External Reviews to provide assurance	As above

## **Changes to the Improvement Plan - July 2022**

## 1. Changes agreed due to **errors** in the Improvement Plan

Chang	Theme	Action Title	Description
e ref			
13	Decision Making	Approval of any changes to scrutiny (if required following review)	Start date to read October- 22 (in line with conclusion of scrutiny review), end date 2023 (specific timescale for implementation will be determined once review concluded)
22	Partnerships and Relationship s	Develop Health and Wellbeing Strategy	change reference number to match workstream PR.C1.3
23	Partnerships and Relationship s	Test adequacy of partnerships and integration through Health Outcomes Framework and systemwide thematic deep dives	change reference number to match workstream PR.C1.4

## 2. Changes agreed to **delivery timescales**

Chang	Theme	Action Title	Description
e ref			
2	Corporate Oversight	Review of corporate debt recovery processes completed	Slippage as Revenues and Benefits SM has been focusing on Energy Rebate and Household Support Fund schemes due to government policies. Change to October 2022.
16	Corporate Oversight	Procure new support provider to deliver Oracle Fusion	Evaluation period extended by 3 weeks due to need to financial evaluation - clarifications needed from bidders.

		T	Olassa Santa and Carlo
0.4	Corporate		Change implementation
24	Oversight	Landa and Carala English	date. Date tbc following
	0	Implement Oracle Fusion	appointment of provider.
		Revised Financial Regs	Approval to change decision
		Agreed	making thresholds took
			place in July. Further
	Decision		revisions to Fin Regs being
12	Making		prepared for Council in
	Making		October. Content of
			Management Development
			Programme to be
			sequenced accordingly.
	Partnership		The contract review process
14	&	Contract Review with DfE	requires a revised end date
1-7	Relationship	Contract Review Will BIE	to November 22
	S		to November 22
	Partnership		Action to be concluded in the
15	&	Review of Contract	autumn to align with the DfE
	Relationship	concludes	schedule and statutory
	S		direction.
			C Co have delivered training
			and progressing with
18	Strategic	Commercial Strategy	business case development.
	Decision	Approved	Strategy is in draft but will be
			reviewed following the
			above and approved by LT.
	Strategic	Business Cases	C Co are now developing
19	Decision	Presented for commercial	
		workstreams	workshops and training.
20	Strategic	MTFP Review concluded	On track for September
	Decision	I toriow domaida	Cabinet
			Slippage to timescales-
	Strategic		Equalities Policy has been
3	Decision	Equality Policy reviewed	reviewed. Draft being
	Dodision		prepared for new Equalities
			Policy.
	Strategic		Due to be presented to
6	Decision	Equality Policy approved	Council in October. 2 phase
	Decision		approach.
			Revise end date.
7	Strategic	Review of compliance	Compliance review
'	Decision	and stock data	completed in April. 2nd
			action is procurement of

			stock surveys (they will be completed June 2023). Add new action.
21	Strategic Decision	Pilot of Town Co- ordinator role commences	Proposal is on hold in order to align with community hubs work. Decision required on new strategy by October. Likely change to action
11	Strategic Decision	Maximising Value out of surplus assets portfolio – Cabinet report	This report has been delayed due to challenges of finalising list of surplus corporate assets. This is now scheduled for Cabinet in September as part of the AMS.
26	Procurement & Commercial	(Asset management) Implementation	Asset Management System to go live by end of December. Work ongoing through to March 2023.

## 3. Changes agreed to add new actions to the Improvement Plan

Chang	Theme	Action Title	Description
e ref			
			CO.D3.5 -Implementation of
25	Corporate	Review of internal	recommendations from
25	Oversight	charges	CIPFA in relation to internal
			charges

## 4. Changes agreed to **delivery leads**

Chang	Theme	Action Title	Description
e ref			
10	Strategic Decision	Options for hub locations identified	Change Delivery Lead to Joint Leads: Director- Regeneration and Growth and Director- Housing.



## **Report to Cabinet**

## 28 September 2022

Subject:	Performance Management Framework – Q1
	Monitoring
<b>Cabinet Member:</b>	Cabinet Member for Finance and Resources, Cllr
	Bob Piper
Director:	Director of Business Strategy and Change, Neil
	Cox
Key Decision:	No
<b>Contact Officer:</b>	Kate Ashley – Strategic Lead: Service
	Improvement
	Jane Alexander – Senior Lead: Service
	Improvement
	Rebecca Jenkins – Senior Lead: Service
	Improvement
	Sarah Sprung – Senior Lead: Service
	Improvement
	Narinder Phagura – Business Partner Audit
	Services

#### 1. Recommendations

- 1.1 That the progress made on developing the Corporate Performance Management Framework be noted.
- 1.2 That the Q1 monitoring reports be approved.
- 1.3 That the Strategic Risk Register (SRR) as set out in Appendix 8 be noted.

















#### 2 Reasons for Recommendations

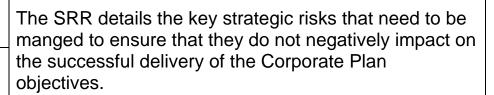
- 2.1 Council approved a corporate Performance Management Framework (PMF) on 12 April 2022, to address the recommendations of the Governance Value for Money Review by Grant Thornton and as a key element of the Council's Improvement Plan.
- 2.2 Since April, the corporate PMF has been further refined, built into business processes and performance monitoring information has been gathered for Q1 of 2022/23.

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



The proposed corporate PMF includes measures under all strategic objectives in the Corporate Plan to monitor progress in these key areas. The PMF also includes elements that measure the council's use of its resources to ensure delivery of the strategic objectives.









### 4 Context and Key Issues

- 4.1 The updated Improvement Plan was approved by Council in June 2022. In regard to progressing the PMF, commitment was given to the following actions:
  - Develop and embed a corporate performance management framework that provides Leadership Team and members collective

















- oversight of progress on the Corporate Plan, key operational level intelligence, organisational health and improvement activity;
- Ensure public consultation results are incorporated into performance management framework, including on budget development;
- Build organisational health metrics into performance management framework, including 'pulse' checks on organisation's wellbeing;
- Embed management of key corporate contracts within the performance management framework to ensure oversight of performance and link to the Corporate Plan;
- Build benchmarking of financial and service performance into performance management framework;
- Develop, implement and monitor progress of Directorate and Service level plans to deliver the Corporate Plan;
- Embed regular budget monitoring reporting to Leadership Team and Cabinet within corporate performance management framework; and
- Explore implementation of a corporate performance management system.
- 4.2 Good progress has been made against many of the commitments in this list. This report sets out the progress we have made against establishing the Corporate Performance Management Framework and building its monitoring into the Council's business. This report signifies a major step forward in providing consolidated performance and risk reporting for Cabinet. Further reports will be brought to Cabinet on the remaining commitments in due course.
- 4.3 Progress in relation to the Q1 budget monitoring report, and the Improvement Plan are the subject of further reports on Cabinet's agenda.

## **5** Corporate Performance Management Framework

5.1 There are four key components to the Corporate PMF. Combined, these provide the oversight and intelligence the council needs to









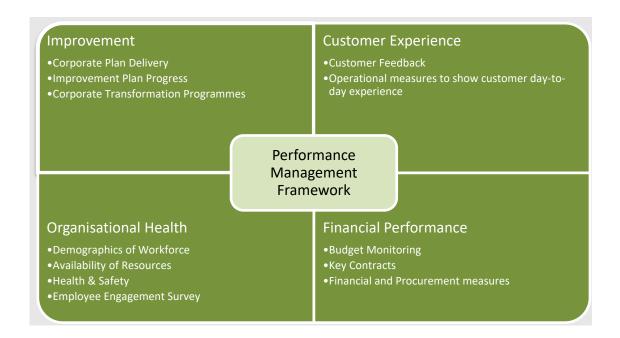








determine progress in delivering the Corporate Plan and how the organisation is performing in key areas.



A suite of performance information was identified and agreed for each element of the PMF and this forms the basis of monitoring progress. The purpose of this report is to inform Cabinet of progress against each element of the PMF for Q1 of 2022/23. The detailed Q1 reports are included as appendices to this report.

#### 6 Financial Performance

#### 6.1 **Budget Monitoring**

- 6.1.1 The Council's financial position as at the end of June (Q1) is subject to a separate report on this agenda.
- 6.1.2 In summary, the forecast outturn for the year for the General Fund is an overspend of £3.2m. This is being driven predominantly by inflationary pressures on pay, contracts and supplies and services. The Council budgeted for a 2% pay award but given the current exceptionally high inflation it is anticipated that this will be substantially higher. The Q1 forecast assumes a 5% pay award, which is an increased cost of approximately £6m compared to budget. However, the recent pay offer from the Local Government Employers is a fixed sum for all spinal points which averages 7%. This has not been accepted, but if it is there will be further cost pressures.

















- 6.2 There are also inflationary pressures on non-pay budgets, including utilities costs, exceptionally high social care placement costs and contractual increases.
- The additional cost pressures have been mitigated by a review of 2021/22 underspends to identify ongoing savings that can be achieved for 2022/23 as well as a review of vacant posts. There is also some use of earmarked reserves to mitigate pressures, including £2.5m from the Financial Planning reserve which was established as part of the 2022/23 budget process specifically to cover risks associated with increased inflation during the year. Leadership Team are continuing to identify further corrective action that can be taken for the remainder of the year to reduce the forecast overspend.
- 6.3.1 The Housing Revenue Account is currently forecasting an underspend of approximately £800k as although the HRA is also experiencing inflationary pressures, there are a high level of vacancies which are offsetting the increased costs.
- 6.3.2 The other key performance measures for finance relate to the collection of debt, including Council Tax, Business Rates and sundry debts. See Appendix 1 quarterly finance report. Council Tax collection is slightly behind target, with collection at 28.30% as at Q1 compared to a target of 28.81%. This is a risk area given pressures on household income from cost of living increases. Conversely, Business Rates collection is exceeding target by some margin, due in part to the COVID Additional Relief Fund being administered to qualifying businesses earlier this year.

### 6.4 Key Contracts - Sandwell Children's Trust

- 6.4.1 Since April 2018, children's services have been delivered by Sandwell's Children's Trust on behalf of the Council. The contract sum for 2022/23 is £71.7m.
- 6.4.2 Sandwell Children's' Trust delivers the following range of services:
  - Children's Social Care
  - Fostering
  - Adoption
  - Targeted Early Help

















- 6.4.3 The contract is managed through a well-established governance framework. Grant Thornton, in their Value for Money Governance Review (December 2021) commented that 'There is a robust governance framework in place for the Council and other stakeholders to monitor of the performance of SCT' and recommended the continuation of these arrangements.
- 6.4.4 The governance framework involves:
  - Monthly Operational Partnership Meetings attended by key SMBC Officers and the Chief Executive of SCT
  - Quarterly Strategic Partnership Meetings attended by the Cabinet Member for Children and Education, Director of Children's Services, Chief Executive of Council, Chair of Trust Board, and Chief Executive of SCT
  - SCT attendance at Children Services and Education Scrutiny Board twice yearly in relation to performance
  - SCT attendance at Budget and Corporate Scrutiny Management Board in February of each year in relation to budget setting.
  - Annual Review presented to Cabinet
  - Contract Review every 4 years
  - Weekly meetings between the Director of Children's Services and Chief Exec (SCT)
  - Monthly meetings between the Director of Children's Services, Chief Executive of SCT, Chair of Trust Board and the Cabinet Member for Children and Education.
  - Assurance over performance provided through the Department for Education who are an attendee to Operational Partnership Board, Strategic Partnership Board and the Children's Trust Improvement Board.
  - Improvement Board chaired by an independent person appointed by the DfE to oversee the implementation of any improvement plan and provide challenge to all partners.
- 6.4.5 Performance is monitored through a monthly review of 15 KPIs within the contract, and a monthly review of performance within agreed tolerances. These KPIs are currently under review.
- 6.4.6 The Q1 Performance Report is attached at Appendix 2 and is summarised as follows:
- 6.4.7 Recruitment and Retention of Social Workers:

















 There continue to be significant issues in recruiting and retaining social workers. The Council has agreed a market supplement for all case holding social workers of £2,500 but it is not yet clear if this will be enough to reduce the number of vacancies.

#### 6.4.8 Numbers of Children in Care:

- The total number of children in care, as of June 2022, is 848. This is a slight increase against the March 2022 position when 844 children were in care. The target for March 2023 is 796.
- At the end of March 2022, Sandwell was performing well compared with our statistical neighbours at a rate of 101.7 children in care per 10,000, compared with our statistical neighbour average of 102.6.

### 6.4.9 Report on the 15 Contract KPIs:

- The current red rated KPIs are:
  - Percentage of Initial Child Protection Conference (ICPC) in 15 working days
  - Out of the total number of open Single Assessments, the percentage of assessments completed within 45 working days
  - Number of Children in need, including LAC & Children on Child Protection plan who have been unallocated for longer than five working days
- The KPIs that are red as of June 2022 can be directly linked to staffing issues. There are currently a high number of unallocated cases however SCT has a robust process in place to ensure children waiting to be allocated a social worker are safe, with daily meetings to assess risk and visits from duty social workers where required.

#### 6.4.10 Finances:

- The 2022/23 financial performance is being measured against the agreed 2022/23 Contract Sum as approved by Cabinet in February 2022.
- SCT's Q1 monitoring report is showing a deficit of £1.5m against the budget.
- There continue to be financial pressures relating to the cost of placements. SCT has set up a 'resource demand panel' that will be reviewing existing placements, and their cost, and seek to ensure that children are entering care appropriately and to the correct type of placement based on their needs. SCT have commenced the

















process for 2022/23 to reach a negotiated settlement with West Birmingham and Black Country Clinical Commissioning Group in respect of funding health care needs for several complex young people in residential care.

### 6.4.11 Contractual Matters

- The review of the Contract (which is due every 4 years) is due to be presented to Cabinet in September 2022.
- An inspection was undertaken by Ofsted, in line with the framework and guidance for inspecting local authority services for children (ILACS), in May 2022, with the report published on 5<sup>th</sup> July. A judgement of 'requires improvement to be good' was achieved. SCT will an action plan considering the findings from Ofsted and the existing improvement plan, this will be shared with the Council. The inspection also commented that 'effective governance arrangements have improved communication and relationships between the Trust and the Council.'
- 6.4.12 The focus areas for ongoing improvement activity relating to the contract include a contract Review, and revising the KPI's to reflect that the Trust has now moved to requiring improvement

### 6.5 **Key Contracts - Serco**

- 6.5.1 The Council's contract with Serco was awarded in 2010 and runs until 2035. It has a contract value of £21m per annum.
- 6.5.2 The contract covers the following services:
  - Weekly residual waste kerbside collection for all households in Sandwell (121,000)
  - Weekly recycling kerbside collection for all households in Sandwell
  - Optional green waste collection service (fortnightly seasonal)
  - Optional food waste collection service (weekly)
  - Household Recycling Centre management
  - Other recycling offered including batteries
  - Street cleansing including fly tip collection, annual cleansing including weed spraying and collection, leaf collection
  - Fleet management and renewal SMBC undertakes the fleet servicing through a contractual arrangement with Serco
- 6.5.3 The Council has been focusing on improving the overall performance of the Serco Contract and the management of this contract is a

















component of the Council's Improvement Plan. Key achievements to date have been:

- Agreement of the Contract Monitoring Framework
- Agreement of standardised agendas for contract monitoring meetings
- Implementation of the Waste and Recycling Recovery Plan
- Approval of the Street Cleansing Recovery Plan (which is due for implementation from October)
- Approval of and delivery of Fleet Replacement as per the agreed schedule
- Contract review is underway and on track for September completion
- 6.5.4 The Q1 performance report attached at Appendix 3 includes detailed information around governance and contract management arrangements, quarterly contract performance, SMBC contract monitoring and penalties issued, HR issues, stakeholder management, improvement focus, and an example of improvement activity that has taken place in relation to gully cleansing.
- 6.5.5 Key points from the report:
  - Governance and contract management arrangements are in place and over this quarter, all contract meetings have taken place.
  - regular cross channel communication takes place between the SMBC and Serco teams
  - Performance reporting has been significantly improved. Key
    Performance Indicators have been introduced for areas of concern
    and annual plans and schedules are being provided for the
    Council's review
  - Analysis of missed assisted bin collections has identified areas for improvement which Serco is now addressing
  - Contract deductions are being applied to reflect underachievement against KOTs
- 6.5.6 The ongoing focus for improvement is across 3 key work streams:
  - Street cleansing improvements:
    - o Street cleansing draft plan in discussion phase
    - SMBC identifying location in 6 towns for storage of new "street hoover" type machines
    - Serco purchasing initial 3 "street hoovers" at £20,000 each
    - o Gully work underway

















- Data / reporting / systems
  - Contract management software research undertaken by SMBC
  - Contract management module for Intend procurement system being progressed for integrated contract support
  - Whitespace being improved by Serco to support crews uploading images
  - Whitespace integration to My Sandwell being reviewed by SMBC to consider upload of annual schedules such as weed spraying and clearance
  - Further KPIs being added to monthly reporting
  - Monthly scorecard developed for Cabinet Member reporting (and first report made)
  - Annual plans contractual compliance

## 7 Organisational Health

7.1 The majority of organisational health indicators are reported annually and are included at Appendix 4 for completeness.

## 7.2 Composition of the Workforce

- 7.2.1 Improving equality, diversity, and inclusion (EDI) has been a focus for the Council with the Equalities Commission established in 2020 to help drive forward this commitment. The engagement of a new EDI team has now also greatly increased our level of EDI capacity, skills and expertise which serves as a clear demonstration of our commitment to drive the Council's ambitious EDI agenda forward. 11 EDI actions are captured within the Council's Improvement Plan.
- 7.2.2 Data around the composition of the workforce, as set out in Appendix 4, helps us understand how much the workforce represents Sandwell's composition, and whether groups with protected characteristics are reflected across all tiers of the organisation. A key Improvement Plan EDI actions is to review and update the Workforce Action Plan 2020.
- 7.2.3 The Council's current focus for improvement around the EDI includes actions to put in place core EDI policies, plans and strategies along with continuing work to embed EDI networks within the Council and deliver on the Equalities Commission Board priorities.

















#### 7.3 Sickness Absence

- 7.3.1 Sickness absence is reported on a quarterly basis to Leadership Team and Directorate Management Teams. A detailed breakdown for Q1 is included at Appendix 5.
- 7.3.2 In relation to sickness absence performance, Leadership Team agreed a set of actions in July 2022:
  - Absence Review Panels to be established for each Directorate
  - Directorate-level sickness absence action plans to be compiled
  - HR summit to take place in Autumn focusing on a review and detailed analysis of data trends
- 7.3.3 These actions will be reviewed in Q4 for effectiveness, at which point Leadership Team will review the current target for sickness absence.

## 7.4 Employee Engagement Survey

- 7.4.1 Between February and April 2022, the Council conducted an Employee Engagement Survey to gain staff feedback on their experiences and perceptions of working for the Council.
- 7.4.2 61% of the staff responded to the survey, which was in line with the last engagement survey conducted in 2018.
- 7.4.3 An overall engagement score is calculated based on a series of questions from the survey to determine how well-engaged employees are with the organisation. This is based on research that engaged employees have a huge impact on an organisation's success and tend to be happier both at work and in their own lives. The Engagement score for the 2022 survey was 63%, a 6% drop from 2018 (which occurred through all index questions), and back towards 2017 levels.
- 7.4.4 Messages from the survey included views from staff that:
  - the Council is not harnessing all the strengths of our staff because there is not a culture of inspiring staff to innovate and do things differently
  - the visibility and accessibility of Senior Leaders needs to improve
  - Council Leaders do not live the Council's values
  - customer focus is not improving
  - recognition of hard work and dedication needs to improve
  - action will not be taken as a result of the survey

















- 7.4.5 Actions to respond to the survey findings have already taken place including:
  - placing organisational culture at the heart of our Improvement Plan with detailed staff engagement scheduled to co-produce the desired organisational culture for the Council
  - Using a range of internal communication methods to increase the flow of information to and from staff, and increase visibility of Directors
  - Directorate Management Teams have received and discussed the survey analysis for their Directorate
  - All 2<sup>nd</sup> tier managers (direct-reports to Directors) have received Team survey analysis
  - discussions within teams have commenced to aid understanding of the survey results and identifying actions.
- 7.4.6 Further actions to respond to the findings from the survey are being identified at Corporate level and Directorate level and they will be embedded within the Improvement Plan.
- 7.4.7 The employee engagement survey will be repeated regularly as a key piece of intelligence and learning.

#### 7.5 **Health and Safety**

- 7.5.1 Overall accountability for health and safety rests with the Chief Executive and the Leadership Team. The current Corporate Health and Safety Policy 2021-2023 sets out the communication and monitoring approach to ensure that health & safety information is considered at the right level.
- 7.5.2 Quarterly Health and Safety Performance Reports are made to the Leadership Team as part of regular performance conversations. This includes management information around accidents and incidents, proactive tasks undertaken by the Health and Safety Unit (such as audits and TU representative's queries), and an update on training and development.
- 7.5.3 Each of the nine Directorates receives its own quarterly Health and Safety report which are presented via the appropriate forums (e.g. Directorate JCC / Health and Safety Committee Meeting) for discussion, action and dissemination.

















7.5.4 A quarterly Health and Safety Board has recently been established to assist the Chief Executive Officer and Leadership Team in the discharge of their health & safety responsibilities. The purpose of the board is to consider corporate matters affecting the health and safety of council employees, and others affected by the council's activities, through a review of monitoring activities and referrals from employee representatives. The board is chaired by the Director of Business Strategy and Change and involves one member of each Directorate Management Team along with Trade Union representatives, the Head of Health and Safety. The Chair will report back to Leadership Team after each meeting.

## 8 Improvement – Corporate Plan Delivery

## 8.1 **Progress on Corporate Plan PMF**

- 8.1.1 Since the approval of the PMF at Council on 12 April 2022, progress has continued in developing the Corporate Plan PMF. There are now 170 measures across the seven strategic outcomes, owned across our nine directorates. Work has taken place with each directorate to further refine measures, to understand the intricacies of the measures and when data can be made available. A summary of the activity that has taken place is set out below:
- 8.1.2 Achievements April to June 2022
  - Co-ordinators in each directorate appointed
  - Meetings have taken place with each directorate to develop indicators and build understanding of reporting cycles and requirements.
  - Developed council wide understanding of requirements on performance reporting
  - Directorate Co-ordinators Group established
  - Development work with Research and Intelligence to progress the option of hosting the PMF through Sandwell Trends using Power BI
  - Development and refinement of indicators

8.1.3 Our journey needs to continue to collectively develop a fully functioning performance management culture across the organisation.

8.1.4 The indicators chosen as part of the Corporate Plan PMF include metrics that are available either quarterly, annually, biannually and in some cases termly. This provides a challenge for the first quarterly report as not all the measures are available for this period. With those

















measures that are available quarterly, reporting for many of them has at least a 3 to 4-week lag following the quarter end. Also, many of the annual or biannual measures are not available until the Autumn. Therefore, the metrics available for this quarter will be partial. As we progress through the monitoring year, data on more measures will become available for reporting.

## 8.2 Progress against the seven strategic outcomes of the Corporate Plan

- 8.2.1 To provide assurance in our progress delivering the Corporate Plan each directorate has submitted a return outlining actions that have been taken during Q1 that contribute to Corporate Plan delivery. This intelligence together with those measures that are currently available for the Corporate Plan PMF have been brought together to provide corporate oversight of progress.
- 8.2.2 Summaries of progress for each of the seven strategic outcomes are set below. Appendix 6 contains a more in-depth overview.

## 8.3 **Best Start in Life for Children and Young People**

- 8.3.1 The COVID 19 pandemic has had a significant impact on young people nationwide as their education in school was temporarily and intermittently placed on hold. Overall there has been good progress in education and support for young people in Sandwell since the Covid 19 restart. The OFSTED rating of children's services is also an example of this moving out of inadequate for more than a decade to requires improvement to be good. This is further supported by the better than England and Regional average persistent absence score in secondary and special schools.
- 8.3.2 By working in partnership with partners such as West Midlands Police to tackle youth violence and working with other Black Country LAs on various projects, Sandwell is striving to ensure that every child and young person in Sandwell gets the best start in life.
- 8.3.3 No actions have been RAG rated red across this strategic outcome.

## 8.4 People live well and age well

8.4.1 Overall, under people that live well and age well, there has been progress in terms of putting the building blocks in place to help people to live healthily and independently for longer and many of the key deliverables are on track. For example, the completion of the

















Health Sandwell Advice and referral service; the draft carers strategy and delivery plan; and the Covid 19 outbreak and contact tracing. There has been some slippage under each theme, but actions are in place to address this.

8.4.2 There are no red RAG rated actions in this strategic outcome.

## 8.5 Strong Resilient Communities

- 8.5.1 There has been very positive progress in developing and enhancing our community offer, momentum boosted by the Commonwealth Games but exciting opportunities ahead to grow and develop further. We continue to work collaboratively with key partners in relation to community safety to deliver better outcomes for our residents, updating our policies and taking a more intelligence-led approach to tacking key issues. We have also established improved event governance through the implementation of an online booking system with guidance & decision/ safety thresholds
- 8.5.2 There is one area where a red RAG rating has been applied, this relates to bringing together the governance arrangements and budgets for the voluntary sector grants and aligning this work to corporate objectives. There are also several areas where an amber rating has been applied, generally these relate to areas where we are trying to secure funding, progress constrained by focus on the Commonwealth Games or where we have had to wait to recruit suitable officers to a particular position.

## 8.6 Quality Homes in Thriving Neighbourhoods

- 8.6.1 Overall there has been good progress in developing quality homes in thriving neighbourhoods with many corporate plan actions being on track. For example, significant progress has been made in implementing the new operating model for preventing homelessness.
- 8.6.2 There has been some slippage in regard to developing the options paper for the upgrade of Walker Grange and there is one action that has been RAG rated red where there is significant slippage and uncertainty in relation to delivery of the Black Country Plan.

## 8.7 A Strong Inclusive Economy

8.7.1 We are making good progress in developing an inclusive economy across Sandwell and in maximising funding opportunities and local investment. Whilst we have secured funding for some activity we

















await the outcome of bids submitted to determine further progress. The steps taken during Q1 will be built upon over the rest of the year and drive further progress in this area.

8.7.2 There is one action that has been RAG rated red in this Strategic Outcome this relates to the development of a borough plan that feeds into the Black Country Plan.

## 8.8 A Connected Accessible Sandwell

- 8.8.1 Overall there has been good progress on key infrastructure projects such as Birchley Island and Blackheath Interchange which are at various stages of delivery. Securing funding for 37 on-street residential charge points which are due for delivery this year shows the strides Sandwell is making in becoming more connected and accessible.
- 8.8.2 There has been some slippage on projects due to recruitment difficulties, priority work for the Commonwealth Games and also budget pressures related to inflation. If not addressed these slippages can cause further issues/delays for the projects.
- 8.8.3 There is one action that has been RAG rated red, this relates to highway maintenance and is due to budget pressures as a result of inflation.

## 8.9 One Council, One Team

- 8.9.1 There has been good progress on access to services with the corporate access strategy; my Sandwell online; colocation with partners and digital inclusion strategy. Also, some progress with organisational development workforce planning toolkit; the wellbeing provision has continued to be developed with the occupational health suite relocated to the council house and a wellbeing specialist post created.
- 8.9.2 There has been progress on making use of resources with a corporate commercial strategy being finalised in October and progress with commissioning the residents' survey but a delay on the residents' panel. With systems and governance, we now have a corporate PMF agreed and have furthered the council organisation structure with a stable leadership.
- 8.9.3 There are three actions that have been RAG rated red within this strategic outcome, these relate to the Council's Storage Area Network

















and the Corporate Data Strategy and delivery of income generation from chargeable garden waste.

## 8.10 Progress against the four Fairer Sandwell Principles



8.10.1 The Fairer Sandwell principles were established in the refreshed corporate plan to ensure we are addressing equality in everything we do. These principles drive how we do things as a council and run through all the activities in the plan. Appendix 7 sets out the same Q1 monitoring information against the four Fairer Sandwell principles and is summarised below.

#### 8.11 **Local Investment**

- 8.11.1 Much of the council's activity, and particularly regeneration activity, contributes to building local investment. Good progress has been made in drawing funding into Sandwell.
- 8.11.2 The Town Fund Investment Plans in West Bromwich, Smethwick and Rowley Regis are complete, securing £67.5m towns deal funding. All 16 Towns Fund projects have commenced the delivery stage, with one project (the Digital Den in Carters Green, West Bromwich), due to be completed in August 2022. Key transport infrastructure projects are at various stages of delivery and this will be reported in more detail in Q2

















- 8.11.3 In addition, the council have also submitted four bids totalling circa £88m to the Government Levelling Up Fund. It is anticipated that a decision from Government will be received during the autumn and if successful, Sandwell will receive funds to build a new Leisure Centre for Haden Hill; build a new Youth Hub in West Bromwich Town Centre, build new homes in Tipton Town Centre, and new homes in the Grove Lane area of Smethwick.
- 8.11.4 In terms of securing more local spend, funding has been secured for three years for the Anchor Network coordinator. The Anchor Network continues to make good progress on its identified priorities. The review of the Council's Contract Procedure Rules is on track, aiming to make it easier for suppliers to do business with the Council.
- 8.11.5 Progress has been constrained to deliver the £16m capital programme of improvements to the highway network (amber risk) due to recruitment difficulties and the recent priority for the Commonwealth Games.
- 8.11.6 Highway infrastructure repairs prioritised in red risk condition is itself a red risk due to forecasted budget pressures associated with inflation and escalating red risk condition therefore overspend will be necessary to meet responsibilities of the Local Highway Authority.

## 8.12 **Doing things with the community**

- 8.12.1 The Council has committed itself in the corporate plan to engaging with and listening to residents in a more meaningful way because we know that better decisions and better services will result if we do things together with the community. The council has made some progress but recognises this a key area for development and more progress is needed.
- 8.12.2 In terms of progress in Q1, the council is increasing its engagement with tenants through the Tenant and Leaseholder Scrutiny Group which is fully operational, and training is being rolled out to tenant volunteers.
- 8.12.3 The vaccination rollout and contact tracing is complete, showing great success in working with and engaging community and faith groups. There has been increased investment of public health funds into community voluntary and faith sector grants and the Healthy Sandwell advice and referral service is up and running.

















8.12.4 A programme of cultural and event activities was developed alongside the Commonwealth Games to maximise community engagement.

## 8.13 Green in everything we do

- 8.13.1 The Council is making progress in building green considerations into its business and addressing the enormous task of carbon reduction.
- 8.13.2 Various projects have been initiated to reduce carbon emissions both in the council's estate and wider borough including solar panels and heat pumps in council buildings, electrification of our fleet vehicles and working with community groups to fund climate related projects.
- 8.13.3 A Climate Change Programme Board has been established of senior officers across the council and climate change considerations are to be included on Cabinet report templates. Also, carbon literacy training is on track and a provider in place to commence after summer period.
- 8.13.4 The review of the council's Social Value policy as part of contract procedure rules is on track, incorporating sustainability considerations into the contract process.
- 8.13.5 To address carbon reduction in the borough, walking and cycling infrastructure is in various stages of delivery throughout the borough and overall progress is on track. West Midlands Metro Extension Phase 1 Wednesbury to Dudley is under construction and Sprint Phase 1 A34 is at Detailed Design Stage. Also, 37 on-street residential charge points are on track to be delivered in 2022 with funding secured.

#### 8.14 No one is left behind

- 8.14.1 Many of the council's activities aim to support the most vulnerable or in need in Sandwell's community. Services across the council are addressing inequality in delivering the corporate plan in a variety of ways.
- 8.14.2 Children's Services activity to improve communication and language is on track, working with National Literacy Trust to launch First Words Together across the Black Country, targeting children up to 2 years old and Wellcomm screening of children from 18 months is now included in the speech language and communication pathway. The transition to Barnardo's operating the Children's Centres has also been successful.

















- 8.14.3 In regard to care for vulnerable adults, Willow Gardens is fully open operationally and filling current voids and Harvest View, the new Integrated Health and Care site has a planned start of the service from 1 November with phased implementation after that. The Walker Grange plan to upgrade and develop the dementia offer is currently showing some slippage in developing the options paper.
- 8.14.4 The Domestic Abuse Strategy 21-24 is adopted and the Implementation Plan is being monitored via the Domestic Abuse Strategic Partnership. The new Homelessness Strategy has also been adopted with a focus on increasing prevention, early intervention and rapid rehousing. Services have been commissioned in Q1 to deliver resettlement support to asylum seekers and refugees from Afghanistan and Ukraine.
- 8.14.5 The total monetary value of benefits awarded, assisted by the Welfare Rights Service, is £3,817,802. These monetary gains are below target level as the service has been instrumental in supporting residents with energy grant payment and enquiries. For this reason, the total number of people assisted this quarter is above target at 3,162.

#### 9 Improvement Plan

- 9.1 The Council's Improvement Plan was agreed in June 2022 and responds to the Statutory Directions from the Secretary of State for Levelling Up, Housing and Communities, and the findings of three external reviews.
- 9.2 The Improvement Plan focuses on the governance arrangements of the council and areas of improvement across the organisation. The deliverables set out in the Improvement Plan will achieve long-term sustainable improvements in how the council operates and is able to make effective decisions focused on improving outcomes for residents and experiences of service users. The underpinning objective of the Improvement Plan is to ensure that the council is able to deliver on the aims and priorities as set out in the Corporate Plan.
- 9.3 Progress of the Improvement Plan is monitored monthly by Directors and Cabinet Members and is reported to Cabinet Quarterly. The next report to Cabinet will be made alongside this Q1 performance report.
- 9.4 Audit & Risk Assurance Committee and Scrutiny Committees will be used for maintaining oversight of the actions and implementation of the Improvement Plan. Audit & Risk Assurance Committee received an

















introduction to the Improvement Plan and the Improvement Plan Risk Register in June 2022 to support the committee's work programming. The Improvement Plan Risk Register and overall progress will be reported to the Audit & Risk Assurance Committee regularly. The next report will be made on 22 September 2022.

- 9.5 Scrutiny Boards have developed their work programmes. Budget & Corporate Management Scrutiny Board has included several elements of the Improvement Plan on their work programme as well as regular reports on overall progress. The first report to Budget & Corporate Management Scrutiny Board will be made on 22 September 2022.
- 9.6 External assurance will continue to play a part in our improvement journey. Grant Thornton, CIPFA and the LGA have been invited back in Autumn 2022 to monitor our progress in addressing the recommendations in their reviews.

#### 10 Corporate Transformation

10.1 An Assistant Director for Transformation has recently commenced their appointment. Their initial focus is on a review of all transformation activity across the Council, and bringing forward proposals for a Corporate Transformation Programme, with the required governance and resources to ensure its delivery.

## 11 Strategic Risk Register

- 11.1 Effective risk management is a key element of good corporate governance, as noted in the council's <u>Code of Corporate Governance</u>, and is essential to the overall performance of the council in meeting its corporate plan objectives. Good risk management will ensure that resources are used efficiently and effectively and that assets and resources are protected against risk in the most efficient way.
- 11.2 The Audit and Risk Assurance Committee (ARAC) receive the Council's Strategic Risk Register on a regular basis for review and comment. The SRR noted at appendix 8 of this report is yet to be presented to the ARAC (and is due on 29 September) for the Committee's comment. Therefore, any comments made by the ARAC at its meeting on 29 September will be reported to a future Cabinet meeting.

















- 11.3 The role of the ARAC is to provide assurance to the Council that it has a system of governance, risk management and internal control in place and that the adequacy and effectiveness of these arrangements continue to inform decision making
- 11.4 The Strategic Risk Register as at August 2022 is attached at appendix 8. The Strategic risk register does not include all of the risks faced by the Council. Other risks are captured within directorate, programme and project risk registers in line with the Council's risk management framework.
- 11.5 The review and assessment of each strategic risk, is discussed with the risk owners and discussed with the Leadership Team and Cabinet Members.

## 12 Customer Experience

- 12.1 The focus on the Council's approach to Customer Access has changed greatly as a result of both budget pressures and the impact of the Covid 19 Pandemic. There has been a targeted shift away from traditional face to face contact and a drive to support people to be able to access more and more Council services on line. A new Operating Model to match this new approach was agreed and implemented commencing Summer 2021.
- 12.2 Customer feedback from a variety of sources including Elected Member feedback, feedback from One Stop Shop customers, complaints, and customer surveys suggests that there remains some way to go for the Council to meet customer expectations.
- 12.3 A number of improvements have been made over the past 12 months to improve customer experience. This includes:
  - The wait times, abandonment rate and overall performance at the Corporate Contact Centre has seen a marked improvement. A rolling recruitment campaign supported by HR has been instrumental in improving performance as this has ensured adequate staffing resource has been maintained.
  - The One Stop Shop in Oldbury has re-opened and is providing face to face support for those more vulnerable or digitally excluded customers.
  - The avoidable contact project has been re-started, this project now includes Customer Service Advisors (CSA) as key representatives,

















and they are highlighting where current issues are causing avoidable contact. Team Leaders and other relevant Officers are then looking at potential solutions. An example of this is related to Repairs calls. Following CSA feedback, a small survey was added to the end of all repairs calls to capture Customer feedback so that changes to process could be targeted to give more customers confidence to book their repairs on-line.

- Closer working relationships across Council departments have been formed to improve the information provided to front line services
- Performance Reporting: Establishing monthly reporting of corporate Customer Experience performance to provide senior officers and Leadership Team with regular intelligence on how 'front door' services are performing; and Making operational reporting available to officers to support monitoring and improvement in key areas such as the handling of complaints and councillor enquiries
- Development and launch of the MySandwell app to enhance the experience of digital service users
- Steps taken to improve compliance in relation to requests for information (including Freedom of Information (FOI), Environmental Information Requests (EIR) and Subject Access Requests (SARs)):
  - Improved reporting of performance (to the Council's Information Governance Board, to Directors and Service Managers at Directorate Management Teams (DMTs), and to Leadership Team)
  - Case Workers in the Governance Team have been allocated to Directorates to monitor requests and provide support to officers.
  - Training has been provided to officers who deal with FOIs, EIRs and SARs and this is also available via the Information Governance intranet page.
  - Council wide drive to clear the backlog of FOI requests, which was prompted by an enquiry from the Information Commissioners Office.
- 12.4 The Q1 Customer Experience performance report is attached in appendix 9 and summarised below.

#### 12.5 **Channel Shift**

12.5.1 In terms of channel shift (the ways that customers choose to contact the council), the % contact by face to face has increased from the year end position (from 2.12% to 4.03%) and there has been a reduction in telephone and digital contact. The amount of face to face contact over

















this quarter represents nearly half of all the face to face contact received last year.

#### 12.6 **Contact Centre Performance**

- 12.6.1 The Council operates three contact centres. Performance over Q1 was as follows:
  - The Adults Social Care Contact Centre has been operating in line with targets set with a slight reduction in performance from the previous quarter in the abandonment rate (from 1.55% to 1.57%) however this remains within the quarterly target of 5% and average wait measure (from 30 seconds to 31 seconds)
  - The Revenues and Benefits Contact Centre has experienced reduced performance across all measures this quarter: abandonment rate of 19.2% was above the quarterly target of 15% and average wait time was 14 minutes. This has been due to the reintroduction of Council Tax recovery and the administration of the energy rebate along with staff vacancies. The level of knowledge required means that temporary staff cannot be used to fill these roles. There is on-going continued development our online services so those customers able to use digital channels have more freedom to do so.
  - The Corporate Contact Centre, which receives general enquiries, housing and children's safeguarding calls, has experience improved performance since the year end across all measures and has exceeded or is in line with targets. The abandonment rate has improved from 16.96% to 5.96% and the average wait measure has improved from over 6 mins to 2 minutes 30 seconds.

## 12.7 Information Requests

- 12.7.1 The number of Subject Access Requests (SARs) received is broadly in line with the quarterly average for last year. Compliance against timescales for responding is significantly below the 95% target at 56% for Q1.
- 12.7.2 The number of FOIs received is higher than the quarterly average for last year. The compliance against the statutory timescales for responding is significantly below 95% target at 62% for Q1. Work has recently concluded to manage a backlog of FOIs within the system which have impacted on our performance to respond within statutory timescales. This will allow officers to focus on keeping on top of incoming requests. Other steps are being taken to bring performance in line with the target as set out in paragraph 11.3. Together with the

















clearance of the backlog, it is expected that these actions will start to improve performance and ensure that a backlog does not build up again in future.

#### 12.8 **Customer Feedback**

- 12.8.1 There is a higher volume of complaints and stage 1 complaints upheld in Q1 compared to the quarterly average (based on year-end figures). Investigation is taking place to understand the reasons behind this increase.
- 12.8.2 The number of MP enquiries received this quarter is higher than the quarterly average for last year. Positive feedback has been received on the new MP process that was implemented last year and the quality of responses that are now being received.
- 12.8.3 The number of compliments received is higher than the quarterly average for last year.
- 12.8.4 The current areas of focus for improvement are:
  - Implementation of a new telephony system leading to improved customer service experience and more holistic reporting
  - Review of the current Operating Model, the support provided to customers in relation to the Revenue & Benefits service provided at the One Stop Shop and Community Hub model
  - Reviewing the functions and team structure within the Customer Feedback Team to allow the team to focus more on 'lessons learnt'
  - Working with teams across the Council to ensure that Customer is at the heart of all we do, and that all back-office staff are as focused on ensuring a positive customer experience as front facing staff. This forms a fundamental part of the organisational culture theme of the Council's Improvement Plan
  - Development of a Customer Access Strategy to set key objectives, a clear direction of travel and ensure that feedback from elected members and residents is being used
  - Recruitment to vacancies in the Revenues and Benefits Contact Centre
  - Making access to Revenues and Benefits online forms easier without the need to set up an account in MySandwell to encourage more Customers to use the online services.
  - Implement recent changes to the Blue Badge Application process in the Adult Social Care Contact Centre, which encourages online applications and online payments in the first instance.

















- Focused reviews of high demand MySandwell services to ensure they are as efficient and customer centred as possible
- Continued focus on FOI/EIR compliance. This will include a review of common FOI/EIR requests (e.g. information about potholes) with a view to publishing information on a regular basis. This is intended to reduce the number of requests received and/or make responses quicker and easier to respond to.

## 13 Alternative Options

- 13.1 The Directions issued by the Secretary of State, including the requirement to have a performance management framework in place, are a statutory requirement and the council has a legal obligation to respond appropriately. Failure to do so would likely result in further intervention measures.
- 13.2 The council had various options on what type of performance management framework to establish. Our approach has been developed through understanding the needs of the organisation and drawing on best practice from other local authorities. As we continue our improvement journey, the PMF will evolve to meet our changing requirements.

## 14 Implications

Resources:	There are no direct financial implications to this report.
Legal and Governance:	A corporate performance management framework was identified as a key gap in the council's governance arrangements by Grant Thornton in 2021. The establishment of the corporate performance management framework was a key action in the council's Improvement Plan agreed by Council in January 2022 and updated in June 2022. The PMF will enable officer and political leadership to improve oversight and corporate grip of the council's performance.
Risk:	Should the council not implement a robust performance management framework, then it will not

















	have the corporate oversight and intelligence to inform decision making and effectively manage risks to achieving service delivery and the strategic objectives identified in the Corporate Plan. These risks and the associated mitigations are noted in the SRR.  The corporate performance management framework is a key mechanism to report progress and performance to the Government appointed Commissioners.
Equality:	Equality measures are included in the PMF, including the Organisational Health workforce indicators and the progress of the Corporate Plan.
Health and Wellbeing:	The measures to track progress of the Corporate Plan include a series of health and wellbeing indicators. This enables the council's leadership to see at a high level the direction of travel of the borough's health and wellbeing and seek to continue good practice or identify mitigating actions to address issues.
Social Value	Measures in the PMF include looking at percentage of spend in the local area.

## 15 Appendices

- 1. Finance Q1 Performance Report
- 2. Sandwell Children's Trust Q1 Performance Report
- 3. Serco Q1 Performance Report
- 4. Organisational Health Annual Report 2021-2022
- 5. Sickness Absence Q1 Report
- 6. Corporate Plan Q1 Monitoring Report
- 7. Progress against Fairer Sandwell principles
- 8. Strategic Risk Register, August 2022
- 9. Customer Experience Q1 Performance Report



















## 16 Background papers

- 16.1 Report to Council 21 April 2022:
  - o Performance Management Framework for the Council
  - o Appendix 1-3 Organisational Health, Customer Experience and Finance & Contract Measures
  - o Appendix 4 Corporate Plan PMF

















Q1 Monitoring - Finance Performance			2022 / 2023						
Area	Indicator	Reporting Frequency	Data Owner	Data Collected By	2022-2023 Year End	Q1 Target	Q1 Performance	Q1 Target Met	Q1 Commentary
Financial Performace	Council Tax Collection	Monthly	lan Dunn	Linda Tolley	98%	28.81%	28.30%	no	Collection is comparable to same time last year when it was 28.31%.
Financial Performace	Business Rates Collection	Monthly	lan Dunn	Linda Tolley	98%	23.06%	32.87%	yes	Compared to 22.56%, over 10% up which has been helped by the Covid additional reflief fund (CARF) payments being made to businesses
Financial Performace	Sundry Debt Collection	Monthly	lan Dunn	Linda Tolley	98%	65.89%	41.43%	no	Some large invoices raised in schools has affected collection rate. Collection rates will improve in future months
Financial Performace	Prior year Council Tax collection	Quarterly	lan Dunn	Linda Tolley	96%	93%	93.68%	yes	small improvement on May.
Financial Performace	Prior year Business Rates Collection	Quarterly	lan Dunn	Linda Tolley	98%	95	96.36%	yes	Improvement on May.
Financial Performace	Prior year Sundry Debt Collection	Quarterly	lan Dunn	Linda Tolley	97%	91%	91.91%	yes	Over 10% increase on May.
Financial Performace	Housing Benefit Overpayment	Monthly	lan Dunn	Linda Tolley	£1.4m	412K	322K	no	The figure is lower than same point last year when it was £413k. This will vary based on overpayments being raised and payments being received
Financial Performace	Number of days taken to process Housing Benefit New Claims	Monthly	lan Dunn	Linda Tolley	19	20	19	yes	This is the average number of days for the first quarter. The target figure is the DWP national average figure
Financial Performace	Number of days taken to process Housing Benefit Changes in Circumstances	Monthly	lan Dunn	Linda Tolley	5	3	11	no	This is the average number of days for the first quarter. The target figure is the DWP national average figure. Performance has been affected by the impact of dealing with Household support fund over winter 21/22 and catching up with work
Financial Performace	% of invoices paid on time	Monthly	Rebecca Maher	Linda Tolley	95%	95%	77%	n/a	Work is ongoing to identify delays in the process and implement quick-wins whilst Oracle Fusion is being implemented.
Financial Performace	Variance from budget - General Fund	Monthly	Rebecca Maher	Linda Tolley	0	within 1% of budget (<£2.5m)	£2.2m overspend	Yes	Corrective action has been taken to mitigate inflationary pressures and this is a high risk area to be monitored for the rest of the year
Financial Performace	Variance from budget - Housing Revenue Account	Monthly	Rebecca Maher	Linda Tolley	0	within 1% of budget (<£2m)	£0.8m underspend	Yes	To be populated once Q1 budget monitoring report available
Financial Performace	% of spend in contract	Quarterly	Rebecca Maher	Linda Tolley					Under development
Financial Performace		Quarterly	Fiona McLaughlin	Linda Tolley	n/a	n/a (to be determined)	44%	n/a	Under development
Financial Performace	% of ASC payments made on time in accordance with contract terms	Monthly	Kay Murphy	Linda Tolley	100%	100%	86%	No	Performance dipped due to SBS payment issues in May
Financial Performace	% of NRC Financial Assessments / re - assessments within 3 weeks (21 days) of CPLI approval	Monthly	Kay Murphy	Linda Tolley	100%	100%	75%	No	New measure - June figure provided
Financial Performace	% of Residential Financial Assessments within 8 weeks (56 days) of CPLI approval	Monthly	Kay Murphy	Linda Tolley	100%	100%	88%	No	New measure - June figure provided
Financial Performace		Monthly	Kay Murphy	Linda Tolley	100%	100%	n/a	n/a	n/a - Working on data collectoion methodology
Financial Performace	% of DP's with annual Financial review	Monthly	Kay Murphy	Linda Tolley	100%	100%	n/a	n/a	n/a - Working on data collectoion methodology
Financial Performace	SI66a - Rent collected as a % of rent due	Monthly	Manjit Rai	Karen New	95.93%	95.30%.	95.21%	no	Customers continue to be under financial pressures due to the increasing costs of living and this will only increase during the financial year. The recent service review will enhance service delivery and allow officers to support our most vulnerable tenants.

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#### Sandwell Children's Trust

## **Quarter 1 Performance Report 2022**

There continue to be significant issues in recruiting and retaining social workers. Some authorities are offering significant financial incentives, such as 'golden hellos' and retention bonuses, to recruit staff. In addition to this, private social work agencies are 'contacting...social workers, hoovering them up and then selling them back to us at twice the cost.'1. The Council has agreed a market supplement for all case holding social workers of £2,500 but it is not yet clear if this will be enough to reduce the number of vacancies.

Several local authorities are recruiting social workers via project teams, which allows them to offer rates of pay well above those detailed in the regional Memorandum of Understanding. Coupled to the increased cost of agency staff there are also concerns on the capability of workers being offered by agencies, as some of these social workers are newly qualified and have minimal practice experience.

The total number of children in care, as of June 2022, is 848. This is a slight increase against the March 2022 position when 844 children were in care. The target for March 2023 is 796.

The rate per 10,000 of children in care in June 2022 is 102.2. The rate of children on a child protection plan has fallen since March 2022, from 49.3 to 45.5. Quarterly data from the region has been delayed we are therefore unable to compare performance at the end of June with our five regional statistical neighbours, however at the end of March 2022 Sandwell was performing well:

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<sup>&</sup>lt;sup>1</sup> President's address to ADCS annual conference, 7<sup>th</sup> July 2022

	March 2022
Sandwell rate per 10,000	101.7
Statistical Neighbour average (5 Authorities)	102.6

The KPI's that are red as of June 2022 can be directly linked to staffing issues. There are currently a high number of unallocated cases however SCT has a robust process in place to ensure children waiting to be allocated a social worker are safe, with daily meetings to assess risk and visits from duty social workers where required. Regular assurance is sought, and provided, on the actions SCT is taking to improve recruitment and retention while children are safeguarded.

The DCS meets with the Chief executive of the Trust on a weekly basis and is kept apprised of the situation regarding unallocated cases and of any other emerging issues.

D		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr - 22	May – 22	June - 22
PI.No	DESCRIPTION OF KPI															
, 457	Percentage of contacts to MASH referral timeliness	85.2%	96.0%	92.0%	83.4%	77.2%	83.3%	72.3%	80.7%	71.3%	78.7%	75.0%	81.9%	78.1%	77.6%	74.9%
2	Rate of Children on a Child Protection Plan per 10,000 CYP population	57.4	54.5	51.5	52.2	50.3	47.7	45.3	45.2	48.7	47.6	51.6	49.3	46.5	46.3	45.5
3	Percentage of Initial Child Protection Conference (ICPC) in 15 working days	92.9%	84.8%	73.5%	89.8%	78.3%	88.6%	68.2%	93.5%	77.3%	87.8%	94.0%	59.5%	33.3%	84.0%	59.1%
4	Out of the total number of open Single Assessments, the percentage of assessments completed within 45 working days	85.00%	88.90%	76.30%	90.00%	80.20%	72.30%	71.00%	82.60%	78.50%	59.70%	56.50%	69.40%	67.40%	68.30%	68.10%
5	Number of Children in need, including LAC & Children on Child Protection plan who have been unallocated for longer than five working days	41.0	100.0	26.0	65.0	57.0	27.0	0.0	3.0	17.0	4.0	57.0	20.0	0.0	112.0	258.0
6a	Percentage of young people with Child Protection Plans where 4 weekly visits have taken place	89.00%	93.10%	86.10%	91.40%	87.50%	87.30%	93.10%	92.30%	91.30%	85.80%	88.20%	84.60%	80.10%	74.00%	74.10%
7	% CP Plans in place and completed within six monthly intervals	90.50%	89.50%	90.50%	87.40%	88.00%	90.80%	93.10%	90.40%	99.30%	97.00%	98.40%	100.00%	99.70%	97.90%	98.70%
8	Percentage of 4 weekly supervisions on Child Protection cases	62.40%	43.70%	67.50%	77.20%	56.10%	65.40%	71.50%	85.30%	61.10%	47.80%	62.80%	60.60%	74.60%	69.80%	63.00%
9	% of Missing children return interviews within 72 hours	96.8%	83.30%	90.6%	97.1%	87.5%	84.8%	81.6%	80.9%	80.6%	81.8%	87.2%	100.0%	84.4%	81.3%	76.5%
10	% Children in Need Visited in the last 20 working days	74.9%	63.4%	61.6%	63.8%	65.5%	65.8%	64.7%	69.2%	63.3%	57.6%	52.7%	60.4%	57.8%	61.1%	57.4%

11	Percentage Looked After Children visited in timescale according to statutory requirements.	77.4%	77.4%	81.7%	80.5%	82.4%	85.3%	84.6%	86.8%	85.7%	83.1%	80.1%	86.1%	86.4%	89.2%	80.4%
9 12 4	% LAC reviews within timescales -	97.7%	98.0%	97.6%	97.6%	96.9%	94.0%	91.1%	91.5%	87.9%	87.0%	86.4%	89.0%	93.6%	93.6%	91.8%
01 00 <sub>13</sub>	Vacancy rate of social workers	39.20%	38.8%	37.90%	36.90%	36.90%	35.90%	37.20%	36.20%	36.50%	36.10%	37.90%	39.64%	42.30%	43.60%	45.05%
14	Average overall caseloads across Children's Services	22.39	21.80	19.14	17.94	15.39	14.93	17.00	17.36	18.19	19.74	20.63	21.07	20.94	20.85	19.61
15	Number of random monthly case file audits rated RI and above	100.0%	100.0%	87.5%	93.8%	92.9%	85.7%	88.2%	90.9%	81.8%	80.0%	100.0%	81.8%	77.8%	100.0%	100.0%

#### **Finances**

The 2022/23 financial performance is being measured against the agreed 2022/23 Contract Sum as approved by Cabinet in February 2022.

SCT will be seeking to achieve a surplus of £1.9m in 2022/23 as per the plan to repay the deficit from 2018/19 by the end of 2023/24. There continue to be financial pressures relating to the cost of placements. Like staffing, this is a nationally recognised issue, with significant concern about provider profiteering. The care review makes some recommendations to address this however it is unlikely that we will see the impact of any changes this financial year.

SCT has set up a 'resource demand panel' that will be reviewing existing placements, and their cost, and seek to ensure that children are entering care appropriately and to the correct type of placement based on their needs.

SCT reached a negotiated settlement in 2021/22 with West Birmingham and Black Country Clinical Commissioning Group in respect of funding health care needs for several complex young people in residential care. This process has commenced for 2022/23, however is an area of risk until funding agreements are confirmed.

#### **Contractual Matters**

There is a requirement in the Service Delivery Contract (SDC) to undertake a contract review after four years of operation. The review will be presented to cabinet on 28<sup>th</sup> Sept, following which a recommendation will be made to the Secretary of State on whether the available Break Clause should be utilised.

SCT will attend Children and Education Scrutiny Panel in Sept 2022 to provide a performance update, this is in line with the contractual requirement for them to do so.

An inspection was undertaken by Ofsted, in line with the framework and guidance for inspecting local authority services for children (ILACS), in May 2022, with the report published on 5<sup>th</sup> July. A judgement of 'requires improvement to be good' was achieved. SCT will an action plan taking into account the findings from Ofsted and the existing improvement plan, this will be shared with the Council.



# Q1 2022/23 Update Report Contract Management Borough Economy Waste & Street Cleansing

Contractor	Serco Plc			
<b>Contract Award Date</b>	15 <sup>th</sup> Nov 2010			
<b>Contract Duration</b>	14 <sup>th</sup> October 2035			
Contract Value 2022/23	£21m			
SMBC Contract Manager	Alice Davey (Gary Charlton off sick)			
	Alice1_Davey@sandwell.gov.uk			
Serco Contract Manager	Tony Marston			
	tony.marston@serco.com			
Reporting Period	April – June 2022			
Contract Mangt. System	Not yet loaded on Intend module			

#### Introduction

The contract with Serco covers the following services:

- Weekly residual waste kerbside collection for all households in Sandwell (121,000)
- Weekly recycling kerbside collection for all households in Sandwell
- Optional green waste collection service (fortnightly seasonal)
- Optional food waste collection service (weekly)
- Household Recycling Centre management
- Other recycling offered including batteries
- Street cleansing including fly tip collection, annual cleansing including weed spraying and collection, leaf collection
- Fleet management and renewal SMBC undertakes the fleet servicing through a contractual arrangement with Serco

## 1 Governance & Contract Management

1.1 The contract has a set of regular meetings in place with standard agendas relating to the contractual requirements from key outcome targets (KOTs) to operational issues. These meetings are supported by regular cross channel communications between the SMB and Serco teams.













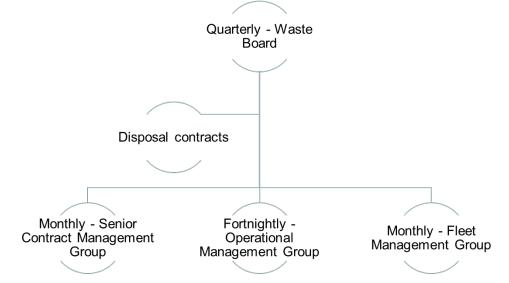




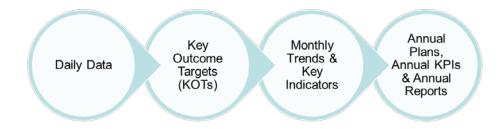




1.2 The following diagram sets out the governance in terms of regular contract meetings in place for this contract:



1.3 The contract contains the requirement for the provision of regular data from the contractor to be provided, there is also an associated requirement for SMBC to provide information to Serco, relating to Council priorities annually and fleet maintenance through a set of KPIs. The following diagram sets out the key data reporting in place for this contract:



1.4 In addition, there is an integration with the Council's My Sandwell reporting tool.

## **Governance Performance – Q1 April to June 2022**

Measure - Meetings	Performance	Comment
Waste Board	100%	
Senior Management	100%	
Operational	100%	



















## 2 Contract Performance

2.1 Key outcome targets are discussed at an operational level and at the monthly senior management meetings. Serco has made significant improvements to the reporting of KOTs and KPIs in the previous 6month period.

**June KOT Summary 2022 (note 1 months in arrears)** 

	Feb-22	Mar-22	Apr-22	May-22
кот	Total points	Total points	Total points	Total points
Missed Bins - Residual	56	48	95	91
Missed Bins - MDR	34	281	97	95
Missed Bins - Green	0	22	31	50
Missed Bins - Food	0	20	512	777
Multiple Missed Collections - Residual	1215	1155	864	561
Multiple Missed Collections - MDR	840	903	717	486
Multiple Missed Collections - Green	36	138	171	192
Multiple Missed Collections - Food	0	825	3750	5964
Replacement of Receptacles	315	3410	65	0
FlyPosting	0	0	0	0
Animal Carcass	150	200	100	150
Fly Tipping	220	180	380	400
Litter Bin	0	0	50	0















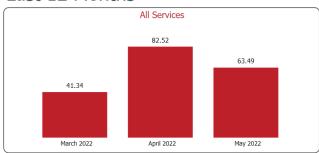


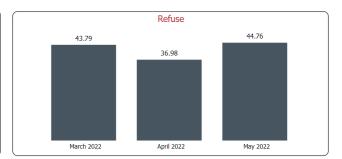
Dog Bin	100	0	0	0
Dog Fouling	0	0	50	0
EPA Response Times	110	9795	16675	0
Complaints	0	0	680	200
Total Points	3,776	18,030	24,437	9,423
Allowance	4000	4000	4000	4000
Indexation 2019/2020	1.3598	1.3598	1.4727	1.4727
Deduction	£45,928*	£19,077	£30,097	£7,986
Status	Agreed	Agreed	Agreed	Not yet agreed

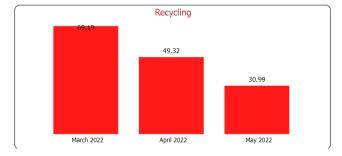
<sup>\*</sup> Performance reduction for the non-reporting of the Riddor accident. The following table provides missed bin data – the analysis of this has demonstrated that increases are due to increased missed food waste collections, which resulted in a Food Waste Scrutiny Session during June and proposals for solutions to be piloted.

## **Missed Per 100,000**

Last 12 Months









Bin Replacement Delivery against the contractual requirement is also monitored:









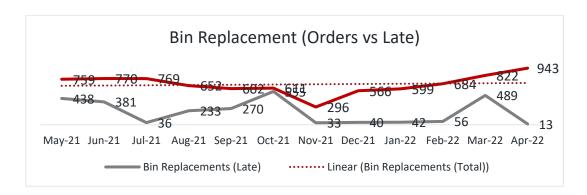




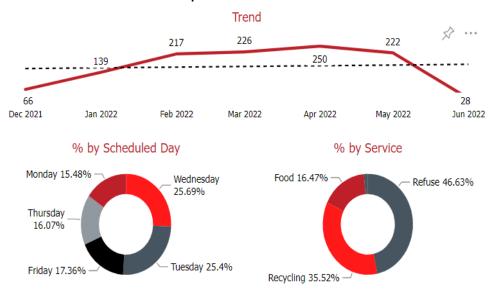








Key Performance Indicators are now being introduced for contract monitoring to provide a further focus to areas of concern, an example of this is missed assisted bin collections, an analysis of the top 5 addresses for missed assisted collections is also now provided:



2.2 Prior to January 2022 SMBC had not been pro-active in requesting the annual plans and schedules which are required within the contract, these plans are now being provided for review and adoption annually. Delivery against plans now forms part of the senior management consideration.

## Annual Plan Performance - Q1 April to June 2022

Plan Title	Provision	Delivery
Service Delivery Plan	Outstanding	N/A
Communication Plan	Signed off May	Behind
Education Plan	Draft June	N/A
Fleet Replacement	Signed off April	On track
Street Cleansing Plan	Redrafting Serco	





















## **Annual Schedules Performance – Q1 April to June 2022**

Schedule Title	Provision	Delivery
Weed Spraying	Signed off May	On target
Leaf Collection	Due August	N/A
	_	

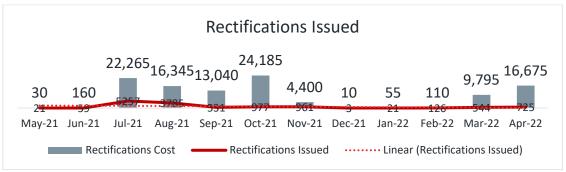
## 2.3 Health and Safety Performance

The trend analysis show that there are no current health and safety concerns with the contract in Q1.



## 2.4 Street Cleansing Performance

The key area of improvement is now Street Cleansing performance and monitoring. The team issues a significant number of rectifications relating to street cleansing:



## 3 SMBC Contract Monitoring & Penalties Issued

The SMBC team has well established systems in place for the monitoring of performance against the KOTs for this contract as evidenced in the defaults provided in 2.1 of this report.



















#### 4 HR

The contractor provides regular updates in relation to both staff vacancy levels and recruitment. There has been 1 issue of note that of the maternity cover for the Communication and Engagement post. It is not possible to default the contract for this, and this has affected the delivery of the plan against target. The post holder is due to return in July 2022. In terms of industrial relations

#### 5 Stakeholder Management

A quarterly meeting is in place with Andrew Shnuriwsky the Serco Manging Director with responsibility for Environmental Services to enable any escalation of issues as required.

#### 6 Improvement Focus

The current improvement focus is across 3 key work streams:

- Street cleansing improvements
  - Street cleansing draft plan in discussion phase
  - SMBC identifying location in 6 towns for storage of new "street hoover" type machines
  - o Serco purchasing initial 3 "street hoovers" at £20,000 each
  - Gully work underway
- Data / reporting / systems
  - Contract management software research undertaken by SMBC
  - Contract management module for Intend procurement system being progressed for integrated contract support
  - Whitespace being improved by Serco to support crews uploading images
  - Whitespace integration to My Sandwell being reviewed by SMBC to consider upload of annual schedules such as weed spraying and clearance
  - Further KPIs being added to monthly reporting
  - Monthly scorecard being developed for Cabinet Member reporting
- Annual plans contractual compliance

## **Example of Improvement Development**

**Gully Cleansing** 

- o SMBC funded survey 2021 through Kaarbontech
- Survey shared with Serco colleagues
- Serco appointed Kaarbontech to support gully cleansing
- Serco gully team addressing the cleaning of 6,329 gullies at 25% silt level or above (SMBC requesting number per week)
- o Any training or equipment for Serco team being identified



















- SMBC requesting further surveys booked and date to track
- KPIs being established in monthly monitoring board summary reporting and Serco Annual Report
- The schedule of gulley works for 2022/23 by prioritisation of 6,329 gullies requiring cleaning either financial or calendar year
- The schedule of repairs for the 395 broken covers
- The schedule for the 723 gullies not accessible

Potential being discussed to put this onto SMBC website information if possible – possible details of the survey and then the progress against the 6,329 by ward.

SMBC would welcome an annual spring survey to demonstrate effectiveness of the regime and to guard against the risk that the service slips back to the poor performance previously experienced and evidenced by the survey that has been undertaken at the expense of SMBC.

Discussion in progress to establish the following KPIs to add to the reporting from the Kaarbontech system annually and monthly:

Source: Kaarbontech Survey (SMBC funded) 2021

		<b>5</b> \	,	
•	Total gullies in asset list		40,925	Annual
•	Silt level 0%	33,873	83% of total assets	Annual
•	Silt level 25%	3,670		Annual
•	Silt level 50%	1,268		Annual
•	Silt level 75%	554		Annual
•	Silt level 100%	837		Annual
•	2022/23 progress / ward 6,329 gullies requiring cleaning			Monthly
•	The schedule of repairs for the 395 broken covers			Monthly
•	The schedule for survey of 723 gullies not accessible			Monthly (or
	one off)	-		

Key to this is understanding of the 6,329 being cleaned both progress and location – check with My Sandwell team accessing the system SMBC may be able to map those gullies that have been cleaned quarterly or monthly.

















#### **Background Papers** 8.

Monthly contract monitoring documents are available on request.



















#### **Organisational Health Indicators**

\*compared to the previous year Last updated: 17-May-2022 2019/20 2020/21 2021/22 Direction Reporting Target **Renchmark** Description **Benchmark** (2021/22)Outturn Outturn Outturn of Travel\* Cvcle Sources The percentage of top 5% of earnersthat are 58% 54.8% 51.7% 53.6% TBC Annual Infinistats 2020/21 Median for West Midland The percentage of top 5% of earners from black and minority ethnic Communities MET Authorities 22.2% TBC 21.2% 21.5% 12% Annual (5 out of 7) The percentage of top 5% of earners who 2 2% 4 6% 2.2% have a disability (see note 1) 2.2% Annual TRC Infinistats 2020/21 Average working days lost per employee TBC 9.23 7.71 10.31 Quarterly 8.0 days due to sickness absence (FTE) (see note 2) (6.42 excl. (8.50 excl. Median for West Midland coronavirus) coronavirus) (7.7 All WM MET Authorities (5 out of 7) Authorities) **ONS Annual** 16.9% 4.7% The percentage Disabled employees (see note 1) 4.3% 4.5% TBC Population Survey Annual 2021 –economically active Disabled and Ethnic Minority The percentage Ethnic Minority employees 34.9% 24.6% population (16-64) 24 2% 24 2% TBC Annual Infinistats 2020/21 The percentage leavers from Sandwell 7.9% 9.0% Not 8.4% 6.6% 6 Monthly TBC Council (aligned to WME definition from 2021/22 Median for West Midland (8.7 All WM Applicable onwards). MET Authorities Authorities) (4 out of 7) The percentage new starters to Benchmark data not Not 8.5% 5.6% 6.2% 6 Monthly TBC N/A Sandwell Council (amended to include available **Applicable** apprentices) Number of apprentices as at year end TBC 69 Benchmark data not 102 71 6 Monthly N/A (see note 3) available The number of graduates on the Sandwell Management Graduate TBC 1 10 8 6 Monthly N/A Programme as at year end (see note 4)

Description	2019/20 Outturn*	2020/21 Outturn	2021/22 Outturn	Direction of Travel	Reporting Cycle	Target (2021/22)	Benchmark	Benchmark Sources
Gender Pay Gap <i>Median</i>	14.4%	12.1%	10.4%	1	Annual	TBC	5.7%	Infinistats 2020/21  Median/ Mean for West Midland MET Authorities (7 out of 7)
Gender Pay Gap <i>Mean</i>	6.4%	5.1%	3.4%	1	Annual	TBC	5.1%	
Number of formal disciplinary investigations (New indicator from 2021-22)	N/A	N/A	27	N/A	Annual	TBC	N/A	Benchmark data not available
Number of formal grievance cases (New indicator from 2021-22)	N/A	N/A	17	N/A	Annual	TBC	N/A	Benchmark data not available
Employee Engagement Score(overall) *The previous employee survey results are from the 2018 survey.	70%	N/A	63%	+	Annual	TBC	64%	Local Government Benchmarking has been taken from BMG Research 2021/22
I am proud to work for the council	77%	N/A	68%	+	Annual	TBC	61%	
I would recommend this council as a good place b work	73%	N/A	65%	+	Annual	TBC	57%	
I feel a strong sense of belonging tothis council	62%	N/A	59%	+	Annual	TBC	64%	]
Considering everything, I am satisfiedto be working for this council	79%	N/A	72%	+	Annual	TBC	69%	]
This council motivates me to do morethan is normally required in my work	57%	N/A	52%	+	Annual	TBC	69%	

Note 1 - Employees can record their disability information via Employee Self Service (ESS). Currently, this is part populated and requires further intervention before ESS can be used as a data source for this metric.

Note 2 - The definition for sickness absence calculation will be reviewed as part of the Sickness Absence Management (SAM) policy review to enable consistency with the benchmark source.

Note 3 - This metric is mainly limited to entry level apprenticeships recruited externally as a possible future talent pipeline. Higher level Apprentices (Level 4-7) who are internal employees are excluded.

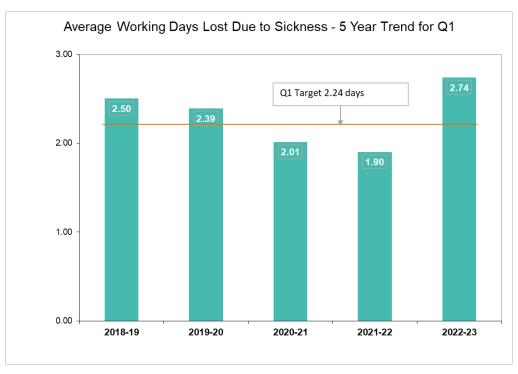
Note 4 - Recruitment to the Trainee Management Graduate Programme has been on hold since the start of the Coronavirus Pandemic. Funding of graduate salaries will be required from individual Directorates budgets to move this initiative forward in the future. There may be technical / specialist graduates across the Council that have been recruited and are managed within individual service areas.

#### Quarterly Sickness Absence Monitoring

Leadership Team (26-Jul-22)

#### Headline Q1 Outturn

An average of 2.74 working days per employee were lost due to sickness at the end of Q1 this year compared to 1.90 days during Q1 last year. This represents an increase of 0.84 days and is the highest Q1 outturn for the last 5 consecutive years:



#### Performance compared to Q1 target

The corporate cumulative quarterly sickness target was last reviewed in 2018-19 and is still ongoing and is as follows:

Quarter 1 = 2.24 days

Quarter 2 = 3.86 days

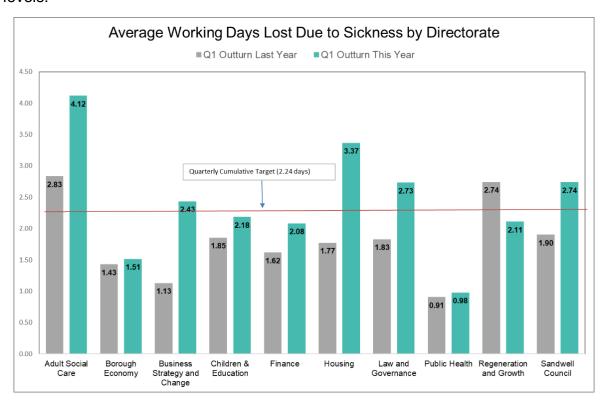
Quarter 3 = 6.21 days

Quarter 4 = 8.70 days

Performance at the end of Q1 this year was 0.5 days above the threshold for the quarter. There are currently no Directorate level targets in place. However, Directorates should aim to be within the corporate target at the end of each quarter. If this is not in reach, then Directorates should set their own targets/ aim to achieve continuous improvement compared to the same period last year.

#### **Outturn by Directorate**

Outturn by Directorates this year compared to Q1 last year shows that all Directorates, except Regeneration and Growth have seen an increase in sickness levels:

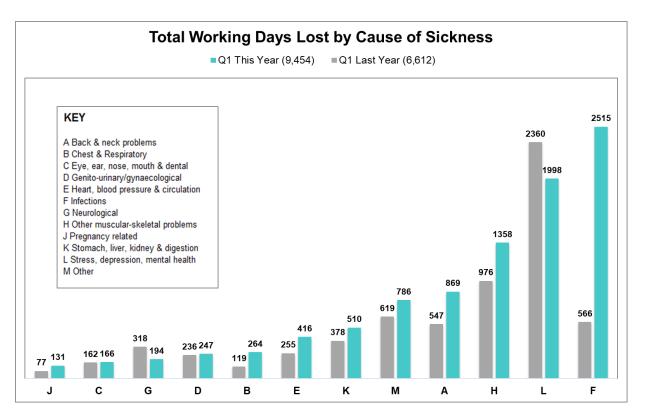


Directorate	Trend compared to Q1 last year
Adult Social Care	1.29
Borough Economy	0.08
Business Strategy and Change	1.30
Children & Education	0.33
Finance	0.46
Housing	1.59
Law and Governance	0.91
Public Health	0.07
Regeneration and Growth	-0.63
Sandwell Council	0.84

#### Total Working Days Lost by Cause of Sickness

The total working days lost at the end of Q1 this year was 9,454 compared to 6,612 for the same period last year. This represents an increase of 2,842 days (43%).

The underlying data by causes of sickness, shows a significant increase in Infections, which has moved from the 4<sup>th</sup> leading cause of sickness at the end of Q1 last year to the leading cause of sickness Q1 this year:



The actual increase in Infections was 1,949 days which accounts for 69% of the overall increase in working days lost compared to Q1 last year.

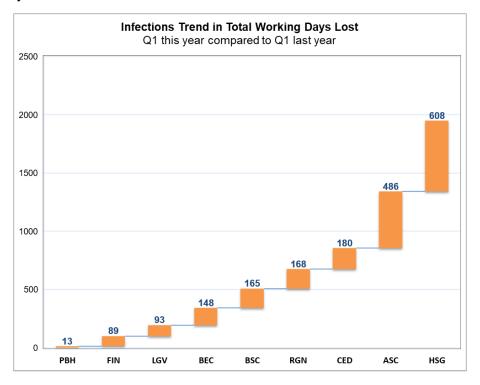
A heatmap summary of the total working days by Directorate shows that Infections was the leading cause of sickness for 5 out of the 9 Directorates:

	Total Working Days lost by Cause of Sickness Q1 This Year												
Directorate	Α	В	С	D	E	F	G	Н	J	K	L	M	All Causes
Adult Social Care	368	91	20	73	164	556	53	365	6	124	477	204	2501
Borough Economy	36	47	39	19	8	193	11	164	0	43	127	9	694
Business Strategy and Change	11	12	19	5	9	207	19	4	55	85	285	76	786
Children and Education	83	23	20	82	68	297	17	55	3	42	82	164	936
Finance	32	47	14	39	0	107	8	122	19	41	212	53	693
Housing	298	41	18	25	146	811	72	546	48	138	518	181	2841
Law and Governance	12	0	0	0	20	131	8	35	0	35	168	43	452
Public Health	0	0	9	0	0	13	0	0	0	0	22	15	59
Regeneration and Growth	29	3	27	4	2	200	8	67	0	3	108	42	492
SMBC	869	264	166	247	416	2515	194	1358	131	510	1998	786	9454

The red, amber, green coding is auto-generated in Excel and is dependent upon the set of values in each row (Directorate). The higher the value the deeper the strength of the colour coding.

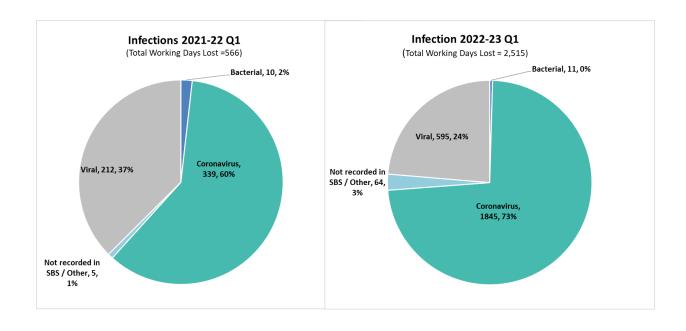
#### Trend in Infections by Directorate

Housing and Adult Social Care were particularly impacted by the increase in the total working days lost due to Infections:



#### Further breakdown of Infections

Detailed reasons for Infections shows that **viral** infections have increased from 212 to 595, which is an increase of 383 days, whereas **coronavirus** related Infections have increased from 339 to 1,845 days which is an increase of 1,506 days:



#### Causes of increase in Infections

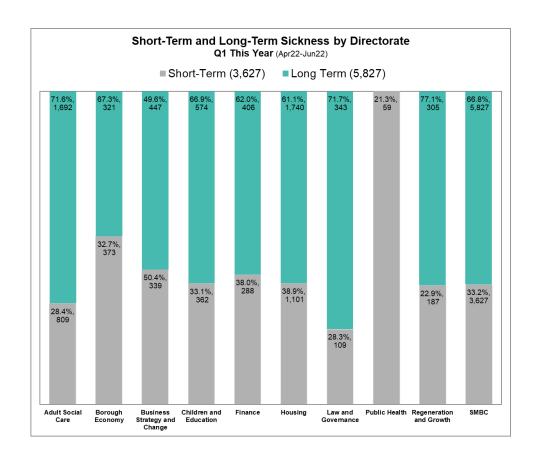
The main cause of the increase in Infections is change to the way coronavirus absence is recorded in SBS. This year, if the employee is symptomatic and unable to work from home then this is recorded as sickness. Whereas, last year only confirmed Covid-19 cases were recorded as sickness. All other coronavirus related absence was recorded as isolations and was outside of the SAM monitoring procedure; data and analysis.

Other external factors contributing to the increase in Infections include:

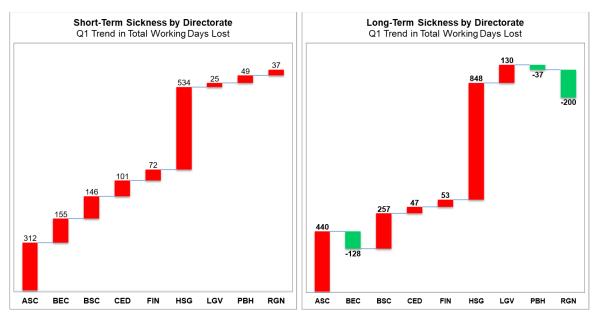
- The withdrawal of the Gov't isolation period of 10 days for people with symptoms of coronavirus.
- Increase in the list of symptoms associated with Covid-19.
- Withdrawal of PCR tests and the replacement of these with Lateral Flow Tests.
- Lifting of travel restrictions/ testing and isolation upon return.
- Social distancing restrictions no-longer apply this year, compared to being eased during quarter 1 last year.

#### Short-Term / Long-term Sickness by Directorate

One-third (33.2%) of all sickness for Q1 was short-term and two-thirds (66.8%) long-term. Long-term sickness is continuous absence of 20 working days or more. Summary of short-term and long-term sickness by Directorates is as follows:

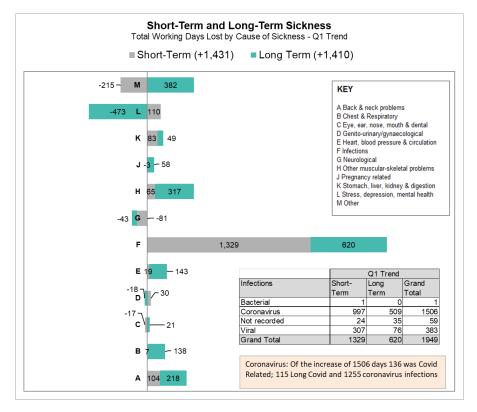


Total working days lost due to short-term sickness have increased by 1,432 (65%) and Long-term by 1,410 (32%). The trend by Directorate is as follows:



#### Short-Term / Long-term Sickness by Cause

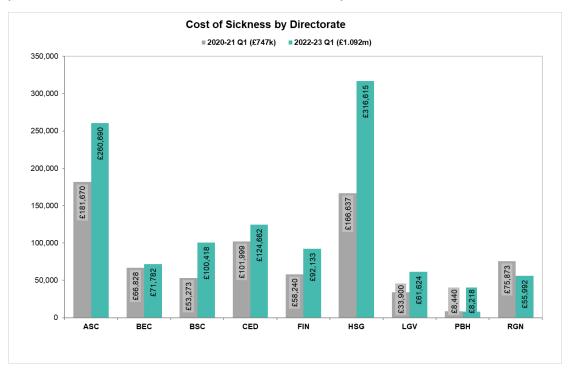
The Q1 trend in total working days lost due to short-term and long-term sickness by cause is as follows:



Infections accounted for 93% of the increase in total working days lost due to short-term sickness; 44% due to long-term sickness.

#### Cost of sickness by Directorate

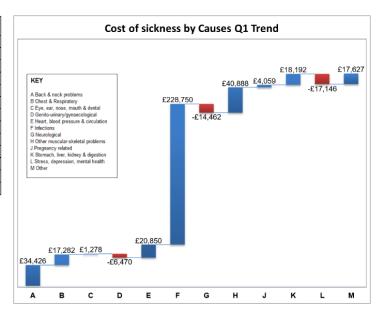
The cost of sickness is measured as loss of productive time for each occurrence of sickness. At the end of Q1 this year the cost of sickness was £1.092m compared to £747k for the same period last year. This is an increase of £345K and is summarised by Directorates as follows:



#### Cost of sickness by Cause

The cost of sickness by cause at the end of Q1 for the last two years is follows and shows a significant increase due to Infections:

Cause of Sickness	2021-22 Q1	2022-23 Q1
A Back & neck problems	£60,940	£95,366
B Chest & Respiratory	£11,432	£28,715
C Eye, ear, nose, mouth & dental	£17,902	£19,180
D Genito-urinary/gynaecological	£34,856	£28,386
E Heart, blood pressure & circulation	£25,021	£45,871
F Infections	£71,944	£300,694
G Neurological	£35,989	£21,527
H Other muscular-skeletal problems	£100,746	£141,634
J Pregnancy related	£9,102	£13,161
K Stomach, liver, kidney & digestion	£40,176	£58,368
L Stress, depression, mental health	£264,489	£247,343
M Other	£74,261	£91,888
All Causes of Sickness	£746,859	£1,092,133



#### Further Q1 Sickness Data/ Dashboards

Directorate level sickness absence summaries are now available to Directorates via their HR Business Partners. Sickness Dashboards will follow at the end of July.

Vickie Lee, Head of Human Resources



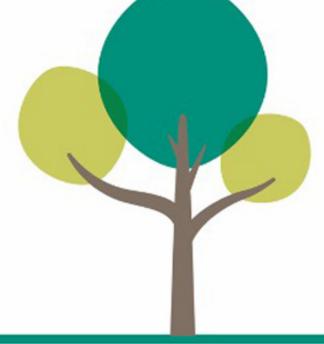


# Corporate Plan Quarter 1 Progress





















#### Overview

- Our Corporate Plan contains seven strategic outcomes that our nine directorates deliver on.
- This report details the progress made during quarter 1 (April to June 2022) in delivering the actions that underpin our strategic outcomes.
- Each action in directorate business plans that contributes to a corporate plan action has been RAG rated using the following categories:







## **RAG Definitions**

On Track	Progress against the action is good and there is i) a low level of risk and/or issues; and/or ii) progress is in line with the delivery date with no/ minor slippage (e.g. less than 2 months); and/or that iii) there is no or minor concern around the measures of success being fulfilled.
Medium issues/risks/slippage	Progress on the action is being made but there is i) a medium level of risk and/or issues and/or ii) slippage (actual / projected) of less than 3 months; and/or iii) there is a medium level of concern that the measures of success will not be achieved
Significant issues/risks/slippage	There is a significant level of risk, issues and/or slippage (e.g. more than 3 months) or significant concern around the measures of success being fulfilled







## Headlines – Corporate Plan Monitoring Q1

	Best Start in Life for Children & Young People	People who Live Well and Age Well	Strong Resilient Communities	Quality Homes in Thriving Neighbourhoods	A Strong and Inclusive Economy	A Connected & Accessible Sandwell	One Council One Team	Totals
No of Corporate Plan Actions	17	20	21	20	22	18	27	145
No of directorate actions contributing	46	127	63	33	41	28	73	411
On Track	39	74	44	21	17	16	41	252
Medium issues/ risks/slippage	3	36	10	3	8	4	21	85
Significant issues / risks/ slippage	0	0	1	1	1	1	3	7









Best Start in Life for Children and Young People

Quarter 1 Progress

















#### Summary

- The COVID 19 pandemic has had a significant impact on young people nationwide as their education in school was temporarily and intermittently placed on hold. Overall there has been good progress in education and support for young people in Sandwell since the Covid 19 restart. The OFSTED rating of children's services is also an example of this moving out of inadequate for more than a decade to requires improvement to be good. This is further supported by the better than England and Regional average persistent absence score in secondary and special schools.
- By working in partnership with partners such as West Midlands Police to tackle youth violence and working with other Black Country LAs on various projects, Sandwell is striving to ensure that every child and young person in Sandwell gets the best start in life.
- No actions have been RAG rated red across this strategic outcome.





### First 1000 Days

- The Black Country Early Years Outcomes team from all 4 black country LAs are currently working with the National Literacy Trust to launch First Words together across the Black Country.
- A key priority is to establish a community outreach programme to improve our community reach. By utilising existing resources, Oldbury has been identified as an area for further work and linkages have been made with a local school.





## Ready for School

- Work experience placements have now re-commenced, careers events have been arranged and these will be conducted in the new academic year.
- The children's services Ofsted rating has improved from Inadequate to Requires Improvement to be Good between the 2017 inspection and 2022 inspection.
- 91.02% success of achieving 1st, 2nd or 3rd preference for state Secondary school places. This is slightly lower than the England average of 93.4%.
- Sandwell scores better than the Region and England average on the Key Stage 4: Attainment 8 indicator. This looks at the points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally.







- In relation to safeguarding, the recent ILACS inspection (May 2022) noted that we promote the concept of "professional curiosity" across all partner agencies reminding partners of their shared duty to identify children not in school, including those who are EHE / CME or absent.
- In the academic year 2021/22 Sandwell successfully completed more than 90% of our intended delivery objectives, including the use of Covid funds to enhance community engagement via the delivery of a series of community events during half terms 5 and 6.
- Sandwell has less % of pupils with persistent absence in secondary and special schools than the Regional and England average. However, in primary schools it has the highest % of persistent absence compared to the Regional and England average. This has been prioritised for action in the autumn term.

% of pupils with persistent absence (> 10% absence)								
Primary % Secondary % Special %								
Sandwell	21	23.7	34.8					
Regional	20.5	28.1	39.6					
England	19.5	27.7	39.4					







## Children & Young People that need more Support

- The vulnerable children's group has continued since schools re-opened (March 2020) with a focus on the following three priority themes:

   Violence reduction (WMP / VR Partnership)
   Afghan and Ukraine resettlement
   Emotional health and Well-being
- Our Children who have a repeat child protection plan within two years of ceasing on a CP Plan is at 11.7% and in line with regional comparison on 10.6% this is a good measure to ensure we have closed Children open to our service safely and robustly without further statutory intervention.
- Working alongside our partners such as WMP issues such as Youth violence continues to be addressed at the VCG and other corporate sub-groups including:
  - Reducing re-offending & serious organised crime sub-group & Prevention of Violence & Exploitation sub-group.



## Children & Young People that need more Support

- Due to significant increases in new Education and Health Care Plan assessments and the capacity of multi-agency teams completion of new plans within statutory timelines is reducing, we remain above national average.
- In the SEND Development Plan, 22-24 Outcomes achieved Red 12% Yellow 52% Green 31% white (not scheduled to start) 7%. Development Plan and quarterly reports submitted to SEND Strategic Board for monitoring and holding partners to account.
- Child Mental Health action plan now in development.







## Children & Young People that need more Support

- The rate of Children in Care at 102.2 per 10,000 is the third highest in our Statistical Neighbour Group and 2nd highest in the West Midlands. Our rate of CIC is higher compared to Statistical Neighbour Averages of 94.8 per 10,000 and have 68 more Children in Care compared to SN average.
- 55.3% of Children in care who have left school are engaged in training, employment, further education (up to the age of 21). The current performance is 7.7% below Regional and 9.7% below national average this is primarily due to lower number of young people EET at 19-21 which is just above 48% EET compared to 75 % for our 17 and 18-year olds.







People that Live Well and Age Well Quarter 1 Progress



















#### Summary

- On the whole under people that live well and age well there has been progress in terms of putting the building blocks in place to help people to live healthily and independently for longer many of the key deliverables are on track, for example the completion of the Health Sandwell Advice and referral service; the draft carers strategy and delivery plan; and the Covid 19 outbreak and contact tracing. There has been some slippage under each theme, but actions are in place to address this.
- There are no red RAG rated actions in this strategic outcome.





## Rebuilding

- Good progress on identifying and tackling health inequalities. The Healthy Sandwell advice and referral service is now complete; both the stop smoking support with maternity units and community based are on track. The engagement of the Faith Sector in Public Health work is also on track.
- In respect of increasing investment of public health finds into community, voluntary and faith sector grants to support Covid resilience and recovery we have completed the Covid-19 outbreak and projects for investment and support of community mental health programmes are on track



## Rebuilding

 Reducing social isolation connecting people with their local communities - we are on track to develop a sustainable plan for the delivery of leisure services; falls prevention service is also on track.
 But the proportion of people (service users) who use services who have as much social contact as they would like was 47% in 2021/22, compared with 53% in 19/20





## **Healthy Lives**

- Promoting healthy lives a number of schemes are on track the inclusive cycling programme; the Sandwell Stride programme (volunteer led walking scheme) and digital app-based walking offer; physical activity in parks and open spaces; a declaration of support for, and set of commitments to, the wellbeing and mental health of everyone working in the VCS
- Programme of cultural events and activities across all libraries and museums including at Sandwell Live Site for Commonwealth Games
- New investment into health and wellbeing services, including drugs and alcohol, - appointed a consultant social worker in drug and alcohol dependency; on track to provide drug misuse services to prevent, treat and sustain recovery from alcohol misuse

### **Healthy Lives**

- Smoking prevalence in adults 18+ current smokers 2019 15.3% in Sandwell compared to 13.9% nationally and 14.1% regionally
- Admission episodes for alcohol related conditions in 20/21 were 417 compared with 515 regionally and 456 nationally
- Number of grants provided concerning Better mental health and Healthy Lifestyles were 16 in 2022
- Number of people offered advice and support for weight management was 193 in July 22 and the number of people on a weight management programme was 1,459 in July 2022





- There has been progress in helping people make everyday choices about how they choose to live their lives and reviewing access to day care provision to improve independence and choice in the following areas that are on track:
- Realigning of intermediate social work teams with community social work teams; Harvest View (New Integrated Health and Care site) – planned start of the service from 1 November with phased implementation after that; established the working site at Daulton Way for the joint equipment stores and community alarms
- Review and option appraisal of in-house day services offer goes live in January 2023





- The proportion of adults with a learning disability that live in their own home for with their family was 86% in 2021/22 compared with 85% the previous year
- Overall satisfaction of people who use services with their care and support was 64% in 21/22, benchmarking data not available yet.
- Carers provided with support per 100,000 carer population was 2,541 in 21/22, no benchmarking data available
- Quality of care homes % of CQC registered locations in Sandwell rated as good/outstanding was 70% in 21/22 compared with 79% regionally and 80% nationally



Ensuring safeguarding processes are effective – the following areas are on track:

- embedding the learning from safeguarding adults reviews (SARs) and internal audits;
- adult safeguarding improvements in practice and performance completion of quality assurance audits, developments included in action plan;
- falls prevention service;
- delivery plan for new burdens funding for support in safe accommodation dedicated monitoring officer for this;
- Community Safety Strategy 2022-26 in place outlining Prevention of Violence Exploitation (PoVE) priorities. Meetings with all PoVE theme leads taking place to update plan and develop PoVE Strategy

Making safeguarding personal - % of safeguarding Section 42 Enquiries concluded during the period where the individuals desired outcomes had been fully or partially met was 97% in 21/22. There is no benchmarking data as yet



Helping people to stay independent for longer:

- Willow Gardens fully operationally open and filling current voids. Walker Grange continues to operate pending options appraisal
- Walker Grange plan to upgrade and develop dementia offer showing some slippage in developing options paper for leadership team

Ensuring 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:

 The Joint Carers Strategy and delivery plan has been refreshed and new version (2022 -2026) was approved on the 29 June 2022 by the Health and Wellbeing Board



Ensuring 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:

- The Joint Carers Strategy and delivery plan has been refreshed and new version (2022 -2026) was approved on the 29 June 2022 by the Health and Wellbeing Board
- But the proportion of people who use services and carers who reported they had as much social contact as the would like (Carers) in 2021/22 was 27%. No benchmarking data available as yet.







## Joined Up Health and Social Care

- The action to develop a workforce strategy with partners has slipped.
- An approved and resourced workforce strategy for social work and therapy needs to be re-considered against the corporate developments in culture and Council's Improvement Plan.
- Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services in 20/21 was 60% compared with 75% regionally and 79% nationally. There is no benchmarking data for 21/22. However the opening of Harvest View in September/October 2022 which is a health and social care 80 bedded reablement unit should allow for a more positive upward trajectory for this measure





## Strong Resilient Communities Quarter 1 Progress























#### Summary

- Really positive progress in developing and enhancing our community offer, momentum boosted by the Commonwealth Games but exciting opportunities ahead to grow and develop further.
- We continue to work collaboratively with key partners in relation to community safety to deliver better outcomes for our residents, updating our policies and taking a more intelligence led approach to tacking key issues.
- We have established improved event governance through the implementation of an online booking system with guidance & decision/ safety thresholds
- There is one area where a red RAG rating has been applied, this relates to bringing together the governance arrangements and budgets for the voluntary sector grants and aligning this work to corporate objectives.
- There are also several areas where an amber rating has been applied, generally these relate to areas where we are trying to secure funding, progress constrained by focus on the Commonwealth Games or where we have had to wait to recruit suitable officers to a particular position.



#### **Vibrant Communities**

- The Towns Investment Plans in West Bromwich, Smethwick and Rowley Regis, secured through £67.5m of Town Deal funding.
- Working with Library Services, new youth clubs have been opened in Wednesbury and Oldbury.
- We are currently reviewing the Youth Service offer. A bid for a new purpose built youth facility in West Bromwich has been submitted to the Government's levelling Up Fund.
- In relation to work bringing together governance and budget arrangements for voluntary sector grants, the action is currently red as there has been limited staffing resource to progress this workstream; however the team is supporting commissioners with grant reviews and the outcome of these reviews. Intention is still to centralise grant budget and process once the grant reviews have been completed.





- Visits to libraries have not yet fully recovered following closures during Covid, additional activity is being scheduled to address this, total visits for Q1 were 108,603.
- Visits to museums are at expected levels with 96% satisfaction rate.
- Delivery of Library+ is on track.
- Six tourist information points have been implemented in libraries to support the hosting of the Commonwealth Games, two further points have been installed in museums.
- Delivery of Shine a Light Festival in each of the six towns (11 daytime events in town centres and high streets, 4 evening events in parks). Delivery of first Pride event with over 2k people; delivery of Queen's Platinum Jubilee events, including Big Lunch (over 200 volunteers and guests) and Beacon Lighting; Delivery of QBR, with 9 events in total across the day and over 10,000 people attending the events; delivery of Live site. End of season review of events scheduled for September, and 2023 events planning with Cabinet Workshop end of September.
- Sandwell Valley Phase on relaunch completed: addition of new farm trail (double the size of farm visitor experience), welly to belly education resources, rabbit village and victorian garden improvements. New catering approach implemented with new menu and cost / labour cost model.





- Adoption of a new Domestic Abuse Strategy which is being monitored by the Domestic Abuse Strategic Partnership. In Q1 2037 DA crimes / non crimes were recorded with 238 cases considered at MARAC at present there is a 50.8% repeat rate. This is above the Safe Lives national benchmarked guidance of 25-40%. An audit will be undertaken in Q2.
- Community Safety Strategy 2022-26 in place outlining PoVE priorities. Meetings with all PoVE theme leads taking place to update plan and develop PoVE Strategy
- In Sandwell there was an increase in total recorded crime in 22/23 Quarter 1. There were 9951 offences which is an increase of 343 offences when compared to the same quarter in the previous financial year. from last year.
- Regionally reported crime has increased from 20/21 to 21/22 however Sandwell has the 2<sup>nd</sup> lowest increase across the West Mids.
- We are actively working with partner agencies to develop our multi-agency response to Anti-Social Behaviour. There have been 620 ASB incidents reported in Quarter 1. This is a reduction of 464 incidents(-42.8%) compared to the same quarter last year.





- A draft street cleansing plan has been provided to SMBC by Serco, to improve standards of street cleansing across the Borough. Serco are to provide services and deliver this plan, with the final plan due in July 2022.
- Pledge funding has been confirmed to continue to develop the approach to tackle environmental crimes such as littering and flytipping. Recruitment of temporary staff is underway, and procedures are in place for deployment to identify 'hot-spots' of environmental crime.







#### Green

- Various projects have been initiated to reduce our carbon emissions both in the Council's estate and the wider borough. Including Solar panels and heat pumps on Council Buildings, Electrification of our fleet vehicles, and working with community groups to fund climate related projects.
- Carbon Literacy training is set to begin after the summer period. A
  preferred provider has been identified and a first cohort has been
  established.
- We still need to secure capital funding to replace 4,000 high energy street lighting lanterns with low energy LED lighting.
- Work on our 30-year HRA business plan has commenced, this will consider how we can upgrade stock including energy efficiency and alternative heating



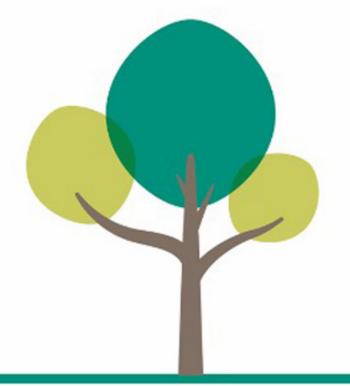


# Quality Homes in Thriving Neighbourhoods Quarter 1 Progress





















#### Summary

- Overall, there has been good progress in developing quality homes in thriving neighbourhoods with many corporate plan actions being on track. For example, significant progress has been made in implementing the new operating model for preventing homelessness.
- There has been some slippage in regard to developing the options paper for the upgrade of Walker Grange
- There is one action that has been RAG rated red where there is significant slippage and uncertainty in relation to delivery of the Black Country Plan.







## **Building New Homes**

- 70 new council homes being delivered per annum
- 141 Disabled Facilities Grants approved, supporting people to remain independent in their own homes. Project to review policy and operating model commenced in Q1. Working alongside Foundations on a self-assessment of current policy and future options to increase spend of DFG. Work also underway with Asset Management & Improvement colleagues to deliver a new operating model and procurement of a new major adaptations contract
- Willow Gardens fully open operationally and filling current voids
- Walker Grange plan to upgrade and develop dementia offer showing some slippage in developing options paper for leadership team

### Regeneration & Resources

- West Bromwich Towns Fund secured as a major step in bringing forward residential development in the town centre
- Gas showroom site in West Bromwich disposed to housing association for residential development and significant land asset in town centre acquired for mixed residential development
- Progress to review the Black Country Plan has been on track until recent obstacles, which may put further progress at risk and therefore a this is red risk
- Average time taken to complete all responsive repairs 15.62 days. This under-performance reflects a backlog of repairs built up over the pandemic period and is being tackled through additional contracts to increase number of repairs completed.



#### **Existing Estate**

- New soft and hardware for conducting home checks rolled out to support operational model and 2,000 homechecks completed
- Building Safety Board is monitoring a compliance dashboard with significant progress against electrical safety target
- 500 council homes are being retrofitted using external and internal funding
- 30 year HRA Business Plan development has commenced
- Tenant and Leaseholder Scrutiny Group fully operational with agreed 12 month work plan
- Training rolled out to tenant volunteers for the new Tenant Auditor Programme



#### **Existing Homes**

- Number of private sector properties reported to be in state of disrepair with a positive resolution – 142 closed cases over the past quarter, resolving issues through advice, informal action or formal action. Currently 232 live open cases, 77 new cases in this quarter
- Additional licensing live and enforceable in West Bromwich from 1 July but take-up has been low and a proactive approach to identifying HMOs is being resourced





## Vulnerable People, Homelessness and Community Engagement

- Homelessness Strategy adopted in June 22, focused on increasing prevention, early intervention and rapid rehousing
- homelessness preventions continue to increase each month, showing impact of new operating model
- Total monetary value of benefits awarded assisted by Welfare Rights Service £3,817,802. Monetary gains are below target level as the service has been instrumental in supporting residents with energy grant payment and enquiries (amounting to only £150, whereas benefit related gains can go into thousands per household. For this reason, total number of people assisted is above target at 3,162).
- Services commissioned to deliver resettlement support to asylum-seekers and refugees from Afghanistan
- Services commissioned to deliver resettlement support to asylumseekers from Ukraine







A Strong and Inclusive Economy Quarter 1 Progress





















#### Summary

- We are making good progress in developing an inclusive economy across Sandwell and in maximising funding opportunities and local investment.
- Whilst we have secured funding for some activity we await the outcome of bids submitted to determine further progress.
- The steps taken during quarter 1 will be built upon over the rest of the year and drive further progress in this area.
- There is one action that has been RAG rated red in this Strategic Outcome this relates to the development of a borough plan that feeds into the Black Country Plan.



## Spend Our Money and Invest Locally

- Progress has been made in relation to the establishment of an Anchor Network, funding
  has been secured from the Council's COMF Fund and have appointed a fixed term Anchor
  Network Co-ordinator to progress this work.
- We have submitted four bids totalling circa £88m to the Government Levelling Up Fund, covering Smethwick, Tipton, West Bromwich and Rowley Regis. Funding decision anticipated autumn 2022.
- We have launched the new Visit Sandwell website
- Sandwell has bid for circa £3m of Black Country LEP Legacy Funding to bring forward the Swan Lane site in West Bromwich for residential development. Awaiting outcome of funding decision from the Black Country LEP Board.
- Our strategic policy framework is set by the Black Country Plan, the Sandwell Development Plan covers those matters not addressed in the BCP and therefore has to follow the timetable of the BCP with a delay of around 6 months. Due to the uncertain future of the BCP, the impact on the delivery of the SDP is a significant risk as it could mean that we are without an up to date local plan.





## **Jobs and Training**

- We are working with schools and employers to improve opportunities for young people to access apprenticeships and permanent employment.
- 73.2% (ONS Dec 2021) of the active population of Sandwell are in employment, this has slightly reduced over the last six months but is in line with the West Midlands and Nationally figures.
- There has been a decrease of 5.7% in the number of residents with no formal qualifications (11.2% in Dec 21 compared to 16.9% in Dec 20. This is the lowest figure recorded for the borough in over 20 years).
- Increase of 0.5% in the number of residents with higher level skills (level 3/4 and above) (27.5% in Dec 21 compared to 27% in Dec 20. This is an improvement but there is a large gap between the West Midlands and Great Britain.



## Working with Businesses

- Sandwell's Inclusive Recovery Action Plan for Businesses (IRAPB) was endorsed by Cabinet in March 2022. This was developed in conjunction with local businesses. Funding for additional resources is being sought through UKSPF to support the delivery of the Action Plan aligned to the IRAPB.
- We are working with partners to support the development and growth of business start ups in Sandwell, we are currently recruiting an Enterprise Officer to support this work and have established a working group in Regeneration to further develop activity.
- We have secured additional funding for business networking events.





A Connected and Accessible Sandwell Quarter 1 Progress





















#### Summary

- Overall there has been good progress on key infrastructure projects such as Birchley Island and Blackheath Interchange which are at various stages of delivery. Securing funding for 37 on-street residential charge points which are due for delivery this year shows the strides Sandwell is making in becoming more connected and accessible.
- There has been some slippage on projects due to recruitment difficulties, priority work for the Commonwealth Games and also budget pressures related to inflation. If not addressed these slippages can cause further issues/delays for the projects.
- There is one action that has been RAG rated red, this relates to highway maintenance and is due to budget pressures as a result of inflation.



#### A connected and accessible Sandwell

- West Midlands Metro extension Phase 1 Wednesbury to Dudley is under construction and the SPRINT Phase 1 A34 is at detailed design stage.
- The £16m capital programme of improvement works is underway at 48 locations in the borough. These will deliver improvements to road safety, congestion, town centres, street lighting, speed reduction, bridge refurbishment, cycling, walking, major route signing. However, progress on this project is constrained by recruitment difficulties and priority work for the Commonwealth Games.





#### A connected and accessible Sandwell

- The Local Plan and the Local Transport Plan show that projects relating to the improvement of the highway network are to be delivered during their respective plan periods. This will support the local economy and the movement of goods and people across the borough.
- There is a significant budget risk to the delivery of the capital programme for 2022/23 of annual maintenance schemes to renew or repair highway infrastructure (£4.741 Million capital budget) Forecast budget pressures associated with escalating inflation mean that this is now a red risk, an overspend is likely is if the Council is to deliver its planned works.



## **Key Infrastructure Projects**

- All key infrastructure projects are in various stages of delivery, detailed updates to be reported annually.
- Birchley Island is at detailed design phase, statutory procedures relating to land acquisition are required in conjunction with National Highways.
- Funding is secured and the route from Dudley Port Railway Station to Great Bridge is currently in detailed design stage.
- Blackheath Interchange is at a prelim design stage.





## Key Infrastructure Projects/ Digital

- Funding has been secured for 37 On-street residential charge points which are due for delivery in 2022.
- Teams are embedding the positive changes made during COVID to improve service delivery and accessibility giving service users greater opportunities to self-help. Teams continue to explore new technologies to support delivery e.g. new telephony system.
- Sandwell are currently working with WM5G to ensure that we maximise opportunities for 5G infrastructure.





#### Clean & Green

- TfWM and service providers are ensuring all public transport options available locally are as green as possible.
- We are currently working with partner organisations to identify opportunities for infrastructure improvements throughout the borough and neighbouring Las, so that we can maximise Government funding opportunities.
- Schemes within the Sandwell's Cycling and Walking Infrastructure Plan are in various stages of delivery from prelim design to under construction and will be reported annually.





## Connected Travel & Partnerships

- Towns Funding has been secured for a Canal and River Trust project in Rowley Regis.
- We are currently on track to deliver towpath and access improvments on Dudley No2 Canal, Birmingham Old Line Canal and Midland Metropolitan University Hospital canal.
- Progress has been constrained by onerous approval processes with National Highways for the programme of works scheduled for 2022/23 of the £30m Birchley Island major junction improvement.









## One Council One Team Quarter 1 Progress























#### Summary

- Progress on access to services with the corporate access strategy; my Sandwell online; colocation
  with partners and digital inclusion strategy. Also, some progress with organisational development
  workforce planning toolkit; the wellbeing provision has continued to be developed with the
  occupational health suite relocated to the council house wellbeing specialist post created.
- Progress on making use of resources with a corporate commercial strategy has been delayed, the draft strategy will be finalised in October. Progress in listening and accountable with the residents' survey but a delay on the residents' panel. With systems and governance, we now have a corporate PMF agreed as well as a corporate data strategy and have furthered the council organisation structure with a stable leadership.
- There are three actions that have been RAG rated red within this strategic outcome, these relate to the Council's Storage Area Network, the Corporate Data Strategy and delivery of income generation from chargeable garden waste.
- Whilst some slippage of targets is inevitable when managing the number of actions that underpin our Corporate Plan, it should be noted that there are a higher number of amber actions in this strategic outcome than in others. In total there are 20 amber actions in the One Council Strategic outcome.



#### Access to Services

Corporate approach to improve both the accessibility of Council services and the quality of service:

- Customer Access Strategy development research commenced on good practice, Project Group and Engagement sessions to be established. Work is commencing slightly ahead of planned target date but will likely go on past January 2023.
- My Sandwell promoted online, when customers come into OCH, through letters and telephone calls
- Exploring options for co-location and close working with key partners as part of discussion on community hubs and what the council offers
- Digital Inclusion Strategy -Additional funding secured to support the development of Digital Inclusion Strategy and work to tackle digital exclusion



## Organisational Development

Invest in a range of opportunities, qualifications and experiences for our workforce: –

- Workforce Planning Toolkit shared with some DMT's and Service Areas. Will continue to share across the wider Council.
- Developed new workforce planning framework and methodology for deployment across the organisation Review current position of workforce plans across the Council.
- Equalities Strategy and Action Plan being developed which will help us to enable all our staff to fulfil their full potential and have opportunities to progress within the organisation regardless of their protected characteristics.
- The Wellbeing provision has been captured using a 4 pillar approach: physical, mental, financial and social. This will continue to be developed. The Occupational Health suite has now been relocated into the Council House. The Wellbeing Hub, a dedicated space, has been created within the refurbished Council House. A Wellbeing Specialist post has been established and is actively being recruited to.
- The Council's current IIP accreditation has expired. Recognising the current position, once the Improvement Plan has begun to embed, the Council's future IIP journey will be revisited.





## Council Organisational Structure

- Permanent and stable team of directors, to complement this work is ongoing to design a set of principles to ensure consistent standards of control in relation to further work on organisational design.
- We will be recruiting a permanent Chief Executive in Autumn/Winter 2022.





## Making the Most of Our Resources

We are on track to introduce and embed a Social Value Policy as part of the Councils Contract Procedure Rules by September 2022.

The Corporate Commercial Strategy - There is a draft strategy but the activities within this workstream have been reordered which means the strategy needs a further review with the aim of finalising in October. Training has been delivered (which was due to happen later but was brought forward) and 5 strategic business cases are being developed which are due to be completed in September (Amber risk)

Corporate Asset Management System - Some modules may have to be implemented after December deadline due to tight timescales. Vital modules expected to be implemented on time.

Medium Term Financial Strategy - The MTFS is updated on an annual basis. A fundamental review of the current MTFP is underway and the outcome of this will be reported to Cabinet in the Autumn.



## Listening Learning & Accountable

- Residents Panel establish and manage the mechanism for engagement with residents across the borough to inform decision making. Procurement exercise to appoint external research capacity to facilitate Residents Panel failed to attract suitable providers. A cross-council working group has been established to develop alternative approach for Residents Panel, including bringing together existing research/consultation activities and intelligence. AMBER rating reflects slippage in set timescale for development of Residents Panel - proposals to be developed in Autumn for consideration by Leadership Team. Suggest new date of March 2023.
- Sandwell Wellbeing and Perception Survey was launched in June 2022 this is facilitated by an external research organisation who will ensure the responses are demographically representative. A Budget Consultation exercise will be launched in July in time to feed into the budget setting process in the Autumn.





## Systems and Governance

Corporate Performance Management Framework approved by Council in April 2022 which includes both operational and strategic measures across the authority. First quarterly reporting due to Cabinet in September 2022. An amber rating reflects the lack of a dedicated resource for this workstream.

- There is now a significant delay in refreshing the Council's Storage Area Network (SAN) due to the unavailability of key components caused by global supply chain challenges. No delivery date of the equipment is available. Extensive communication and engagement with our delivery partner and the hardware manufacturer is ongoing to either be given a definitive delivery date or look at a slightly different configuration without any cost or implication to the council.
- Corporate Data Strategy to define and deliver our approach to Business Intelligence has Red rating. Resource currently focused on embedding the Improvement Plan, Corporate Performance Management Framework, and performance against delivery of the Corporate Plan. Attention in Q2 will turn to how the information being generated via these routes informs the design and implementation to a strategic approach for utilising business intelligence.
- Review of governance arrangements will be completed. Outcome of phase three to be reported to Cabinet in December 2022 First update Q3
- Most of Equalities Team have been recruited and working on strategic approach to EDI Agenda.
- Corporate Governance Training Programme for Officers and Members -delay to the Corporate Governance training was due to Council not approving the revised CPRs until July (original target date was April). Now this has been approved the finance and procurement elements of the training will be delivered during September (Amber risk).
- The action relating to the delivery of income generated from chargeable garden waste Option B through spend to save proposal, has generated £9,700 for 2021/22 so red against the efficiency target of £170,000.

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# Appendix 7 Progress against the Fairer Sandwell Principles



The Fairer Sandwell principles were established in the refreshed corporate plan to ensure we are addressing equality in everything we do. These principles drive how we do things as a council and run through all the activities in the plan. The quarter 1 monitoring information has been summarised against the four Fairer Sandwell principles below:

#### **Local Investment**

Much of the council's activity, and particularly regeneration activity, contributes to building local investment. Good progress has been made in drawing funding into Sandwell.

 The Town Fund Investment Plans in West Bromwich, Smethwick and Rowley Regis are complete, securing £67.5m towns deal funding. All 16 Towns Fund projects have commenced the delivery stage, with one project – the Digital Den in Carters Green, West Bromwich, due to be completed in August 2022.

- In addition, the council have also submitted four bids totalling circa £88m to the Government Levelling Up Fund. It is anticipated that a decision from Government will be received during the autumn and if successful, Sandwell will receive funds to build a new Leisure Centre for Haden Hill; build a new Youth Hub in West Bromwich Town Centre, build new homes in Tipton Town Centre, and new homes in the Grove Lane area of Smethwick.
- West Bromwich Towns Fund bid is a major step forward in bringing more residential development into the town centre and other progress has been made in acquiring a significant land asset in the town centre for mixed residential development
- Additional funding has been secured for housing need—securing £500,000 to support people in transition to the area through the refugee and asylum process and £250,000 from the Rough Sleeper Initiative to prevent rough sleeping
- Sandwell's Inclusive Recovery Action plan for businesses was endorsed by Cabinet and additional resources are being sought through UKSPF to support delivery of the action plan
- The budget has been secured for more business engagement events and Enterprise officer is being recruited to support development and growth of business start ups
- Progress has been constrained to deliver the £16m capital programme of improvements to the highway network (amber risk) due to recruitment difficulties and the recent priority for the Commonwealth Games
- Highway infrastructure repairs prioritised in red risk condition is itself a red risk due to forecasted budget pressures associated with inflation and escalating red risk condition therefore overspend will be necessary to meet responsibilities of the Local Highway Authority
- Key infrastructure projects are at various stages of delivery (to be reported in more detail in Q2)

  – Birchley Island is at the Detailed Design Stage. Funding secured and route from Dudley Port Railway Station to Great Bridge at Detailed Design Stage and Blackheath Interchange at Detailed Design Stage
- In terms of securing more local spend, funding has been secured for three years for the Anchor Network coordinator and this is out for recruitment. The Anchor Network continues to make good progress on its identified priorities

 The review of the Council's Contract Procedure Rules is on track, aiming to make it easier for suppliers to do business with the Council.

### Doing things with the community

The Council is committed to engaging with and listening to residents in a more meaningful way because we know that better decisions and better services will result if we do things together with the community. The council has made some progress but recognises this a key area for development and more progress is needed.

- Increasing our engagement with tenants through the Tenant and Leaseholder Scrutiny Group which is fully operational and training is being rolled out to tenant volunteers
- Working with partners, including the community/voluntary sectors to reduce social isolation and ensure people are connected
- 1428 activities have been delivered across libraries and museums
- Developed programme of cultural and event activities alongside the Commonwealth Games to maximise community engagement
- Increasing investment of public health funds into community voluntary and faith sector grants. Healthy Sandwell advice and referral service up and running. Some minor slippage on investment of community mental health programmes in that some projects will finish later than June 22.
- Vaccination roll out and contact tracing complete, showing great success in working with and engaging community and faith groups.

# Green in everything we do

The Council is making progress in building green considerations into its business and addressing the enormous task of carbon reduction.

- Climate Change Programme Board established of senior officers across the council and climate change considerations are to be included on Cabinet report templates
- Carbon literacy training on track to commence after summer period
   provider in place and first cohort of trainees identified

- Various projects have been initiated to reduce carbon emissions both in the council's estate and wider borough – including solar panels and heat pumps in council buildings, electrification of our fleet vehicles and working with community groups to fund climate related projects
- Capital funding still to be secured to replace 4000 street lanterns with low energy LED lighting and computer management, therefore an amber risk
- Rolling programme of upgrades to our housing stock to improve energy efficiency is on track. The 30 year HRA Business Plan is under development. A series of programmes have taken place using LAD2 and Social Housing Decarbonisation Scheme funding for retrofitting Council owned homes. A review of 6-7,000 properties is planned to assess their condition.
- Review of Social Value Policy as part of contract procedure rules is on track – this will incorporate sustainability considerations into the contract process.
- Funding applied for Circular Economy Officer to identify how businesses can work better together to reduce waste and carbon footprint. Funding is also being sought for Green Peer Business Programme Officer to provide business decarbonisation training and plans for business. Funding has not been approved therefore an amber risk.
- Walking and cycling infrastructure are in various stages of delivery throughout the borough and overall progress is on track
- West Midlands Metro extension Phase 1 Wednesbury to Dudley under construction and Sprint Phase 1 A34 is at Detailed Design Stage
- 37 on-street residential charge points for delivery in 2022 with funding secured
- Towns Fund secured for Canal Rivers Trust project in Rowley Regis with the aim of making the best use of our waterways.
   Currently working on Dudley no.2 Canal, Birmingham Old Line Canal and MMUH canal towpath and access improvements

#### No one is left behind

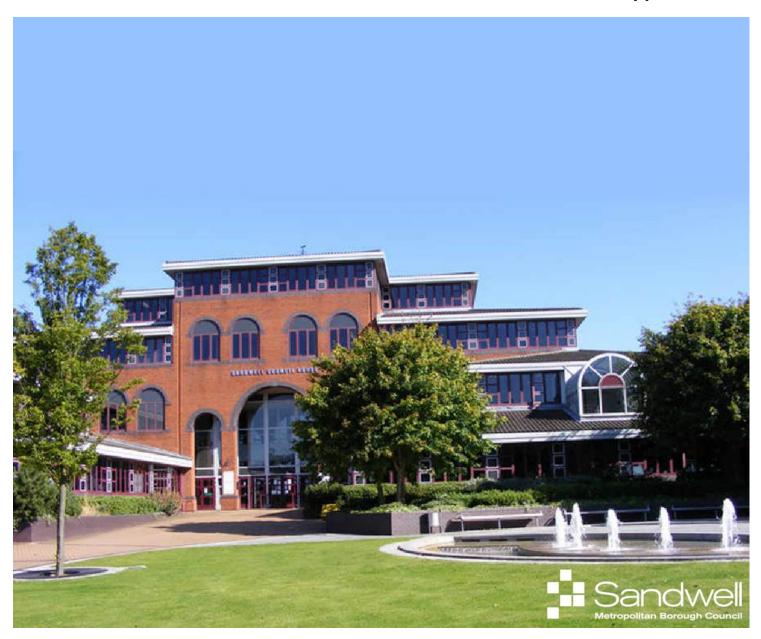
Many of the council's activities aim to support the most vulnerable or in need in Sandwell's community. This is a snapshot of how services across the council are addressing inequality in delivering the corporate plan.

- Black Country Early Years Outcomes Group specifically focussing on communication and language and on track, working with National Literacy Trust to launch First Words Together across the Black Country, targeting children up to 2 years old
- Barnardo's now operating Children's Centres and the transition has been successful. Majority of existing volunteers have been transferred across.
- Working to identify SEND early by working with health visiting service, children's centres and private day nurseries
- To promote the importance of communication and language, Babbling Babies programme has been delivered as part of Changes programme to expectant and new parents.
- Wellcomm screening of children from 18 months now included in speech language and communication pathway
- First Words Together is being evaluated so that lessons can be learnt before roll out across the borough.
- Children's Centre teachers have delivered borough-wide training for library staff on Play, Talk, Read programme delivered in children's centres
- Increase of 3% in the proportion of primary schools and academies rate good or better by Ofsted (Dec 21-July 22). Proportion of secondary schools and special schools/PRU have stayed the same.
- Work experience placements have recommenced following the covid pandemic
- Early Help strategy has been launched
- Options appraisal for remodelling mental health and day care services to be considered by Leadership Team August/September 22, therefore some slippage and an amber risk
- In house learning disability day offer is operational and recruitment to new community navigator service is underway
- Willow Gardens fully open operationally and filling current voids
- Walker Grange plan to upgrade and develop dementia offer showing some slippage in developing options paper for leadership team

- Harvest View (New Integrated Health and Care site) planned start of the service from 1 November with phased implementation after that
- Carers' Strategy and Delivery Plan approved by Health and Wellbeing Board and implementation on track
- Bid for new purpose-built youth facility in West Bromwich been submitted to Levelling Up Fund and Youth Service offer being reviewed
- Implementation of new model of library delivery (Library +) on track
- ASB multi agency response pilot being development professional witnessing service internally to deal swiftly with ASB (11 cases referred)
- Domestic Abuse Strategy 21-24 adopted and Implementation Plan being monitored via DASP – Q1 – 2037 domestic abuse crimes/non crimes recorded, 238 cases in MARAC, 66% repeat rate
- New Homelessness Strategy adopted with a focus on increasing prevention, early intervention and rapid rehousing
- Services commissioned to deliver resettlement support to asylum seekers and refugees from Afghanistan
- Services commissioned to deliver resettlement support to refugees from Ukraine in Q1
- Total monetary value of benefits awarded assisted by Welfare Rights Service £3,817,802. Monetary gains are below target level as the service has been instrumental in supporting residents with energy grant payment and enquiries (amounting to only £150, whereas benefit related gains can go into thousands per household. For this reason, total number of people assisted is above target at 3,162.
- Funding and activity in place to support up to 200 businesses with membership to business growth organisations. Proposals in place to support to 50 businesses to trade in new markets
- Work continues to ensure young people have access to good jobs and guidance in education institutions.

# Strategic Risk Register Summary @ August 2022

## **Appendix 8**





 Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities



4. Quality homes in thriving neighbourhoods



5. A strong and inclusive economy



6. A connected and accessible Sandwell

	Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 548	<b>4</b> 07/12	Children's Social Care  If the Council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children's Trust (SCT) addresses the areas of poor or inconsistent performance, as outlined by Ofsted (and as required by the Statutory Direction served on the Council on 6 October 2016), with rigour and pace, then the Council will fail in its responsibilities to:  Safeguard vulnerable children  Promote and improve the outcomes of children in its care  Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it  Improve the continued adverse affect on the Council's reputation.  Risk Area – Children's Services  Risk Owners – Director of Children and Education  Objectives impacted: 1 and 3	12 (red)		8 (amber) Requires Improveme nt	4 (green) Good Outcome of ILACS inspection by 2025	<ul> <li>Current and Ongoing Controls</li> <li>Performance and contract management against KPIs and the improvement plan. The KPIs are being reviewed (to take effect from 1 April 2023) as part of the contract review process and will take into account the Ofsted findings, as well as any findings from the recent national review by Josh McAllister around early help, children's social care and partner collaboration.</li> <li>The most recent Ofsted inspection of the Fostering service, rated all areas as 'Good', demonstrating a positive direction of travel.</li> <li>Completion of case file audits and learning from the audit and the resultant activity is used to ensure practice improvement.</li> <li>Ongoing measures to improve staffing levels and recruitment.</li> <li>The Inspection of Local Authority Children's Services (ILACS) took place in May 2022 and reported a judgement of 'Requires Improvement to be Good' and has informed the risk score.</li> <li>Contract review commenced in April 2022 resulting in a recommendation being made to the Secretary of State not to invoke the break clause within the Service Delivery Contract.</li> <li>Further actions</li> <li>Implementation of actions in respect of SCT, arising from the recent Grant Thornton-Value for Money Governance Review 2021, including joint working on areas such as Early Help and Corporate Parenting (ongoing).</li> <li>Consideration of the impact of the government's full response to the Josh McAllister Care Review once published which government stated would be later this year.</li> </ul>	Operational Partnership and Strategic Partnership Boards Key Performance Indicators Ofsted monitoring visits Improvement Board Sandwell Local Safeguarding Children's Board Annual Report Grant Thornton – Value for Money Governance Review 2021 Reports to Scrutiny ILACS Ofsted inspection July 2022

Risl Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
<b>Page 549</b>	If the Council does not put in place effective arrangements to plan and mitigate against national, regional or local emergencies as defined by Part 1 of the Civil Contingencies Act 2004 (CCA) then this will result in:  • Actual or anticipated failure to adequately protect vulnerable persons  • Failure to support the emergency services  • Loss of public confidence in the Council  • Failure to fulfil Civil Contingencies Act responsibilities  Risk Area – Neighbourhoods and Communities Risk owner – Director of Borough Economy  Objectives impacted: All	8 (amber)		4 (green)	4 (green) Achieved	<ul> <li>Current and Ongoing Controls</li> <li>Participation in the West Midlands Local Resilience Forum (LRF).</li> <li>Contribution to the Community Risk Register (CRR) via the Risk Assessment Working Group. The CCR which is approved by the LRF, informs the capabilities and plans required of partners.</li> <li>The Council has plans in place for identified risks. These include the Sandwell Emergency Plan; Rest Centre Plan; Humanitarian Assistance Centre Plan; Sandwell Flood Plan; Reservoir Plan; Extreme Weather Plan; Black Country Excess Deaths Plan; h Evacuation Plan; media crisis plan; emergency mortuary Plan and the Emergency Transport Plan.</li> <li>These plans are continually reviewed and a training, testing and exercise programme approved by the Leadership Team informs the current risk score.</li> <li>The extreme weather plan was activated and no issues with the arrangements in place were identified.</li> <li>Exercise Shelby took place to validate elements of the Solvay Solutions emergency plan, including testing of the new incident room activation and functionality.</li> <li>Further actions</li> <li>An update of the civil contingencies legislation is due to be put forward in the current parliament. Once the legislation is published an update on the changes and what it means to the Council will be undertaken.</li> <li>Ongoing review, testing and exercise.</li> <li>Our Guidance for Elected Members will be reviewed with an aim to conduct a Cabinet Workshop by March 2023.</li> </ul>	Community Risk Register Risk assessments Emergency Committee Post incident reports Test exercises

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
6b 04/18 Page 550	Business Continuity Management (BCM)  If the Council does not develop, review, monitor and test plans and capabilities that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision of Council services and result in potential financial loss and loss of public confidence in the Council.  Risk Area – All Council services Risk owner – Director of Borough Economy  Objectives impacted: All	12 (red)		12 (red)	6 (green)  Dependent upon the actions required following the lessons learned report	<ul> <li>Current and Ongoing Controls</li> <li>Business continuity plans are in place to mitigate the denial of; staff (e.g. illness, industrial action), ICT (e.g. software failure, cyber attack), facilities (e.g. building closure), stakeholders (e.g. suppliers, partners). These plans identify the criticality of each council service and the arrangements in place to restore services in the event of an unplanned incident.</li> <li>The pandemic has continued to provide some assurances around the robustness and effectiveness of the continuity of key functions over the last two years, through a shift to working remotely.</li> <li>Following an incident in the ICT suite in May 2022 the council is revisiting its resilience arrangements- in particular in relation to its Oracle business system, to ensure robust measures are in place to reduce both the likelihood and impact of a similar risk materialising in the future. This also includes a review of the arrangements in place in respect of the management and supervision of the council's contractors. Further details in respect of the actions taken are being presented to the Committee as a separate agenda item.</li> <li>Further actions</li> <li>As noted in the separate briefing paper.</li> <li>All directorate business plans have been requested to review their Plans and incorporate any learning from the ICT incident noted above. Once completed and assurance has been sought, this will enable the risk assessment to be reduced.</li> <li>Support from the cyber team to work with the resilience team to further improve all service area business continuity plans (ongoing).</li> </ul>	Emergency Committee Resilience team reports to Leadership Team Post incident reports Test exercises including cyber exercise

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
21a 06/15 Page 551	Compliance with the Data Protection Act 2018 (DPA 2018), the General Data Protection Regulations (GDPR) and Freedom of Information Act 2000 (FOIA)  If the Council does not ensure it has a robust framework in place to comply with the DPA 2018 (which includes GDPR) or FOIA then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply will result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legal action.  Risk Area – Legal & Governance Risk Owner- Director of Law and Governance  Objectives impacted: 3	12 (red)		12 (red)	8 (amber)  March 2023 (officers)  June 2023 (members)	<ul> <li>Current and Ongoing Controls</li> <li>The Information Governance Board which is chaired by the Senior Information Risk Owner (SIRO) meets monthly to monitor progress of the information governance (IG) workplan.</li> <li>IG framework sets out the Council's policies, requirements, standards and best practice that apply to the handling of information.</li> <li>Information Asset Registers capture the information held by the Council service areas.</li> <li>Information champions disseminate, feedback, facilitate and co-ordinate IG activity.</li> <li>Annual completion of and compliance with the NHS self- assessment toolkit -NHS Digital which demonstrates the Council processes in place to meet the requirements of the NHS's data protection standards and sharing arrangements.</li> <li>Annual data protection and cyber security training for all staff which has been completed by over 90% of staff to date.</li> <li>Compliance with the Council's data retention policy which was approved by Cabinet on 23 February 2022 is being implemented across all directorates and should be completed by March 2023.</li> <li>Further actions</li> <li>A further programme of work to ensure compliance by elected members will also commence in January, which will be completed by June 2023.</li> <li>Ensure continued improvement in response times of FOI requests, with a target of 95% compliance by March 2023 for the Council.</li> </ul>	Information Governance Board Information asset registers Information Commissioner 's Office Internal Audit review 2019/20 Information incident log Cabinet Report and Resolutions

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 552	Medium Term Financial Plan (MTFP) and Resource Allocation  Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services, Covid-19 and more recently the impact of the high levels of inflation being reported. If the Council is unable to identify sufficient savings and put in place the necessary policies, processes and actions to manage pressures, inflation and manage its plans, then this will impact on the Council's financial resilience and its ability to effectively discharge its statutory responsibilities including the setting of a balanced budget for future years.  Risk Area – Finance & Resources Risk owner- Director of Finance  Objectives impacted: All	12 (red)		16 (red)	8 (amber)  Dependent upon announcem ents of Comprehen sive Spending Review	<ul> <li>Current and Ongoing Controls</li> <li>Local government settlement announced for one year only.</li> <li>A balanced budget for 2022/23 was approved by Council on 1 March 2022 and includes savings totalling £14.6m for implementation in 2022/23.</li> <li>Directorate and service business plans in place.</li> <li>The recent review by CIPFA on the Council's financial management and governance arrangements, noted that the Council is a progressive two-star (out of five) authority. The review also looked at financial resilience and concluded that the Council is financially stable and in recent years has been able to contribute towards reserves through achieving a balanced budget or an underspend.</li> <li>A fundamental review of the MTFP (in line with the CIPFA recommendations), is being undertaken and will be completed in September, to ensure the council understands the challenges ahead and to ensure that the MTFP matches the ambitions of the corporate plan and regeneration plans for Sandwell. A further review will then be undertaken once the local government settlement is announced.</li> <li>The review will also include an assessment of the impact the high levels of inflation currently being experienced and are forecast, are having on the MTFP and the mitigating measures that need to be considered to manage this pressure.</li> <li>The MTFP will be presented for approval by Cabinet in October. This will also form the basis for the 2023/24 budget and the transformation work required for the council's improvement journey.</li> <li>Further actions</li> <li>Further details on central government's proposed funding reform and consultations are awaited and this,</li> </ul>	Budget and Corporate Scrutiny Board External Audit CIPFA financial management review

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 553						<ul> <li>alongside the impact of inflation will be considered in 2022/23 to assess the impact on the MTFP.</li> <li>Finalisation and implementation of the action plan developed following the CIPFA review (as per the improvement plan timetable).</li> </ul>	
27a 06/21	Future Government Policies and Funding Sources  If the government does not provide local authorities clarity over the future plans for health and social care reforms, the public health grant, Better Care Fund, future years funding and continuing, with one year funding settlements then this inhibits local authorities to effectively manage medium term/ three year plans and put in place the necessary processes and actions to manage future pressures. This will impact on the Council's ability to deliver sustainable services to the people of Sandwell and effectively discharge its statutory responsibility to set a balanced budget for future years  Risk Area – Finance Risk owner- Interim Chief Executive  Objectives impacted: All	16 (red)		16 (red)	8 (amber)  Dependent upon future government announcem ents	Current and Ongoing Controls  This risk was identified as a consolidation of previous risks within the strategic risk register and the Covid-19 risk register in respect of a national funding solution for children's social care; risks around the government providing local authorities with one year settlements, the health and social care reforms; government funding for school place planning and future funding plans for public health and the Better Care Fund.  Due to the uncertainties that are currently prevalent around all of these funding sources, in addition to the national political uncertainties around central government leadership, policies and priorities as well as the issue of the high level of inflation, and whether this will be reflected in future funding policies, the risk continues to be assessed as very high.  Further actions  The Council continues to horizon scan and consider the impacts of potential government initiatives and policies on future funding sources and demand for council services. (Ongoing)  The Department of Levelling Up, Housing and Communities (DLUHC) is expected to consult on reforms to Local Government in Spring/ Summer 2022 and this will inform the review of the MTFP and budget setting process for 2022/23. However, no consultation has been released and there is no update from DLUHC on plans for funding reform or the Local Government Finance Settlement for 2023/24.	

Ris Re	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 554	 9 (amber)		12 (red)	6 (green) March 2023	<ul> <li>Current and Ongoing Controls</li> <li>The financial management and monthly budgetary control processes in place</li> <li>Regular reporting of financial performance to Budget Board, Scrutiny and Cabinet.</li> <li>The year end 2021/22 position was expected to report an underspend after adjusting for reserves, corporate resources and the application of the centrally held Covid -19 grant. Whilst this would have informed a reduction in the current assessment to green, the underspend was higher than expected and as such, further work needs to be carried out to understand the reason for this and to consider any improvements that maybe required to the monthly budget monitoring process.</li> <li>As noted above, a review by CIPFA on the Council's financial management and governance arrangements was recently completed and an action plan is being developed to address the recommendations made. This is being monitored by the Corporate Improvement Board.</li> <li>Further actions</li> <li>The budgetary position for 2022/23 is now the focus for budget management and informs the risk assessment going forward. The current assessment reflects the impact of inflation.</li> <li>The council is currently forecasting an overspend as at Quarter 1, driven predominantly by high inflation. Leadership Team is working to identify corrective action to bring the budget back to a balanced position.</li> <li>Implementation of the action plan developed following the CIPFA review. This will include a review of budget monitoring processes and reporting and is being supported by an Interim Finance Improvement Manager to provide additional capacity to progress the action plan.</li> </ul>	Budget and Corporate Scrutiny Board CIPFA financial management review External Audit Annual Internal Audit review- budgetary control

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 555	Cyber Security  If the Council does not have a co-ordinated approach and understanding of its existing cyber security controls or those available to it, together with an analysis of identifiable gaps, then this could expose the Council to cyber-attack resulting in:  • The inability of the Council to deliver services, particularly critical services for a significant period of time  • The loss of corporate and sensitive personal data (including bank details)  • Enforcement action  • Significant financial loss and  • Reputational damage  Risk Area – Information Governance and ICT  Risk Owner – Director of Business Strategy and Change  Objectives impacted: All	12 (red)		12 (red)	8 (amber) Mar 2023	<ul> <li>Current and Ongoing Controls</li> <li>Cyber Board in place which monitors progress against the cyber improvement plan.</li> <li>Quarterly updates on all work undertaken to the Leadership Team and Corporate Scrutiny Board.</li> <li>Training for all staff through the implementation of the meta-compliance annual training</li> <li>Regular communications continue to be sent to employees around the risks of remote working, password security, etc.</li> <li>Attendance at national C-TAG forum, DLUHC cyber clinics and West Midlands Warning, Advice and Reporting Point (WARP) where members can receive and share up-to-date advice on information security threats, incidents and solutions.</li> <li>Adoption of the Active Cyber Defence tools provided by the National Cyber Security Centre</li> <li>Modern technology is in place to assist in the mitigation of this risk</li> <li>Further actions</li> <li>Additional measures to manage the risk (some of which will be dependent upon securing additional budget allocation and/ or implementation partner timelines) include</li> <li>Refreshing and replacing technology as it reaches end of vendor support (ongoing)</li> <li>Development of a second data centre to enhance business resilience (Mar 23).</li> <li>Procurement of new contact centre telephony to replace unsupported hardware and software (Jan 23)</li> <li>Certification of the Public Services Network which remains in deferred status at present (Mar 23).</li> <li>Working with Leadership Team to develop business cases to enable risk based decisions to be made in respect of the purchase and implementation of further protective technologies (Oct 22).</li> </ul>	Cyber Board LGA Cyber Assessment NHS Digital PSN certification

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
						<ul> <li>Developing and signing off a council wide Cyber Security Improvement Programme to enhance all elements of cyber security – Identification, Protection, Detection, Response and Recover phases (Oct 22).</li> <li>Expanding the current cyber team in ICT to provide additional workforce capacity and skills to manage cyber security (Oct 22).</li> <li>Utilising our Local Digital Cyber Fund capital award to address high priority improvements across the ICT infrastructure (Mar 23)</li> <li>Submission of the financial business cases will enable these to be considered for building into the budget planning for 2023/24 and as such a target date of March 23 is appropriate.</li> </ul>	
<b>50</b> 01/18	Sandwell Aquatic Centre  If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.	8 (amber)		8 (amber)	4 (green) Summer 2023	<ul> <li>Current and Ongoing Controls</li> <li>Project governance and management arrangements in place</li> <li>Work on site continues to progress well with handover of the site to the Council from the main contractor Wates completed in April 2022.</li> <li>The Aquatics Facility to date is being delivered on time and on budget and successfully hosted the</li> </ul>	Project Board
		O1/18  If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage	50 Sandwell Aquatic Centre 01/18 If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.	50 Sandwell Aquatic Centre 01/18 If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.	50 Sandwell Aquatic Centre 01/18 If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.	50 Sandwell Aquatic Centre 01/18 If the Council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the Council.	Sandwell Aquatic Centre   8

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 557	Risk Owner – Director of Regeneration and Growth  Objectives impacted: 2, 5 and					The project now has moved into the legacy phase which involves the work to provide local leisure facilities for Sandwell residents which is expected to be completed by summer 2023.	
Sil.	6					Further actions	
<b>≒</b>						Completion of legacy phase (summer 2023).	
						<ul> <li>The project continues to be assessed as amber due to the impact of risks identified elsewhere in this report including: <ul> <li>(a) Volatility in construction supply chains – there continues to be the ongoing risk of shortages in certain materials and this can lead to delays in construction. There are no significant issues currently identified, but this position can change. The construction partner does plan ahead to secure the necessary materials.</li> <li>(b) Increasing costs of utilities -The pools need to be kept to a minimum temperature and will cost more than originally planned due to significant increases in utility costs. All steps are being taken to minimise consumption.</li> <li>(c) It is critical that the LA Trading Company for Leisure Services is in place and operational in order that the Aquatics Centre can be transferred for operational use. This is a risk to the overall project until this entity is established. The Project team are working closely with Leisure Services to mitigate this risk.</li> </ul> </li> </ul>	
53	Oracle e-Business Suite	12		12	8	Current and Ongoing Controls	Project Board
04/18	If the appropriate project governance arrangements are not put in place to ensure that the project is delivered to time, scope and budget, then this may result in:  The Council's business system being unsupported	(red)		(red)	(amber) August 2023	<ul> <li>The project has been temporarily paused to enable the council to take stock and have a clearer understanding of where the project is at and to enable it to have the appropriate focus and resource for it to be implemented successfully.</li> <li>Project management and governance arrangements continue to be in place including a Project Board, team and a project sponsor.</li> </ul>	Grant Thornton – Value for Money Governance Review 2021
	System boing unsupported					The project has experienced significant delays as well as significant cost overruns and a number of issues	

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Page 558	<ul> <li>Inability to transform services that would enable processes to be more efficient</li> <li>Non compliance/ misalignment with other Council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme.</li> <li>Risk Area – Finance &amp; Resources</li> <li>Risk Owners – Director of Finance</li> <li>Objectives impacted: All</li> </ul>					<ul> <li>have been highlighted in the Grant Thornton governance review.</li> <li>At its meeting on 13 April 2022, Cabinet approved renewal of the existing contract for Oracle business suite software until 30 April 2023.</li> <li>Health Check of the status of the previous implementation has been undertaken and the recommendations are being implemented by the Programme Board.</li> <li>Revised governance model with additional roles.</li> <li>The Council is receiving a package of support from Socitm Advisory to ensure the governance and project plans meet best practice.</li> <li>Further actions</li> <li>Contact is now awarded to Support Implementation Partner with mobilisation underway in September.</li> <li>Finalise recruitment to new governance model (end of August).</li> <li>Change and Benefit Realisation Plan being prepared with support from SOCITM (September).</li> </ul>	
<b>54</b> 05/21	Special Educational Needs and Disabilities (SEND) Transport  If the Council is not able to appropriately support children with Special Educational Needs and Disabilities transport within the budget available, the impact on their life chances will be affected, the Council will likely be subject to increased Tribunals, and the Council's reputation will be adversely impacted.	12 (red)		8 (amber)	4 (green) When budget for SEND transport managed	<ul> <li>Current Controls</li> <li>Programme Board and project team established to deliver the new framework to ensure new SEND Transport contracts are in place for September 2022</li> <li>The new framework encompasses recommendations from Children's Services and Education Scrutiny Board review and Grant Thornton's, Value for Money Governance review ensuring the focus remains on quality of provision for children and their families but builds in financial and service resilience.</li> <li>An action plan is in place and is monitored to ensure it delivers on the outcomes required.</li> <li>The procurement tender exercise for a new contract(s) to commence in September 2022 has</li> </ul>	SEND Strategic and Operational Groups SEND Transport Working Group Scrutiny Board Audit and Risk Assurance Committee

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 559	Risk Area – Children's Services Risk Owners — Director of Children and Education Objectives impacted: 1 and 3					<ul> <li>been completed. Contracts have been awarded to suppliers and will commence in September 2022.</li> <li>The Council's Children's Services and Education Scrutiny Board carried out a review into SEND transport which was considered by the Board. Recommendations were made to Cabinet and responses have been received covering the commissioning of SEND Transport for the end of the current extended contract period, matters relating to the longer-term delivery of SEND Transport and other, more general, recommendations on the topic.</li> <li>Additional reviews into the procurement process for SEND transport were also conducted by the Council's Internal Audit service and by the Audit and Risk Assurance Committee. The Council's external auditors Grant Thornton reported on this as part of their recent Value for Money Governance Review.</li> <li>Further actions</li> <li>In the summer 2023, the procurement cycle will commence again in order that the two year contract has time to run whilst providing sufficient time to re-set the procurement process at the end of this period.</li> </ul>	Internal Audit Review Grant Thornton – Value for Money Governance Review 2021
<b>56a</b> 06/22	Towns Fund Programme (Delivery)  If the Council does not manage the programme to ensure that all projects are delivered to scope, time and budget ,then this could result in financial implications, the inability to regenerate our town centres, create sustainable economic growth and create long term economic prosperity, and also reputational harm to the Council.	n/a	n/a	6 (green)	4 (green)  Programme completion of all projects and delivery of intended outcomes	<ul> <li>This is a new risk setting out the next phase of the programme following the ministerial approvals received by the Council for all 16 business cases that were submitted.</li> <li>Current and Ongoing Controls</li> <li>Robust governance in place to oversee the programme throughout the delivery phase including three Town Deal Boards (one per Town Deal Area), that have inherited Superboard roles and responsibilities. Revised governance arrangements for Delivery Phase were reviewed and approved by Cabinet in May 2022.</li> <li>The Council is the Accountable Body for the Town Deal funding. The Director of Regeneration and Growth chairs a Towns Fund Programme Board</li> </ul>	Town Deal Boards Department Of Levelling Up, Housing and Communities (DLUHC) Audit and Risk Assurance Committee Deep Dive Jan 2022

Risk Ref	Risk Title and Description	Previous score (June 2022)	Moveme nt in risk score	Current risk score (Aug 2022)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)	Key Sources of Assurance
Page 560	Risk area- Regeneration and Growth  Risk owner – Director of Regeneration and Growth  Objectives impacted – 2, 3, 4, 5 and 6					<ul> <li>(which is also attended by the Director of Finance/ representative and officers from procurement and legal as well as all project leads) to review risks and provide a forum for resolution of issues, as well as seeking assurances on the management of risk.</li> <li>Fortnightly engagement with advisors from DLUHC</li> <li>Programme management arrangements in place including appointment of a permanent programme manager, programme support officer, dedicated monitoring officer resource, programme risk register and project risk registers for agreed business cases, which are updated quarterly.</li> <li>Further actions</li> <li>Implement delivery phase of projects and programme plan.</li> <li>Ongoing reviews of financial profiles to manage supply chain issues and implications of cost inflation.</li> </ul>	Scrutiny Reviews Monitoring and reporting of outcome indicators, with processes in place to manage changes and risks during delivery stage.
57	New Operating Model	6		6	6	Current and Ongoing Controls	Work Place
06/21	If the Council does not put in place effective arrangements to	(green)	(green)	(green)	<ul> <li>Staff, Managers and Trade Unions actively engaged and contributing to the new operating model.</li> </ul>	Vision Board Employee	
	support new working styles for employees this could result in a				Achieved	<ul> <li>Regular communication and engagement with all stakeholders is ongoing.</li> </ul>	Engagement Survey 2022
	detrimental impact on the health, well-being and motivation of employees as well as having a negative impact on the productivity and attendance of the workforce and effective delivery of key frontline services.					<ul> <li>Existing HR policies and procedures are in place that provide the safety net and guidance, and where appropriate, a review of corporate policies in relation to working from home with amendments made as appropriate to ensure the right support is available to employees in the new operating model, is also underway.</li> </ul>	
	Risk area- Transformation					<ul> <li>Clear and managed health and safety policies and practices and risk assessments being in place.</li> </ul>	
	Risk owner – Director of					The employee engagement survey was circulated to all employees in February 2022. Analysis of the	
	Business Strategy and Change  Objectives impacted - All					employees in February 2022. Analysis of the employee responses is currently underway.  Further actions	

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Page 561						<ul> <li>Once the analysis is completed, the results will be reported to Leadership Team, directors and service managers and action plans will be drafted to implement any areas for improvement.</li> <li>Consideration of a corporate solution and policies to support ongoing working from home.</li> </ul>	
58	Equalities	9		9	6	Current, Ongoing Controls and Further actions	Employee
06/21	If the Council fails to meet its legal obligations in respect of the	(amber)		(amber)	(green)	An Equalities Commission has been set up with agreed Terms of Reference and Chair.	Engagement Survey 2022
	Equality Act 2010 and the Public Sector Equality Duty ensuring				March 2023	The Commission will report to the Leader of the Council and the interim Chief Executive.	Equalities Commission
	fairness is adhered to and is unable to demonstrate and evidence compliance with its obligations, then this will result in potential legal consequences for					Four Stakeholder Groups, also with Terms of Reference have been set up including an Ethnic group; LGBT+ group, a Disabilities stakeholder group and a Women's group.	
	non compliance, reputational harm to the Council as well as					Funding has been secured and posts have been recruited to.	
	potential impact on recruitment and retention.					A review of the Equality policy has been carried out and will be considered by Cabinet on 12 October.	
	Risk area- Legal					An action plan has been developed based on feedback provided by employees across the Council	
	Risk owner – Director of Law and Governance					along with gaps identified in the workforce diversity data as well as best practice put forward by other	
	Objectives impacted - 5					public-sector organisations.	
						<ul> <li>A robust governance framework to help monitor and review the objectives and actions in the plan is also in place.</li> </ul>	
						An Equalities Calendar has been developed and implemented that details many EDI events to raise awareness of the agenda.	

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Page 562							<ul> <li>Various events such as Black History Month, LGBTQ+ History Month have been successfully delivered leading to improved awareness and understanding.</li> <li>The council is engaging with WMCA in relation to its Race Equalities taskforce.</li> </ul>	
	<b>59a</b> 02/22	If the Council does not put in place and successfully implement an improvement plan to address the concerns raised by the Secretary of State in respect of the Council's best value duty and the recommendations made by the recent external reviews carried out by the Council's external auditors, Grant Thornton, CIPFA and the LGA Peer Review then this may result in a loss of confidence in the Council's corporate governance arrangements, government intervention, future audits providing a qualified opinion, a lack of trust in the Council's ability to deliver its corporate priorities and reputational harm to the Council.  Risk area- All services  Risk owner – Managing Director  Objectives impacted - All	8 (amber)		8 (amber)	4 (green)  Tbc once phase 2 of the plan agreed	<ul> <li>Current Controls</li> <li>This risk reflects and consolidates the government intervention as well as the findings and recommendations arising from recent reviews including the Grant Thornton – Audit Findings Report 2019/20, Grant Thornton - Value for Money Governance Review 2021, CIPFA Financial Management review and the LGA Peer review.</li> <li>Two Commissioners have been appointed to oversee the improvement journey and to address the longstanding issues identified by the Grant Thornton review. The Commissioners will report directly to the Secretary of State on the improvement progress, with the first report to be submitted within three months.</li> <li>A new performance management framework was approved by the council in April 2022 to help monitor performance and track progress on the delivery of the strategic outcomes in the Corporate Plan.</li> <li>A high level improvement action plan has been approved by full council on 7 June 2022. Funding to implement the actions and deliver the improvement plan has been set aside.</li> <li>The above measures have resulted in the reduction of the assessment of this risk.</li> <li>Further actions</li> <li>A further detailed report on the progress against the improvement plan to be submitted to the Secretary of State by December 2022</li> </ul>	Grant Thornton- Audit Findings Report 2019/20 Grant Thornton – Value for Money Governance Review 2021 CIPFA Financial Management and Governance Review 2021 LGA Peer Review 2022 Audit and Risk Assurance Committee

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Page 563						Ongoing implementation and monitoring of the progress made against the plans.	
61 10/21	Partner Organisations / Contractors Service Delivery The Council works closely with partners and contractors to provide services to its residents and businesses. In the event Partner organisations or contractors do not provide the required level of service to the public this may result in:  • Efficient / good value for money / high quality services not being delivered  • Enforcement action • Significant financial loss and • Reputational damage  Risk Area – All Services Risk Owner – Interim Chief Executive and Leadership Team  Objectives impacted: All	12 (red)		12 (red)	8 (amber) Sept 2022	<ul> <li>Current Controls</li> <li>Leadership Team is progressing a reporting structure for the Council's key contracts and partnership arrangements.</li> <li>All actions from the recommendations of the Economy, Skills, Transport and Environment Scrutiny Board review (in Feb 22) of the performance and management of the waste partnership contract with Serco are being implemented and progress updated quarterly. The first contract quarterly report was presented to Leadership Team in July 2022.</li> <li>An annual report from Serco is due to be reported to Cabinet in September 22.</li> <li>Arrangements for scrutiny consideration of the Council's key contracts is in progress.</li> <li>An annual review of the Serco key performance indicators has concluded that the indicators remain appropriate.</li> <li>In respect of SCT, as noted above (in risk 4), the KPIs were reviewed as part of the contract review process.</li> <li>Further Actions</li> <li>Identification of the Council's key partners and contracts through the Council's procurement system.</li> <li>Establishment of consistent contract management for both significant capital and service contracts.</li> <li>Review of the current arrangements in place for each key contractor to ensure they remain fit for purpose and that the partnership objectives are aligned to the refreshed corporate plan.</li> </ul>	Grant Thornton – Value for Money Governance Review 2021 CIPFA Financial Management and Governance Review 2021 LGA Peer Review 2022 Economy, Skills, Transport And Environment Scrutiny Board review of the performance and management of the waste partnership contract - 11 February 2022

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Page 564	Climate Change Failure to achieve the Council's commitments in relation to Climate Change, including the pledge to make Council activities (corporate buildings (excluding housing and commercial estate), fleet, schools and street lighting) net-zero carbon by 2030 may result in:  • reputational damage • financial impact • increased demand for Council resources (in the event of extreme weather) and • a loss in public confidence. In addition, managing the effects of climate change will also have significant financial impact which the Council will need to address.		score	12 (red)	8 (amber) 2023/24	<ul> <li>Current Controls</li> <li>Climate Change strategy 2020- 2041 in place which sets out the 2030 target for the Council.</li> <li>Member steering group in place to oversee implementation of the climate change action plan.</li> <li>Climate change champions in place (officer level) and a Cabinet Member and member advisor champions in place.</li> <li>An action plan for implementing the strategy was approved by Cabinet on 23 March 2022.</li> <li>Establishment of programme governance arrangements, including the Cabinet approval to the appointment of cross party membership to the Climate Change Committee to monitor the implementation of the action plan, A Climate Change Programme Board (represented by service managers from across the Council) will lead on measures within the action plan.</li> <li>Further Actions</li> <li>Gap analysis to be conducted to assess the councils' ability to implement the action plan, followed by a report on available options which will be addressed in</li> </ul>	Climate Change Programme Board Member Steering Group Economy, Skills, Transport And Environment Scrutiny Board review – Climate Change Implementatio n- March 2021
	Risk Area – All Services Risk Owner – Director of Regeneration and Growth Objectives impacted: All					<ul> <li>The delivery of the action plan is the key measure that determines the current risk assessment. The deliverability of the Plan is heavily dependent upon future government initiatives and the availability of financial resources which will be the key driver in achieving the Council's 2030 target.</li> </ul>	

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Page 53a 07/22	Establishment of a Local Authority Trading Company (LATC) for the Management of Nine of the Council's Leisure Centres If the Council does not manage the project to establish a LATC in a timely and effective manner, then there is a risk of:  • value for money / high quality services not being delivered  • Significant financial loss and • Reputational damage  Risk Area – Leisure and Sport Risk Owner – Director of Borough Economy and		n/a	8 (amber)	4 (green) May 2023		Project Board
	Leadership Team  Objectives impacted: All					Progress transition planning and communications with SLT (This is in progress with regular meetings with SLT based on data requirements and delivery of the communication plan- ongoing to May 23).	

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064 08/22 Page 566	Workforce Recruitment and Retention The council is required to recruit and retain a skilled, qualified and experienced workforce in order to provide and deliver services to Sandwell residents. If the council is unable to recruit and retain its workforce and deliver its statutory obligations to meet the needs of the community this could result in loss of reputation, penalties, litigation and in some cases imprisonment.  Risk area – All council services Risk owner – Director of Business Strategy and Change Objectives impacted: All	n/a	n/a	9 (amber)	6 (green) March 2023	<ul> <li>This risk concerns issues that ae largely a reflection of the regional and national position also and not unique to the council.</li> <li>Current and ongoing controls:</li> <li>Recruitment and selection refresher training for hiring managers in order to share best practice in recruiting qualified and skilled employees.</li> <li>Pre-employment checks are carried out in line with requirements for the job role including any statutory requirements.</li> <li>Regular 121 meetings (supervision) and annual appraisal process is in place to ensure employees are engaged and can raise any concerns.</li> <li>Regular employment engagement (full) and pulse surveys are undertaken and plans are developed and implemented to address any areas requiring further action.</li> <li>Directorates to continue to undertake comprehensive workforce planning at least annually, as part of business planning processes, with a focus on creating and nurturing talent pipelines.</li> <li>Pay benchmarking to ensure the council is competitive relative to the relevant job market in sectors where there are specific and critical challenges to recruitment and retention.</li> <li>Future Talent Strategy to be developed as part of the Organisational Development strategy – to build on current Apprenticeships and Graduates strategy and incorporate succession planning and talent development framework for all employees.</li> <li>Renew participation in Job Fairs and regional job promotions to raise the council's profile as an employer of choice.</li> </ul>	Employee Engagement Survey  Pulse surveys  HR related KPIs and data  Appraisal process
<b>065</b> 08/22	Inflation Risk that the high levels of inflation are having on the cost of living for residents and their	n/a	n/a	12 (red)	9 (amber)	Current and ongoing controls     The council continues to offer its residents and businesses essential support to the cost of living	

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Page	•	financial wellbeing and the impact of this on the demand for council services and resources.				March 2023	<ul> <li>crisis, responding to emerging needs and issues to support financial wellbeing and resilience.</li> <li>Continued distribution of government support packages and initiatives.</li> </ul>	
567	<u> </u> 	Risk area – All council services Risk owner – Interim Chief Executive					A Working Group is being established to identify what further support can be offered to residents and businesses.	
		Objectives impacted: All						

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Page 569	9
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Area I	Indicator	Reporting Frequency	2022-2023 Year End	Q1 Performance	Direction of travel from previous quarter Up arrow = improvement Down arrow = reduced performance	Q1 Target	Q1 Target Met (nb/ tolerances for RAG to be established)	Q1 Commentary
r	Numbers of Contact by Channel	Quarterly	618,629 - Telephone 526,726 - MySandwell 25,895 - Face to Face 51,024 - E-mail	148,775 - Telephone 141, 665 - MySandwell 12,659 - Face to Face 10,664 - E-mail	n/a	n/a	n/a	Contact Centre - 106,310, Rents - 8379, Repairs OOH - 2648. The total figure for the CCC, includes calls taken by the Repairs Out of Hours (OOH) Team and also calls taken by the Rents Team both of which are not management / monitored by the Corporate Contact Centre
Channel Shift	% Contact by channel	Quarterly	50.61% - Telephone 43.09% - MySandwell 2.12% Face to Face	47.2% Telephone  45.15% MySandwell  4.03% Face to Face	n/a	n/a	n/a	Increase in Face to Face % Contact since Year end
F	Adults Contact Centre Abandonment Rate	Quarterly	4.17% - Email 1.57% (1205 Calls)	3.40% - Email 1.57% (325 Calls)		5%	Yes	The previous quarter was 1.55%.  Performance exceeds expectations, 3.43% below our 5% target.  This is an average of 5 calls per day.
ρ -	Adults Contact Centre Average Wait Measure	Quarterly	31 seconds	31 seconds		30 seconds	1 Second over	The previous quarter was 00:00:30.  We only just came in over our target by 1 second.
Д	Adults Contact Centre Average Call Time	Quarterly	530 seconds	532 Seconds	1	540 Seconds per call	8 Seconds below target	The previous quarter was 544.  Our agents have a target of 540 seconds (9mins) in which we measure talk time, hold time and wrap time to total to 540secs.we have done very well on this front coming in 8 seconds under.
R	Revs and Bens Contact Centre Abandonment Rate	Quarterly	5.20%	19.20%		15.00%	No	Council Tax recovery being re introduced along with admininsetring the energy rebate have contributed to the the huge change between the first quarter last year and this year. RBCS are also running with long term sickness and 6 vacancies which in the last month has inccreased to 8. We are currently in the process of recruitment.
R Contact Centre Performance	Revs and Bens Contact Centre Average Wait Measure	Quarterly	3mins 55seconds	14 mins	1	n/a	N/a	Target is Variable as our Stakehold line does not come through Inform 360 so this knocks out our timings but the average wait we aim for is approximately 5 minutes. Council Tax recovery being re introduced along with admininsetring the energy rebate have contributed to the hugh change between the first quarter last year and this year. RBCS are also running with long term sickness and 6 vacancies which in the last month has inccreased to 8. We are currently in the process of recruitment
R	Revs and Bens Contact Centre Average Call Time	Quarterly	8mins 27seconds	9mins04seconds	1	8mins	No	Council Tax recover being re introduced along with administering the energy rebate have contributed to the the hugh change between the first quarter last year and this year. RBCS are also running with long term sickness and 6 vacancies which in the last month has inccreased to 8. We are currently in the process of recruitment. Although the talk time is longer, this is expected due to the complexity of grants and funds we are currently awarding to Sandwell residents and the current economic climate.
C	Corporate Contact Centre Abandonment Rate	Quarterly	16.96%	5.96%	1	8%	Yes	Contact Centre - 3.95%, Rents - 32.16%, Repairs OOH - 4.72%, The overall Abandoned rate includes Repairs Out of Hours (OOH) and the Rents Team, both of which are not managed / monitored by the Corporate Contact Centre. Performance remains positive in relation to AR and below the 8% target.
C	Corporate Contact Centre Average Wait Measure	Quarterly	6mins 19 seconds	2mins 37 seconds	1	2mins 30 seconds	7 seconds below target	Contact Centre - 00:02:14, Rents - 00:08:49, Repairs OOH - 00:02:14. The overall Average Wait measure includes the Repairs Out of Hours (OOH) and the Rents Team both of which are not managed / monitored by the Corporate Contact Centre. Performance remains positive in relation to average wait times, and much improved on previous years figures. When only the Corporate CC figures are included, the Q1 target has been met.
C	Corporate Contact Centre Average Call Time	Quarterly	6mins 50 seconds	6mins 14 seconds	1	n/a	n/a	Contact Centre - 00:06:10, Rents - 00:07:57, Repairs OOH - 00:02:43 The overall Average Call Time includes calls taken by the Repairs Out of Hours (OOH) and the Rents Team both of which are not managed / monitored by the Corporate Contact Centre. Performance in this area is positive and in line with expected call durations. Staff Performance in relation to this and other indicators are monitored and reported on locally on a monthly basis.
C	Ombudsman Numbers Upheld	Quarterly	13 Upheld	n/a	n/a	n/a	n/a	Quarter 1: Still awaiting outcome for 5 cases Year End: 78 in total, awaiting outcome for 10 cases. Out of the 13 Ombudsman cases upheld, 7 were investigated by the Local Government Ombudsman. The remaining 6 cases were investigated by the Housing Ombudsman.
s	SARs volumes	Quarterly	257	66	n/a	n/a	n/a	There are no performace targets against the number of SARs received as this can't be controlled.
S	SARs compliance with timescales	Quarterly	Unable to provide	56.00%	n/a	95.00%	No	The timescale for completing a SAR is one calendar month and this is a statutory timescale.  We have been unable to provide Year End figures due to system issues which have now been fixed but dont allow us to retrospectively report.  Steps are being taken to bring performance in line with the target including improved reporting of performance, Governance Team CAse workers being allocated to Directorates to give more dedicated support, and training being provided across the Council.
Information Requests F	FOI volumes	Quarterly	1050	299	n/a	n/a	n/a	There are no performance targets against the number of FOI requests received as this can't be controlled.
F	FOI compliance with timescales	Quarterly	Unable to provide	62.00%	n/a	95.00%	No	The timescale for completing a Fol request is 20 working days and this is a statutory timescale.  We have just completed a piece of work to ensure that there is now no back log of Fol requests within the system. Work will continue to ensure that a back log does not build up again however this will require the continued support from all teams across the Council to ensure that timescales are met.  Other steps are being taken to bring performance in line with the target including improved reporting, Governance Team Case Workers being allocated to Directorates to give more dedicated support, and training being provided across the Council. Together with the clearance of the backlog, it is expected that these actions will start to improve performance.  We have been unable to provide Year End figures due to system issues which have now been fixed but dont allow us to retrospectively report.
	Numbers of complaints received	Quarterly	2593 Stage 1 Complaints, 135 Stage 2 Complaints	951 Stage 1 Complaints, 45 Stage 2 Complaints	1	n/a	n/a	Qtr. 1 Figures show that there is an increase in complaints. Further investigation is required to understand the cause.
<b>N</b>	Numbers of stage 1 and stage 2 Complaints upheld	Quarterly	846 Stage 1 Upheld, 20 Stage 2 Upheld	374 Stage 1 Upheld, 4 Stage 2 Upheld	1	n/a	n/a	Qtr. 1 Figures show that there is an increase in stage 1 complaints upheld. Further investigation is required to understand the cause.
Customer Feebdack	Number of MP Enquiries received	Quarterly	2127	620	n/a	n/a	n/a	
	Numbers of compliments received	Quarterly	382	111	n/a	n/a	n/a	
L _	Lessons learnt from Complaints  Views from Residents' Panel / Survey	Quarterly  Quarterly			Unde	er development. Not availa		riod



# Agenda Item 13

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



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