

Agenda

Budget and Corporate Scrutiny Management Board

Thursday, 4 January 2024 at 6.00pm
In the Council Chamber - Sandwell Council House, Oldbury

1 Apologies for Absence

To receive any apologies for absence.

2 Declarations of Interest and Party Whip

Members to declare any interests and party whips in relation to matter to be discussed at the meeting.

3 Minutes

7 - 16

To confirm the minutes of the meeting held on 22 November 2023 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.



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|---|--|-----------|
| 5 | Performance Management Framework - Q2 Monitoring | 17 - 78 |
| | To consider and comment upon the further development of the Performance Management Framework and the 2023/24 Quarter 2 monitoring reports. | |
| 6 | Q2 Budget Monitoring 2023/24 | 79 - 140 |
| | To consider and comment upon the Quarter 2 Budget Monitoring Reports 2023/ 24. | |
| 7 | Budget and Corporate Scrutiny Management Board Action Tracker | 141 - 158 |
| | To consider and note progress on the implementation of actions and recommendations. | |
| 8 | Cabinet Forward Plan and Work Programme | 159 - 176 |
| | To note and review the Cabinet Forward Plan and the Board's Work Programme 2023/ 24. | |

Shokat Lal

Chief Executive

Sandwell Council House

Freeth Street

Oldbury

West Midlands

Distribution

Councillor Moore (Chair)

Councillors Fenton (Vice- Chair), Chambers, Fisher, E Giles, Hinchliff, Lewis, Owen, Taylor, Tipper and Trumpeter

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Minutes of Budget and Corporate Scrutiny Management Board

Wednesday 22 November 2023 at 6.02pm
In the Council Chamber at Sandwell Council House, Oldbury

Present: Councillor Moore (Chair);
Councillors Fenton (Vice- Chair), Lewis and Taylor.

Also Present: Laura Shoaf (Chief Executive – West Midlands Combined Authority) and James Hughes (Member and Relationship Manager – West Midlands Combined Authority)

In attendance: James McLaughlin (Assistant Chief Executive), Brendan Arnold (Interim Section 151 Officer), Mike Jones (Assistant Director – Legal and Assurance), Kate Ashley (Strategic Lead for Service improvement), Suky Suthi-Nagra (Democratic and Member Services Manager) and John Swann (Democratic Services Officer).

77/23 **Apologies for Absence**

Apologies for absence were received from Councillors E Giles, Hinchliff, Owen and Tipper.

78/23 **Declarations of Interest**

There were no declarations of interest made.



79/23

Minutes

Resolved that the minutes of the meetings held on 28 September and 5 October 2023 be approved as a correct record.

80/23

Additional Items of Business

There were no additional items of business.

81/23

West Midlands Combined Authority Update – Devolution Deal

The West Midlands Combined Authority (WMCA) delivered services on behalf of the Council across the West Midlands region and was accountable to all seven of its constituent council members.

The WMCA received £4.6m a year from its constituent councils and £0.5m from its non- constituent member. In addition, it also received funding from central government, largely via grant funding which was subject to conditions and could not be utilised at the discretion of the Board.

The Department for Levelling Up, Housing and Communities had asked the WMCA and the Greater Manchester Combined Authority to participate in the trailblazer deeper devolution deal (the deal) and formulate an approach to further devolution to the region. The WMCA had consulted with its constituent members and had presented proposals to government detailing what powers should be devolved, what further devolution looked like in practice and how the WMCA should be financed.

The Chief Executive of West Midlands Combined Authority provided an overview of the deal which was valued at approximately £1.5b and was ratified by the WMCA's Board on 13 October 2023.

The deal contained over 190 different commitments including:

- Commitments to provide new funds for the region.
- Commitments to increase flexibility and local- decision making power over existing and future funding.

- Commitments to new partnerships to plan and manage the delivery of government programmes.
- Commitments to enable the region to co- design new policy initiatives with central government.

The deal represented an opportunity for financing arrangements to be detailed within the Single Settlement. This provided the opportunity for the region to receive government department- style multi- year financial settlements which would provide greater financial certainty and reduce the amount of competitive bidding for government funding.

It was proposed that the Single Settlement would enable greater power over investment decisions locally, allowing the region to pursue place- based priorities, without the ring- fenced requirements of grant- based funding. The Single Settlement would offer multi- year block funds and would enable long- term economic planning over a five- year timescale. On 22 November 2023, the Memorandum of Understanding, which covered the design principles for the Single Settlement, had been published. This supported efforts for the region to receive the first Single Settlement in 2025, subject to proposed funding allocation being agreed at the WMCA Spending Review in Autumn 2024.

Elements of the deal which were of particular relevance to the Borough included:

- Provision for the Council to have a 10- year period of certainty over its ability to retain business rates growth, therefore increasing the Council's financial certainty.
- The opportunity for the Council to identify growth zones, from which business rates would be retained for 25 years.
- £60m of funding for the Wednesbury to Brierley Hill Metro extension.
- £100m of funding to the region for town centres and estate regeneration which was accessible to the Council. It was proposed that this would support the delivery of complex housing sites.
- Greater flexibility for the region over Skills Bootcamps, Free Courses for Jobs and future adult skills funding. This would allow skills funding to be more closely aligned with the needs of the local labour market and support efforts to tackle youth unemployment.
- The devolution of the Bus Services Operators Grant (BSOG), enabling the region to have enhanced oversight of funding

support and commits to exploration of a fully integrated ticketing structure across the region.

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

- It was agreed that the Memorandum of Understanding would be circulated to the Board.
- The allocation of funding across the region was the responsibility of the WMCA's Board (where the leaders of all seven constituent councils sat).
- It was acknowledged that the deal had not reflected the national and local challenges related to retrofitting homes, of which 28,000 council homes were required across the Borough and that the appetite for devolution had varied by government department.
- Heat pump network pilots had taken place in Birmingham and Coventry, of which details were to be provided to the Board.
- Upskilling and providing educational opportunities for the residents of Sandwell was a key priority of the WMCA Skills Board. Efforts had taken place between local authorities and businesses to increase opportunities, notably with regard to local apprenticeships schemes.
- The Cultural Investment Fund provided by the deal had a potential value of £4m and could be accessed by the Council.
- The WMCA had confirmed its commitment to the Wednesbury to Brierley Hill Metro extension, however, all capital schemes were prone to industry pressures such as inflationary costs.
- It was acknowledged that the WMCA had undergone significant expansion since its conception and that this had resulted in enhanced scrutiny as part of its governance journey.

82/23

Improvement Plan Quarterly Progress Report

The Strategic Lead for Service Improvement provided a progress update on the Improvement Plan up to 1 November 2023. This report was the sixth quarterly progress update to the Budget and Corporate Scrutiny Management Board.

Organisational improvements had been positive in nature and notable achievements had included the outcome of the local area Special Educational Needs and Disabilities (SEND) inspection, the Corporate Debt policy and the implementation of the Asset Management System.

Organisational Culture

Response rates had been low in relation to the new Member survey conducted, however, Member feedback following each training session had been positive. Attendees had completed decision- making training in October 2023 and a project team would be curated to agree the further training package. Slippage had been encountered with regards to the delivery of Directorship and trusteeship training as this was held later than anticipated, however, this had now been completed for 2023.

Corporate Oversight

The start date of the development of a Continuous Improvement Framework had encountered slippage, with the efforts to build continuous improvement into business planning ongoing. The Senior Leadership restructure had been approved at Full Council on 24 October 2023 and was in recruitment stage.

Strategic Direction

The Customer Journey Strategy delivery date had been revised, and funding for external partners had been agreed with procurement activity having been commenced, however, it was understood that this would take longer than originally anticipated.

Decision Making

No issues were reported.

Procurement and Commercial

The options appraisal for the Corporate Performance Management System was underway and it was proposed that council- wide requirements would be captured.

Partnerships and Relationships

Key performance indicators were being reviewed by the Department for Education appointed independent Chair of the Sandwell Children's Trust Improvement Board following consultation with the Director of Children and Education and the Chief Executive of Sandwell Children's Trust. The Council's relationship with the Voluntary and Community Sector was undergoing a re- profiling of timescales following the second Cost of Living Summit for local partner organisations to launch the joint Tackling Poverty Plan.

It was highlighted that the next improvement focus areas included driving transformational change, ensuring a strong basis for the Medium Term Financial Plan and improving the experience of all who use the Council's services.

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

- Equality, Diversity and Inclusion measures may benefit from further Member input.
- The newly created positions arising from the corporate restructure should be filled by June 2024.
- The hiring of external consultants rather than recruiting and retaining permanent staff did not represent value for money, however, it was acknowledged that it was sometimes required when departments were experiencing staffing issues or specialist knowledge was required.
- Capital monitoring arrangements were in place for large projects such as Oracle Fusion implementation.
- Officers undertook to provide further information regarding the requirement of social workers to re- register with the social work regulator (Social Work England) by 30 November 2023.
- The Member development and training package was being workshopped ahead of the May 2024 intake of newly-elected Members.
- The development of a 'Members Digest' bulletin providing Members with regular briefings detailing policy and strategy updates would be beneficial.
- Varying Member consultation methods would maximise response rates and should include face- to- face interviews, the attendance by Officers at ward and town meetings and online consultations and surveys.

Resolved:-

- (1) that a 'Members Digest' be developed to provide Members with regular briefings on policy and strategy updates;
- (2) that a variety of methods to consult members are utilised, which should include face- to- face interviews, attending ward and town meetings and online consultations and surveys.

83/23

Medium Term Financial Strategy – Autumn 2023 Update

The Interim Section 151 Officer outlined the Medium Term Financial Strategy (MTFS) – Autumn 2023 Update.

The document was developmental in nature and brought together the considerations which would formulate the budget proposal, which was scheduled to be considered by the Board in detail on 15 January 2023.

The MTFS applied only to the General Fund, which was made up of £800m and was used to provide the majority of services to residents across the Borough. The Housing Revenue Account and the Capital Programme would be the subject of separate reports.

An estimated £13m was the current predicted General Fund shortfall for the municipal year of 2024/ 25, however, this was subject to revision following the Chancellor's Provisional Finance Settlement on 21 December 2023. Alterations to the National Living Wage and further information regarding the New Homes Bonus would also result in further revision prior to agreement by Full Council.

The Local Government Finance Act 1992 required the Council to set a balanced, risk assessed budget each year and approve the Council tax precept before 11 March 2024.

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

- A 'Star Chamber' exercise had been conducted over the Summer 2023 to challenge existing budgets and identify savings options. Benchmarking exercises against neighbouring local authorities had also been conducted.
- Rigorous processes had been in place when exploring efficiency savings and when considering the minimum staffing level per department, managers had been consulted.
- Changes to the way adult social care services was provided had been considered, including the use of new technological options to support service demand.
- Modelling exercises had been undertaken to calculate projected revenue, business rates and other income finance streams as part of the curation of the MTFS.
- Transformative and digital savings such as the phasing out of paper- based working and the implementation of Oracle Fusion software had been considered during financial forecasting exercises.
- A 3% increase in Council tax represented an additional £4m to the Council's budget and was less than the rate of inflation set by the Bank of England.
- Sandwell Council had fully retained the Council Tax Support Scheme, with less than 50 councils nationwide having also continued such schemes.
- Revenue streams had been rethought to maximise income making measures.
- The recoupment of debt by the Council would be considered by the Board to ensure revenue collection was supporting both the Borough's residents and income streams.

84/23

Minutes of the West Midlands Combined Authority – Overview and Scrutiny Committee

The Board received the minutes of the Overview and Scrutiny Committee of the West Midlands Combined Authority for the meetings held on 10 July, 4 September and October 2023 for information.

85/23

Budget and Corporate Scrutiny Management Board Action Tracker

The Board noted the status of actions and recommendations it had made. Further updates would be reported to future meetings of the Board.

86/23

Cabinet Forward Plan and Board Work Programme

The Board received and noted the Cabinet Forward Plan and the Board's work programme.

Officers in attendance also undertook to explore proposals to share all items within the Board's terms of reference on the Forward Plan within the agenda packs moving forward, rather than only those within a four- month timescale.

Meeting ended at 8.27pm.

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Report to Budget and Corporate Scrutiny Management Board

4 January 2024

Subject:	Performance Management Framework – Q2 Monitoring
Cabinet Member:	Deputy Leader, Cllr Bob Piper
Director:	Chief Executive – Shokat Lal
Contact Officer:	Kate Ashley – Strategic Lead: Service Improvement Kayleigh Walker – Senior Lead: Service Improvement Sarah Sprung – Senior Lead: Service Improvement

1. Recommendations

- 1.1 That the Board considers and comments upon the further development of the Corporate Performance Management Framework and the 2023/24 Quarter 2 monitoring reports.

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 then, the corporate PMF has been further refined and built into business processes. In June 2023, Cabinet approved a revised Corporate Plan with a revised set of Corporate Performance Indicators. This report sets out the Council’s performance against the Corporate Performance Indicators for Q2 of 2023/24. **Appendix 1** lists the measures and performance, including a RAG rating against target where applicable. The appendix also includes the direction of travel of performance since last quarter (Q1) and compared to the same period last year.

2.3 Performance of key contracts is included in the quarterly performance reports to provide oversight of the performance of these services and assurance that contract management mechanisms continue to be in place and effective.

3 How does this deliver objectives of the Corporate Plan?

	<p>The 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.</p> <p>The Strategic Risk Register details the key strategic risks that need to be managed to ensure that they do not negatively impact on the successful delivery of the Corporate Plan objectives.</p>
	
	
	
	
	



- 3.1 An effective performance management framework facilitates increased accountability, learning and improvement. It also provides early warning signals and facilitates decision-making.
- 3.2 On a quarterly basis, the council gathers and analyses a wide range of data and information to understand how effectively its plans are being implemented and whether the strategic outcomes contained in the Corporate Plan are being achieved.
- 3.3 The information collected is used to enable the authority to better understand the impact of its work on local people, and where necessary, target actions and resources.

4 Quarter 2 Performance – key messages

Corporate Performance Report

- 4.1 In Q2, the number of Quarterly PIs given a RAG status has increased from 65 to 71 (out of a total of 128). In total, the percentage of 'red' and 'amber' PIs has increased, and the number of 'green' PIs has decreased, as can be seen below.
- 4.2 Of the 71 indicators given a RAG status this quarter,
 - 25 (35%) are RAG rated 'red' (compared to 21 (32%) in Q1*)
 - 15 (21%) are rated 'amber' (compared to 10 (15%) in Q1*)
 - 31 (44%) are rated 'green' (compared to 34 (52%) in Q1*)

**Totals have been amended from Q1 to include quarterly PIs only, the summaries provided last quarter included some Annual PIs where data was available)*

32 PIs do not have a RAG rating as a target is not applicable and/or the PI is for information only. For 25 PIs no data is available; this is because there is no data available this quarter or the PI is being developed. The Corporate Performance Team is working with Directorates to develop PIs and ensure more data is available next quarter.



Area	Total	Red	Amber	Green	RAG NA	Data not available	Annual
Best Start	39	3	7	7	1	0	21 (4 reported in Q2; 1 'red', 1 'amber' and 2 'green')
Live well Age Well	36	1	1	3	4	11	16 (1 reported in Q1: 'red')
Strong Resilient Communities	24	2	2	5	3	1	11
Quality Homes	21	8	1	4	1	0	7
Strong Inclusive Economy	15	2	0	1	3	3	6
Connected and Accessible	11	0	0	1	0	0	10
One Team One Council	58	9	4	10	20	10	5
Total	204	25	15	31	32	25	76

Corporate Plan

4.3 In total in Q2, 210 Business Plan actions were given an update, compared to 212 in Q1 (of 255 actions in total). In total, the number of 'red' and 'green' issues has slightly decreased, and the number of 'amber' issues has increased.

4.4 Of the 210 Business Plan actions given a RAG Status this quarter:

- 6 (3%) were rated as 'red' (significant issues) (compared to 8 (4%) in Q1)
- 42 (20%) were rated as 'amber' (medium issues) (compared to 37 (17%) in Q1)



- 162 (77%) were rated as 'green' (on track) (compared to 167 (79%) in Q1)

There were 44 actions with no update available.

	Best Start	Live Well & Age Well	Strong Resilient Communities	Quality Homes	Strong Inclusive Economy	Connected & Accessible	One Council One Team	Total
No of Corporate Plan 'we wills'	12	21	20	17	11	8	18	107
No of Directorate Business Plan Actions	23	85	38	23	18	17	51	255
On Track	9 (12)	59 (62)	22 (21)	15 (11)	15 (14)	13 (12)	29 (35)	162 (167)
Medium Issues	2 (5)	12 (10)	6 (6)	7 (5)	2 (2)	2 (3)	12 (6)	42 (37)
Significant Issues	-	5 (4)	1 (1)	0 (1)	-	-	0 (2)	6 (8)
No Update available	12 (6)	9 (9)	9 (10)	1 (6)	1 (2)	2 (2)	10 (8)	44 (43)
Totals	23	85	38	23	18	17	51	255



- 4.5 The comments for 8 Quarterly PIs and 4 Customer Service Standards reference recruitment and recruitment issues impacting performance. However, closer analysis has found there is no common theme in the commentary across these PIs.
- 4.6 The comments for 3 Corporate Plan updates refer to construction cost inflation as impacting performance
- 4.7 The following sections provide an oversight of Corporate Plan monitoring and performance across the strategic outcomes

5. The Best Start in life for Children and Young People

Performance Monitoring

- 5.1 We are below target for 'Financial performance against budget (SCT)'. At the end of Q2, SCT are projecting a £207k Annual Deficit against the Contract Sum. In response to this, the council has requested details on the mitigations the Trust are employing to address the overspend. Finance reports are being made available through Operational Partnership Board (OPB) and Strategic Partnership Board (SPB) and during four way meetings with the S151 officer, Director of Children's Services (DCS), Chief Executive of the Trust and Director of Resources at the Trust.
- 5.2 The 'percentage of Schools 'Good' or 'Outstanding' OFSTED rating - Special and alternative provision' is below target (71% against a target of 86%). Performance for Primary and Secondary Schools is also just below target ('amber'). This data includes academies as well as Local Authority maintained schools
- 5.3 'Early Help - Referrals to Social Care with no evidence of Multi-Agency Early Help in the prior 12 months' is above target (RAG rated 'red'). Performance has remained relatively stable since last quarter and is 5% better than 12 months ago.



5.4 The number of Children on a Child Protection Plan has risen from 338 in April 2023 to 479 in August 2023, although there has been a slight decrease in September 2023 to 462, now at a rate of 54.4 per 10,000 (RAG rated 'Amber'), this is slightly above Statistical Neighbour Average (52.6). The increase in CP plans over the quarter is due to a number of factors including:

- Some delays in core groups (review meetings) has impacted on plans being updated and progressed, resulting in some children being on plans for longer
- Threshold discussions not taking place consistently prior to a conference being arranged, meaning less challenge on how best to manage risk

Children on a CP Plan for a 2nd or subsequent time (within two years) has increased from 18.7% in Q1 to 22% in quarter (3.3% increase – RAG rating 'amber').

5.5 Improving the opportunities for Care Leavers continues to be a priority for the Children and Education Directorate and the wider Council, and senior managers met in Q2 to discuss how they could improve opportunities for Care Leavers this quarter. Performance for percentage of Care leavers that are NEET (aged 19-21)' remains above target at 54% (amber). In addition, a NEET panel has been set up where cases are discussed every 2 weeks and solutions can be found for Care Leavers to prevent them becoming NEET.

5.6 Provisional data for 'Key Stage 4: Attainment 8 - Reduce the Points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally' is available and is above target at -14.9 (RAG rated 'red'). The national gap measure was larger than in Sandwell at -15.2, with West Midlands slightly smaller at -14.8.

5.7 Provisional data for 'Educational Attainment Sandwell All Pupils – attainment at the expected level or above in reading, writing and maths at KS2' (56% - RAG rated 'Green') and 'Educational Attainment Sandwell All Pupils - KS4 attainment of English and maths at Grade 4 or above' (55% - RAG rated 'Amber') is available, however the figures for Children in Care are not yet available.



Corporate Plan Monitoring

- 5.8 Libraries continue to provide good outreach with 132 Deliver Play, Talk, Read sessions in all libraries.
- 5.9 Improving School attendance remains a priority, all schools now have a dedicated school attendance officer, 'how to' guides produced for school & partners i.e., how to manage illness.
- 5.10 There has been some slippage on projects such as the review of School Admission Appeals, this is to enable the annual school appeals to be heard within statutory deadlines. The review will commence in October 2023 in consultation with Schools Admissions.

6. People Live Well and Age Well

Performance Monitoring

- 6.1 The proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed is below target at 87% (RAG rated 'red'). Due to a change in management structure staffing in the team, there has been an increase in the backlog of allocations that has meant that by the time cases are allocated, the degree of the issues would either be resolved or risk removed, reducing transition into S42.
- 6.2 Safeguarding has also opened up across the service with a change in practice. Whilst the opening up of safeguarding across services is helping to make safeguarding everyone's business and increasing ASC operational capacity to respond to the increased demand in the system, impact of the knowledge gap previously has meant that understanding best practice and performance outcomes for safeguarding is low among staff. To address this, teams are offered support through surgeries and feedback from learning from performance validation meetings on specific areas of performance.



- 6.3 We are also addressing practitioner knowledge relating to best practice in analysing and applying the threshold questions resulting from point (a) (receipt of the contact) and practice at large. With this, we should now see an increase in the transition rate into S42 as delegated enquiries and a proportion of enquiries would be completed on this step on the module. This should have the effect of increasing this performance measure overtime. Regular meetings are also taking place with performance to address any quality issues, following this we are engaging with safeguarding and area teams.
- 6.4 The target for the 'Use of the Sandwell Language Network to support learning English and Health literacy' has been exceeded with 586 participants enrolled (against a target of 270). There have been 32,851 language learning hours completed, 56 volunteers have enrolled of which 6 volunteers achieved Adult Education Training Qualifications, 84% have improved ability to understand the NHS and 90% have improved ability to explain a personal health concern to a healthcare professional (contract year runs 1st Sept 22 - 31st Aug 23). The new contract year reporting will be available at the end of Q3 23/24.

Corporate Plan Monitoring

- 6.5 Work with faith sector continuing to build with the Corporate Faith Covenant verified by Faith Leaders.
- 6.6 Co-production agenda is well on track. Following reports in Q1 the conversation has now moved to a Place Based approach with a number of place-based colleagues having participated in working groups and represented on the steering group.
- 6.7 There is ongoing slippage in some areas. These include implementing the new day opportunities model across the market which is on hold whilst the barriers to Direct Payments and delays in processing are resolved. There has been an external report undertaken by Community Catalysts that has been shared through the Commissioning Board which identifies what needs to be done. Social Work capacity to undertake reviews and consider people for Direct Payments to enable them to access a diversified day opportunities model will also be considered.



- 6.8 Another area of slippage is the Joint Equipment Stores Development. The company A1 clutches share land on the site at Dolton Way alongside several other businesses and they installed a barrier that they padlock closed each evening and at weekends. The Community Alarms Team require 24/7 access and the barrier needs to be removed (Staff safety will be a concern if they have to get in and out of vehicles to unlock a padlock barrier each time they want to access/exit the site). The Council's Legal team continue to chase the company for a response.
- 6.9 The upgrade of the Walker Grange Communal areas has slipped because the HRA budget and that HRA forecasts need to be remodelled. Accurate remodelling is important because over the past year a number of pressures against HRA budgets have been identified that result in a significant deficit if we continue to deliver work already approved in the timescales proposed. The Housing Directorate needs to remodel the HRA forecasts for the coming 5 years to avoid that situation. Walker Grange communal work will be included in those discussions to identify when the work could commence.

7. Strong Resilient Communities

Performance Monitoring

- 7.1 The number of Friends Groups working in Partnership with The Council' is below target (9 against a target of 10). The Parks and Open Spaces team are currently working with a number of groups and individuals who are interested in becoming Friends Groups working in partnership with the Council. We therefore expect to meet the year-end target of 14.
- 7.2 The number of library visits in person is 4% under target (RAG rated 'amber'). This was due to unavoidable one day library closures (six) over the summer period due to staff sickness and job vacancies. The service is operating on minimum staffing due to reduced budgets, which means when staff are sick there is often no-one to cover. The libraries that were closed (all Saturdays) were Oakham Library (12 August), Great Bridge and Hamstead (2 September) Brandhall (23 September), Great Barr and Oakham (30 September). Brandhall, Oakham, and Great Barr now have the Library Plus system installed, which means we can allow registered



members into the library even when it is not staffed. Great Bridge and Hamstead are also due to have this system installed before 31 March 2024.

- 7.3 Under 16 issue figures (physical and electronic to include books, audiobooks, magazines & comics) is 4% under target. A charge for reserving items were introduced 1 April 2023, this was previously a free service. The charge has led to a 61% reduction in the number of items reserved during Q2, resulting in fewer issues. All other Corporate Library PIs are 'Green' and measures have been taken to help residents during the cost of living crisis, for example more events (most are free) and increasing the hours that PCs can be accessed (beyond library opening hours).
- 7.4 Domestic Abuse has increased in this quarter compared to the previous quarter by 880 offences. (No target so no RAG rating). There was a decrease of 175 offences when compared to the same time period as last year. Non-Crime incidents have increased by 145 compared to the previous quarter, and by 148 non-crime incidents compared to the same time period of last year. Year to date there has been a decrease of 260 offences and an increase of 169 non-crime incidents compared to the previous year. *(A non-crime is where police have been called but no crime has been committed - for example two family members having a loud argument, a third party calls the police, the police attend and calm the situation down, but no crime has taken place).* As set out in the Serious Violence Strategic Needs Assessment that was recently approved by the Safer Sandwell Partnership, the increase in Domestic Abuse cases may be attributed to various factors such as the COVID 19 pandemic and increased awareness and reporting.
- 7.5 An organisation called Safer Together have been commissioned to write the Serious Violence Strategy which includes a focus on Domestic Abuse, to ensure all local partners meet the Serious Violence Duty and pick up on the recommendations from the Strategic Needs Assessment. A launch event for this work took place on the 4th of December.

Corporate Plan Monitoring

- 7.6 The Libraries and Archives Strategy is being delivered which includes rollout of Library+ (a new model of delivery) - 4 libraries live with Library Plus (as referred to in paragraph 6.2).



7.7 There were 3,369 attended fly-tipping incidents in Q2. The total cost of removal of these fly-tips was £195,754. The increase from the previous quarter is in part due to a system issue impacting on reports in July and also linked to the industrial action prevention or reducing attendance by Serco colleagues at fly tip incidents and increased clear-up timescales following the resolution of the industrial action.

8. Quality homes in Thriving Neighbourhoods

Performance Monitoring

- 8.1 The 'Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty)' is below target (57.60% - RAG rated 'RED'). Due to the impact of the historic backlogs, we are still seeing a number of cases that have escalated beyond prevention and into relief. This has been progressing through the system and prevention levels returned to target levels in September 2023; therefore, the overall Q3 should show improved performance.
- 8.2 The 'Number of long-term empty homes brought into use' is below target (1 against a target of 6). An Empty Homes Officer started in October and will be able to progress a number of cases in train.
- 8.3 The 'Rough sleepers bi-monthly count outturn' is above target at 5 against a target of 3. Nationally there has been an increase in rough sleeping. This was demonstrated in the 2022 annual count for a majority of local authorities, including the West Midlands region. Sandwell has continued to perform well over 2023/24 with an increase in the September 2023 count which was largely due to a number of people with no recourse to public funds being discovered in one place. Subsequent counts have seen the number return to previous levels.
- 8.4 The percentage of current tenancies with a live valid Home Check in place (in the last 3 years) is below target (17.60% against a target of 20%) but has improved since last quarter (12.70% in Q1). Performance has been impacted by a new structure, which has impacted on Housing Services Officer's ability to focus on Home Checks. Additional temporary resources have been agreed which should lead to an increase in the rate at which Home Checks are completed.



- 8.5 The 'Percentage of properties with a Domestic Electrical Installation Condition report (DEICR) under 5-years old (or in legal resolution)' is worse than target (93.31% against a target of 100%) but has improved since last quarter. We continue to struggle with access issues, but the no access escalation process we have introduced is having a positive impact. Efforts will continue to be increased with the objective of achieving compliance by December 2023.
- 8.6 Fire Safety Checks and Asbestos Safety Checks are both below target and RAG rated 'Red'. Performance is below target for Fire Safety Checks because the team were completing the data collation, verification and registration of high-rise buildings (55) to the Building Safety Regulator by the 1st of October 2023. The team intends to catch up on Fire Safety Checks by the end of November 2023. Performance is below target for Asbestos Safety Checks because the inhouse team that deal with the surveys also carry out other building surveys and due to the rise in the Housing Disrepair (HDR) claims they have been focusing their time on these. Recruitment is underway to increase capacity to manage the HDR claims in the short and long term. This will be looked at by the transformation team which is being established to look at HDR backlogs with the intention of clearing them as soon as possible. The aim is to have resolved the majority of current cases by the end of the year.
- 8.7 The number of residents assisted by Welfare Rights in Q2 is below target by 549 cases (RAG rated 'RED'). This is due to the increase in complex cases which is resulting in officers having to spend more time on each case. The team are still working overtime which has been introduced within the service to support the increasing number of residents and the service has recruited two new members of staff into temporary posts which will increase the support to residents. This did not hinder performance on the monetary gains for the quarter as the service were successful in gaining £1,621,554 for residents, which was above target.

Corporate Plan Monitoring

- 8.8 The majority of actions under this theme are on track.
- 8.9 Those under medium /risk of slippage include construction costs increasing for council home new builds.



- 8.10 Social Housing Decarbonisation Fund (SHDF) Wave 1 – delivery of properties reduced due to delivery difficulties of contractors. The works have now concluded and the funding element to the project is being finalised (which will take place by the 15th December).

9. A Strong Inclusive Economy

Performance Monitoring

- 9.1 'The number of Businesses supported' is below target at 58 against a target of 100 and 'Businesses receiving Financial Assistance or Grants' is below target at 2 against a target of 20. Delays in funding to support/start business support programmes coupled with lower enquires for business support than anticipated have resulted in the target not being met. The delay in funding was a result of the West Midlands Combined Authority being late in releasing the budget for the business support programmes. The funding has now been released and we anticipate that we should be back on target by the end of next quarter.
- 9.2 The latest data from NOMIS (an Office for National Statistics Service) shows that in Sandwell, of the 69.1% of people economically active, 64.7% are employed. For the West Midlands, 77.5% are economically active with 73.6% in employment and for Great Britain, 78.4% are economically active, with 75.5% in employment. The employment rate had been on a downward trajectory since March 2021 in Sandwell when it peaked at 74%; however, the latest data shows an increase for the first time since then.

Corporate Plan Monitoring

- 9.3 Development of safer green spaces strategy has been rescheduled for March Cabinet.
- 9.4 Development of Corporate Fleet Strategy – an interim report of the Fleet Review was received by Leadership Team in November, with development of strategy underway.
- 9.5 Secretary of State for Levelling Up, Communities and Housing visited Wednesbury as part of programme announcement. Cabinet decisions



taken in Q2 to progress Levelling Up Programme. Project team now established, and this is now in operational delivery.

9.6 Three of the four apprentice opportunities available in Registration Services have now been successfully filled.

10. A Connected and Accessible Sandwell

Performance Monitoring

10.1 We have completed 4 more road safety improvement schemes this quarter than target (6 in Q2). Schemes completed this quarter include:

- 1. Londonderry Lane, Smethwick** – Traffic Calming and Cycle Infrastructure – Final phase of road safety and sustainable travel improvements to compliment the new Sandwell Aquatics Centre
- 2. Windmill Lane Puffin Crossing, Smethwick** – Installation of a new controlled pedestrian crossing between Trafalgar Road and Ballot Street to aid child and parents walking to and from St Matthews CofE Primary school and the practitioners at the Jamia Masjid Mosque.
- 3. Puffin Crossing Manor House Road Wednesbury** - Installation of a new controlled pedestrian crossing outside of St Mary’s Primary School to aid child and parents walking to and from school following retirement of School Crossing Patrol point.
- 4. Lightwoods Hill Safety Scheme, Old Warley** – Installation of new Vehicle Activated electronic Speed Signs and new 20mph limit to reduce vehicle speeds and improve safety environment following petition and community concerns.
- 5. Vehicle Activated Speed Sign (VASS) Project** – Installation of a number of electronic speed activated warning signs at various location in the borough in response to community concerns over speeding vehicles. Includes:
 - 6. School Street, Ferndale Road, Hamstead** – an 18-month pilot project of closing off road to vehicle traffic at Ferndale Primary School entrance at school arriving and leaving times to improve safety environment for children and to help encourage walking to school.

Corporate Plan Monitoring

10.2 Sandwell Strategic Road Safety Plan 2023 – 2030 was considered by Scrutiny in October, prior to Cabinet in December.



- 10.3 Blackheath Interchange - feedback from consultation with indoor market traders indicates a low level of support for this scheme and therefore it is subject to review.
- 10.4 Progress on delivering the capital programme of maintenance in relation to highways infrastructure is on track. The expenditure profile delivers more costly work in the final two quarters.

11. One Team One Council

- 11.1 Sickness absence levels have increased for the last two consecutive years since the coronavirus pandemic began in 2020-21. An average of 5.75 working days were lost per employee due to sickness in Q2 compared to 5.29 days during the same period last year. Housing achieved a reduction in sickness compared to last year, and a marginal decrease was achieved by Children and Education and Public Health directorates. All other directorates have seen a marginal increase apart from Adult Social Care and Borough Economy who encountered the highest increases. The most significant increase is for stress related sickness, followed by 'other' problems. There has been a decrease in infections, due to a decrease in coronavirus cases.
- 11.2 The average waiting time in the Adults Contact Centre has increased from 1 minute 9 seconds to 1 minute 27 seconds. There has been a significant increase in the level in new Blue Badge enquires (doubled in the recent month) which take a long period of time to complete and we are carrying 4.5 vacancies. Once recruitment is completed we should see this reduce. Through the transformation programme we are looking at our demand and capacity modelling and how we can make improvements and efficiencies in this area.
- 11.3 The Abandonment Rate and Average Wait measures in the Revenues and Benefits Contact Centre have been affected by short term staffing issues in July and August; performance significantly improved in September. Across the period there were also days where corporate systems were down so wait times were longer. New staff have been



appointed and are undertaking seven weeks of training. Once this is completed, they will be fully operational.

- 11.4 The Abandonment Rate targets were missed in the Corporate Contact Centre (9.09% against a target of 8%) due to continued staff vacancies (28%) and sickness (9.1%). The Corporate Contact Centre Average Wait measure was 9 seconds above target (RAG rated 'Amber'). During Q2, there have been two recruitment drives, and the service will continue to undertake a rolling recruitment programme in an attempt to fill all vacancies. We have also continued to support the face-to-face delivery of services at the OSS (two advisors daily) and at the Community Hubs Pilot at West Bromwich and Blackheath Library twice weekly each Tuesday and Wednesday (two advisors each day). Sickness has continued to be managed as per the sickness management procedure.
- 11.5 'SARs compliance with timescales' is significantly below target at 50% (target 95%). Performance is being massively impacted by the volume of requests for Housing Disrepair claims whereby the documents required to make a HDR claim are being requested through the SAR process. Excluding SARs made for HDR claims the compliance rate would be 68%. SARs for HDR claims make up 33% of all SARs received in Q2 (25 out of 75).
- 11.6 'FOI compliance with timescales' is below target at 83% (against a target of 95%). However, the final month of Q2 (September) has seen us reach our highest ever rate of compliance at 90% (July - 81%, August - 79%).
- 11.7 The percentage of complaints responded to in 10 working days (also service standard) has improved since last quarter but is still significantly worse than target. In Q2 of all Stage 1 complaints received only 64% were responded to within the SLA of 10 working days (68% excluding ASC). The average number of days complaints were responded to in Q2 was 14 days.
- 11.8 Council Tax Collection and Business Rate Collection are slightly down on last year (both RAG rated Amber). The Council have just carried out a single person review which has removed 2,000 Single Person



Discount awards and therefore increased our outstanding debt. However, by doing the Single Person Discount review it has increased our council tax base which will help when setting the council tax and with New Homes Bonus. This additional debt will be collected over the remainder of the year. Business Rate Collection is down on last year due to the £6m COVID-19 Additional Relief Fund (CARF) payments added last year, but the gap is closing.

Corporate Plan Monitoring

- 11.9 Libraries support to delivery of Community Hubs - Pilots at Blackheath Library and Central Library, West Bromwich going well.
- 11.10 Medium risk on achieving full cost recovery for Sandwell Valley Visitor Centre, Forge Mill Farm, Lightwoods House and Park (Visitor Services) - Income targets not met for Q1 and Q2, due to weather and operational delays in Q1.
- 11.11 Design & Deliver a new EDI Strategy is medium risk. The EDI team are currently developing the EDI Strategy Timetable and format, phase one of the strategy development will commence during Q3.
- 11.12 Development of a Customer Access Strategy that offers a range of high-quality ways to contact the council that meets the needs of all Sandwell residents has been subject to delay due to resource allocation. It has been agreed that internal resource will be directed to develop a Strategy for the next 3 years whilst a wider piece of work runs concurrently to procure a Strategic Partner/Provider to undertake a more in-depth Strategy across Customer taking into account co dependencies with ICT/Digital Strategies.

12. Housing Improvement Plan

- 12.1 A series of additional directorate and service level performance dashboards and monitoring plans are being developed as part of a wider Housing Improvement and Transformation Plan. This will also take into



account existing internal and external improvement plans to ensure better governance, service delivery and improve the management of resources across the Housing Directorate. An officer is being recruited to lead this work (which will include developing a team to solely focus on this) which will form part of the wider Corporate Transformation programme. The Housing Directorate will work with the Corporate Team to identify the information needs to be included in the Corporate Performance Report moving forwards to ensure corporate oversight. An update will be provided in the Q3 report.

13. Contract Governance

Reports on contract governance have been provided for Sandwell Childrens Trust (SCT), Serco, Places Leisure and Sandwell Leisure Trust (SLT) and assurance of governance arrangements has been provided through these reports. A summary for each one is detailed below.

Sandwell Children's Trust

- 13.1 Since April 2018, children's services have been delivered by Sandwell Children's Trust on behalf of the Council. The Trust delivers the following range of services:
- i. Children's Social Care
 - ii. Fostering
 - iii. Targeted Early Help
- 13.2 SCT was part of the Area SEND inspection that took place in Q1, the report was published in September 2023. SCT, as one of the parties jointly responsible for the commissioning of SEND services, along with the Council and ICB, are working with the partnership to address the areas of improvement identified by inspectors.
- 13.3 With regards to governance, approval was gained from Cabinet on 18 October 2023 to extend the appointment of the independent non-executive director Stephen Rimmer for up to 3 years and the process of agreeing the contract sum for 2024/25 has commenced in line with the process laid down in the Service Delivery Contract.



- 13.4 At the end of Q2, SCT are projecting a year end deficit of £2.073m against the Contract Sum of £74.475m, in real terms this is an overspend of £2.815m as there is an expectation for them to achieve a surplus of £742k by the end of the year. These projections are based on 6 months of activity and subject to change. In response to the projected deficit (and as set out in paragraph 5.1), formal contract sum negotiations have commenced in Q2 and will conclude in Q3.
- 13.5 Performance against the contract KPIs continues to be monitored. There was a significant fall in performance at the beginning of Q2, with only 5 of the 15 KPI's being green. This improved over the quarter to the point that there are no KPI's in the red zone and 11 being green. Some of the falls in performance can be attributed to SCT introducing a new system for the allocation of initial child protection conference chairs that led to some children waiting for longer than normal. SCT has now rectified this, and performance has rebounded.

Serco

- 13.6 The council's contract with Serco was awarded in 2010 and runs until 2035. It has a contract value in the region of £34m per annum. The contract covers services including waste and recycling collection, household recycling centre management, street cleansing and fleet management and renewal.
- 13.7 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. Leadership Team also receive regular contract reports that provide oversight and issues are raised as appropriate.



13.8 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.

13.9 As reported in Q1, the impact of the summer's industrial action spilled over into the first few weeks of Q2, specifically:

- i. Refuse catch-up (backlog of accumulated waste) was completed on the 9 July.
- ii. Recycling collections recommenced on the 10 July
- iii. Recycling catch-up (backlog of accumulated waste) was completed on the 21 July.

(Performance figures for Q2 remain interim figures and do not yet accurately capture actual performance.)

13.10 The financial settlement of the missed service during the industrial action remains ongoing. Based on legal advice an initial claim was submitted to Serco in November and discussions are taking place.

13.11 Other works that were necessarily stood down / delayed as a result of the industrial action have now been reactivated, notably:

- The consultation on the Litter Bin Strategy was concluded at the end of October. More than 900 survey responses were submitted. The Litter Bin Strategy will be reported in Q3.
- The Waste Insights work – looking at how frequently residents present their bins – was also concluded in October. The outcome of this research will also be reported in Q3.

Places Leisure

13.12 A 25-year contract is in place with Places Leisure to operate West Bromwich Leisure Centre and an annual management fee of approximately £20K is paid to the Council.



13.13 Monthly operational reports are provided to update on performance – operational and technical. Quarterly contract management meetings are held to ensure the ongoing monitoring of the contract and performance.

13.14 In terms of Q2 participation, there has been an increase visits, Fitness Live memberships and swimming compared to last year and the occupancy of group exercise sessions is also higher than last year.

Sandwell Leisure Trust

13.15 In Q2, Sandwell Leisure Trust (SLT) managed the following leisure centres in Sandwell:

- Haden Hill Leisure Centre
- Hadley Stadium
- Harry Mitchell Leisure Centre
- Langley Swimming Centre
- Portway Lifestyle Centre
- Sandwell Aquatics Centre
- Smethwick Swimming Centre
- Tipton Leisure Centre
- Tipton Sports Academy
- Wednesbury Leisure Centre

(In July 2023, Langley Swimming Centre and Smethwick Swimming Centre closed and the Sandwell Aquatics Centre opened. The swimming pool at Haden Hill Leisure Centre has also been closed since Mar 2023; the rest of the site is still open and will be until early next year when it will close for the rebuild/refurbishment.)

13.16 As part of the council’s resolution of the issues identified, Cabinet at their meeting 9 February 2022 terminated the Management Funding Agreement (MFA) with SLT and SLT will formally ceasing to deliver services on 30 April 2023.

13.17 Cabinet at their meeting 22 June 2022 decided that SLT will be replaced by a Local Authority Trading Company (LATC). However, following



approval from Leadership Team and Cabinet, officers have extended the termination period with SLT to March 2027, due to the cost benefit in relation to utility costs, improved partnership working and revised governance arrangements.

- 13.18 In terms of performance, attendance cannot be directly compared with Q1 or last year given Langley and Smethwick Swimming Centres closed and Sandwell Aquatics Centre opened. Nevertheless, looking at the figures, the overall number of visits has increased significantly at 574,886 visits in Q2 23/24 compared to 540,261 in Q2 23/24. This can be largely attributed to Sandwell Aquatics Centre that had over 60,000 visits in August and in September.
- 13.19 In terms of finance, the current forecast outturn is £167k over budget; SLT have identified management action to bring this back to budget by the end of the year.

14 Strategic Risk Register

- 14.1 Effective risk management is a key element of good corporate governance, as noted in the council's [Code of Corporate Governance](#), 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.
- 14.2 The Audit and Risk Assurance Committee (ARAC) receive the Council's Strategic Risk Register (SRR) on a regular basis for review and comment. 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.
- 14.3 The SRR 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. The



SRR was presented to ARAC on 21 September 2023 and was included in the Q1 report to Scrutiny on 5 October 2023. The SRR will be presented to ARAC again in February 2024 and will be included in the Q3 Corporate Performance Report.

15. Amended or deleted PIs (for approval By Cabinet)

It is proposed that the targets for 2 PIs are amended this quarter and 1 PI is changed. They are set out below, with a justification for the changes.

PI	Strategic Outcome and Directorate	Justification
% Care leavers that are NEET (aged 19-21)	The Best Start in Life for Children and Young People Children and Education	The target has been amended from 50% to 46.5% to drive service improvement.
The proportion of people who receive long-term support who are enabled to live in their home or with family	People Live Well and Age Well Adult Social Care	The target for this indicator has been revised due to a change in definition. It is now 70% (was 86%)
Forge Mill Farm Income (admissions, events, other & education)	Strong Resilient Communities	'Visitor spend per head (including secondary spend)' has been amended to 'Forge Mill Farm Income (admissions, events, other & education)' as spend per head is not fully reliable until Oracle Fusion is implemented and income data is readily available.

16. New PIs (for approval by Cabinet)

3 indicators have been put forward to be added this quarter. They are set out below, alongside the reason for their addition.



PI	Strategic Outcome and Directorate	Justification
A percentage reduction in carbon emissions within our corporate estate and across the wider borough	Strong Resilient Communities Regeneration	This will measure reductions in carbon emissions as per Climate change strategy.
A reduction in sites from surplus property/management of Land Register	One Council One Team Regeneration	This indicator monitors the progress of the Surplus Asset programme.
Number of surveys conducted through the Sandwell Consultation Hub	One Council One Team Assistant Chief Executive	This indicator will monitor how we are embedding an evidence-based continuous improvement approach to ensure we are directing our resources to meet our priorities.

17 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



	<p>risks and the associated mitigations are noted in the SRR.</p> <p>The corporate performance management framework is a key mechanism to report progress and performance to the Government appointed Commissioners.</p>
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.
Climate Change	There are measures in the PMF that look at air quality and passenger journeys on public transport and 'we will' statements in the Corporate Plan on renewable energy measures in the build of new homes.
Corporate Parenting	There are measures in the PMF that look at children in care related to education, placements moves, health assessments and NEET figures.

18. Appendices

Appendix 1 – Corporate Performance Report 2023/24 Q2

Appendix 2 – Strategic Risk Register Update Report



19. Background papers

Quarter 1 Performance Monitoring The appendices to this report are available here:

<https://sandwell.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=6587&Ver=4>

Report to Council 21 April 2022:

Performance Management Framework for the Council



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Corporate Performance Report 2023/24 - Quarter 2

Rag Rating

Green	On or better than target	DOT	Direction of travel - comparator to previous quarter and the same quarter in the previous year
Amber	Worse than target but within target tolerance		
Red	Worse than target and outside the target tolerance		

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
The Best Start in Life for Children and Young People									
B3e	% of Schools 'Good' or 'Outstanding' OFSTED rating Special and alternative provision	Bigger is better	86%	5%	71% (30th Sep 2023)	86% (30th June 2023)	100% (30th Sep 2022)	Data for published reports as at 30th September 2023. The figure for England is 89%, and the West Midlands 80%. Please note that this data includes academies.	Children and Education
B8c	Financial performance against budget	Bigger is better	£740k Annual Surplus	5%	£207k Annual Deficit	£209k Annual deficit (revised from £224k)	£570k Annual Deficit	At the end of Q2, SCT are projecting a £207k Annual Deficit against the Contract Sum. In response to this, the council has requested details on the mitigations the Trust are employing to address the overspend. Finance reports are being made available through Operational Partnership Board (OPB) and Strategic Partnership Board (SPB) and during four way meetings with the S151 officer, Director of Childrens Services (DCS), Chief executive of the Trust and Director of Resources at the Trust.	Children and Education
B12b	Early Help - Referrals to Social Care with no evidence of Multi-Agency Early Help in the prior 12 months	Smaller is better	<70%	70.1%-75%	77%	76%	82%	Whilst performance is worse than tolerance, it has remained relatively stable since last quarter, and is 5% better than 12 months ago.	Children and Education
B3c	% of Schools 'Good' or 'Outstanding' OFSTED rating: Primary	Bigger is better	89%	5%	87% (30th Sep 2023)	86% (30th June 2023)	86% (30th Sep 2022)	Data for published reports as at 30th September 2023. The figure for England is 90%, and for the West Midlands 88%. Please note that this data includes academies.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B3d	% of Schools 'Good' or 'Outstanding' OFSTED rating: Secondary	Bigger is better	80%	5%	79% (30th Sep 2023)	79% (30th June 2023)	79% (30th Sep 2022)	Data for published reports as at 30th September 2023. England 82%, West Midlands 82%. Please note that this data includes academies.	Children and Education
B6a	Rate of Children on a Child Protection Plan per 10,000 CYP population	Smaller is better	45	45.1 to 55	54.4	45.2	48.6	The number of Children on a Child Protection Plan has risen from 338 in April 2023 to 479 in August 2023, although there has been a slight decrease in September 2023 to 462, now at a rate of 54.4 per 10,000, this is slightly above Statistical Neighbour Average (52.6). The increases in CP plans over the quarter is due to a number of factors including: <ul style="list-style-type: none"> • Some delays in core groups (review meetings) has impacted on plans being updated and progressed, resulting in some children being on plans for longer • Threshold discussions not taking place consistently prior to a conference being arranged, meaning less challenge on how best to manage risk 	Children and Education
B6c	% Care leavers that are NEET (aged 19-21)	Smaller is better	50%	50.1%-55%	54%	53%	60%	The target has been amended from 50% to 46.5% to drive service improvement. Improving the opportunities for Care Leavers continues to be a priority for the Directorate and wider Council and senior managers met to discuss how they could improve opportunities for Care Leavers this quarter. In addition, a NEET panel has been set up where cases are discussed every 2 weeks and solutions can be found for Care Leavers to prevent them becoming NEET.	Children and Education
B9e	Children in Care - Same Placement for 2+ years	Bigger is better	68%	60-68%	64%	65%	68.60%	Performance is 1% worse than Q1, but is still within the target tolerance.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B12c	Early Help - Number of Step Downs to Multi-Agency Early Help that do not return to Social Care within 12 months	Bigger is better	>80%	75%-79.9%	79%	83%	83%	Performance is just below target; this is the first time performance has dipped below target.	Children and Education
B6b	% children becoming subject of a CP Plan for the second or subsequent time (within two years)	Smaller is better	15%	15% to 22%	22.00%	18.70%	18.20%	Children on a CP Plan for a 2nd or subsequent time (within two years) has increased from 18.7% in Q1 to 22% in quarter (3.3% increase)	Children and Education
B8a	Permanent vacancy rate of social workers	Smaller is better	<37%	37.1%-43%	27.40%	40.40%	38%	There has been an improvement in this area with the increase in recruitment of ASYE (Assessed and supported year in employment programme) social workers and the SW establishment reducing from 203 to 187, we have also seen an improvement in Social Work retention over the last 6 months	Children and Education
B9f	Children in Care with 3+ moves (placement moves)	Smaller is better	9%	9-12%	8.70%	7.50%	8.20%	Performance is slightly worse than last quarter but still better than target.	Children and Education
B9g	Children in Care - Health assessments	Bigger is better	85%	80-84.9%	96.70%	NA	NA	This is a cumulative measure throughout the financial year (data runs April to March each year). Performance is well above target.	Children and Education
B9h	Children missing from placement and return interviews in time (based on accepting and completed within 72 hours)	Bigger is better	75%	65-75%	92.90%	100.00%	94.70%	Performance is worse than last quarter and last year but above target.	Children and Education
B12a	Early Help - Number of Allocated Lead Professionals by Organization	Smaller is better (strengthening families) Bigger is better (other partners)	Strengthening Families <60% Other Partners >40%	Strengthening Families 60.1%-65% Other Partners 35%-39.9%	52% Strengthening Families Other Partners 48%	62% Strengthening Families Other Partners 38%	57% Strengthening Families Other Partners 43%	This is the first time the target has been achieved since Q2 2022-2023.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B12d	Early Help - Number of Children/Young People receiving intervention	NA - dependent	900-1200	<>10% of the range	1023	1138	974	The number of multi-agency early help involvements has significantly increased, however this does not necessarily mean they are still actively working with those families. This will also include those still open where the EH assessment has been completed but is awaiting transfer to Strengthening families or closure.	Children and Education
B6d	% of 16s and 17s not in employment, education or training (NEET)	Smaller is better	1.75%	5%	1.50%	1.80%	1.1%	The Q2 % increase in NEET figures compared to Q2 2022/23 is a reflection of the national and regional increase in % NEET. However, Sandwell Q2 performance compares well with statistical neighbours at 2.3%, West Midlands at 1.8% and England at 2.0%.	Children and Education
B11c	The number of Children who receive travel assistance (that is not transport to school)	Bigger is better	201 (year-end 2023/24)	5%	168	175	NA - New PI	There is a year-end target for this PI and it is also being monitored quarterly. As of 01/11/2023 (data not available at the end of Q2), there were 967 on Transport and 168 receiving travel assistance (made up of 72 claiming parent mileage, 92 claiming a PTB and 4 with a travel pass). This compares to 848 on transport and 175 (made up of 63 claiming parent mileage, 108 claiming a personal transport budget and 4 with a travel pass) receiving travel assistance at the end of Q1. At the end of September, the number of pupils on transport was 943, so this is increasing. We continue to encourage parents wherever possible to not use transport but to claim mileage, a personal travel budget or travel pass to reduce overall costs. Increases in pupils using transport will inevitably impact on the budget, however, the service is working on a range of mitigations that have been shared with Cabinet and the Leadership Team.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B5a	Key Stage 4: Attainment 8 - Reduce the Points gap between the LA Disadvantaged and Non-Disadvantaged pupils nationally	Smaller is better	-13.5 (2023)	5%	-14.9 (2023 provisional)	-14 (2022)	-13.4 (2021)	Final Published data will be available in February 2024. In 2023 the attainment 8 of Sandwell disadvantaged pupils was 35.4 which compares positively with 35.1 nationally. Whilst performance is worse than our target, the national gap measure was larger than in Sandwell at -15.2, with West Midlands slightly smaller at -14.8.	Children and Education
B9d	Educational Attainment Sandwell All Pupils - KS4 attainment of English and maths at Grade 4 or above	Bigger is better	56%	5%	55% (2023 provisional)	61% (2022)	NA	Nationally there was a drop in performance compared to 2022 following return to pre-pandemic grading. Subsequent years up to 2022 were atypical. Targets set to reflect 2019 performance. (National E&M 4+ 69% - 2022, 65% - 2023 (provisional), West Midlands E&M 4+ 67% - 2022, 62% - 2023 (provisional)) Please note the figures for Children in Care are not yet available.	Children and Education
B8g	Area SEND Inspection	Bigger is better	Category 2	NA	Category 2	NA	NA	The report following the inspection in July, was published in September 2023. Under the new grading system of Category 1, Category 2 and Category 3 (Category 1 being the best that can be achieved). The report stated 'Children and young people with SEND are valued in Sandwell. However, their experiences are variable due to the inconsistencies that exist across the local area partnership. Area leaders are aware of the inconsistencies and are taking appropriate action to address them.' The next full area SEND inspection will take place within approximately 3 years. The full report is available on the Ofsted website.	Children and Education

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
B9c	Educational Attainment Sandwell All Pupils – attainment at the expected level or above in reading, writing and maths at KS2	Bigger is better	56%	5%	56% (2023 provisional)	55% (2022)	NA	Sandwell 2023 provisional data indicates a 1 ppt improvement on 2022. National data remained stable between 2022 and 2023 and West Midlands data was also up by 1ppt. (National 2023 Provisional figure is 59%, West Midlands 2023 Provisional figure is 58%). Please note the figures for Children in Care are not yet available.	Children and Education
People Live Well and Age Well									
L17b/ASCOF 4B	The proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed	Bigger is better	95%	92% (tolerance score)	87%	NA - New PI	NA - New PI	<p>Due to a change in management structure staffing in the team there has been an increase in the backlog of allocations that has meant that by the time cases are allocated, the degree of the issues would either be resolved or risk removed, reducing transition into S42. Safeguarding has also opened up across the service with a change in practice. Whilst the opening up of safeguarding across services is helping to make safeguarding everyone's business and increasing ASC operational capacity to respond to the increased demand in the system, impact of the knowledge gap previously has meant that understanding best practice and performance outcomes for safeguarding is low among staff. To address this, teams are offered support through surgeries and feedback from learning from performance validation meetings on specific areas of performance.</p> <p>We are also addressing practitioner knowledge relating to best practice in analysing and applying the threshold questions resulting from point (a) (receipt of the contact) and practice at large. With this, we should now see an increase in the transition rate into S42 as delegated enquiries and a proportion of enquiries would be completed on this step on the module. This should have the effect of increasing this performance measure overtime. Regular meetings are also taking place with performance to address any quality issues, following this we are engaging with safeguarding and area teams.</p>	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L18a/2D (formerly 2B)	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into rablement/rehabilitation services	Bigger is better	68%	66% (tolerance score)	66% (Q1)	66.3% (2022/23)	Not available	Figure reported is for Q1 as the Q2 figure is not yet available. Performance in Q1 is slightly worse than at the end of Q4 22/23, but still within target tolerance.	ASC
L14b/2E (formerly 1G)	The proportion of people who receive long-term support who are enabled to live in their home or with family	Bigger is better	70%	66% (tolerance score)	70%	NA	NA	The target for this indicator has been revised due to a change in definition. Performance is on target for Q2.	ASC
L21b/6B	The percentage of adult social care providers rated good or outstanding by the Care Quality Commission	Bigger is better	70%	66% (tolerance score)	70%	71%	NA - New PI	Performance is on target. Performance has improved from 57% in Q4 2022/23.	ASC
L1d	The use of the Sandwell Language Network to support learning English and Health literacy.	Bigger is better	270	5%	586	586	NA	The 2022-23 programme 270 learners target has been exceeded target with 586 participants enrolled, 32,851 language learning hours completed, 56 volunteers enrolled of which 6 volunteers achieved Adult Education Training Qualifications, 84% improved ability to understand the NHS, 90% improved ability to explain a personal health concern to a healthcare professional (contract year runs 1st Sept 22 - 31st Aug 23). New contract year reporting will be available at the end of Q3 23/24 - 2023-24 target is to reach 325 individual learners, deliver 20 employability booster sessions, deliver 21 ESOL courses and 1x IELTS course	Public Health

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L1e	The targeting of the health checks at those most in need	Bigger is better	TBC	5%	1167	200	NA	So far, 1167 people received an Health Checks. The Health Check target is spread over two years of the contract. Overall target for the 2 years is 12,000 eligible people. Quarterly performance data is uploaded and available from fingertips.phe.uk website.	Public Health
L3	We will continue to push for improved vaccine take up, childhood vaccines, flu season and COVID boosters	Bigger is better	90%	5%	NA	80.40% (2021/22)	82.60%	Flu season vaccination doesn't start until October and data will not be available until later in the year.	Public Health
L1b	Engagement of faith sector in Public Health work	Bigger is better	NA	5%	TBC	NA	NA	The Faith Sector & Inclusion Health Development Officer has been in post since July 2023 and has refreshed and relaunched the Faith Sector Board meetings with a number of new members of different faiths now engaging. We are looking at how we capture new metrics for this engagement work moving forward.	Public Health
L1c	Healthy pregnancy programme	Bigger is better	NA	5%	TBC	NA	NA	TBC	Public Health
L1f	The release of the Healthy Aging App - directed at providing information in multiple languages	Bigger is better	NA	5%	NA	NA	NA	App to be released in Autumn 2023	Public Health
L1g	Universal Healthy Start Vitamins	Bigger is better	90%	5%	TBC	NA	NA	Since May 2023, every pregnant woman and new born are given these universally.	Public Health
L2	Number of grants provided concerning Vision 2030, Better Mental Health and Healthy Lifestyles	Bigger is better	NA	NA	7	16	TBC	£ 1,978,000 total grants (2022-23). As of Q2, there are currently 7 active Better Mental Health grants operating across the Borough, with a further 6 scheduled to commence before the end of the financial year.	Public Health

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L4b	LGBTQ+ needs assessment and Challenge fund to support outcomes.	Bigger is better	TBC	TBC	TBC	NA	NA	Five CVS organisations have been funded to deliver projects that support the recommendations from the Needs Assessment including Proud Baggies, Friar Park Millennium Centre, Crossroad Caring for Carers, Birmingham LGBT and Wolverhampton LGBT.	Public Health
L4c	Inclusive cycling programme	Bigger is better	TBC	TBC	TBC	NA	NA	TBC	Public Health
L5a	Investment and support of community mental health programmes (including pre-and post-natal support groups; a parenting programme; an anti-bullying campaign)	Bigger is better	TBC	TBC	NA	NA	NA	Being developed this year.	Public Health
L5b	Grants to the SCVO around child wellbeing, Grants for child wellbeing for special school mental health and wellbeing	Bigger is better	NA	NA	Over £100K	£550K	NA	Over 100k distributed to 5 x CVS via SCVO, 2 x grants provided to special schools. Pre-procurement being undertaken for grant to support headteachers and senior leaders wellbeing.	Public Health
L6	Towns based awareness of Public Health offer/ Stronger Sandwell	Bigger is better	TBC	5%	TBC	NA	NA	TBC	Public Health
L7	Sandwell Stride programme (volunteer-led walking scheme) and digital appbased walking offer	Bigger is better	TBC	5%	TBC	NA	NA	TBC	Public Health

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
L8	Greenspace utilisation (physical activity in parks and open spaces)	Bigger is better	TBC	5%	TBC	NA	NA	TBC	Public Health
L10	Number of sites that are non-compliant with the national NO2 air quality objective	Smaller is better	TBC	5%	1	NA	NA	1 (as of Oct 2023)	Public Health
People Live Well and Age Well - Annual PIs reported this quarter									
L13d	Smoking at time of delivery	Smaller is better	8.8% (national average 2022/23)	5%	9.8% (2022/23)	NA	9.3 (2021/22)	Sandwell remains above the national average for smoking during pregnancy. The team will work with acute sector to ensure identification and appropriate referral into community treatment services needed. This is an annual metric therefore no quarterly metric updates available.	Public Health
Stong Resilient Communities									
C5a	The number of Friends Groups working in Partnership with The Council	Bigger is better	10	5%	9	8	NA - New PI	We are below target in Q2, but are currently working with a number of groups and individuals who are interested in becoming Friends Groups working in partnership with the Council. We therefore expect to meet the year end target of 14.	Borough Economy
C14/ NI195a,b,c,d	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting).	Smaller is better	litter - 2.50% detritus - 6.50% graffiti - 1.50% fly-posting - 0%	5%	litter - 4% detritus - 7% graffiti - 1.50% fly-posting - 0% (Apr -July 2023/24)	TBC	litter - 3.50% detritus - 10.00% graffiti - 0.50% fly-posting - 0% (Apr -July 2022/23)	This PI is measured 3 times a year: April-July, August-November, December-March. We are above target for litter and detritus, but on target for graffiti and flyposting. Detritus has reduce significantly since last year.	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C7a	The number of library visits in person	Bigger is better	170,625 (328,125 cumulative)	5%	163,278 (321,009 cumulative)	157,731	NA - New PI	Performance is 4% under target. This was due to unavoidable one day library closures (six) over the summer period due to staff sickness and job vacancies. The service is operating on minimum staffing due to reduced budgets, which means when staff are sick there is often no-one to cover. The libraries that were closed (all Saturdays) were Oakham Library (12 August), Great Bridge and Hamstead (2 September) Brandhall (23 September), Great Barr and Oakham (30 September). Brandhall, Oakham, and Great Barr now have the Library Plus system installed, which means we can allow registered members into the library even when it's not staffed. Great Bridge and Hamstead are also due to have this system installed before 31 March 2024.	Borough Economy
C7c/L2	Under 16 issue figures (physical & electronic to include books, audiobooks, magazines & comics) (c)	Bigger is better	46,000	5%	44,169 (86,002 cumulative)	41,833	56,680 (99,553 cumulative)	Performance is 4% under target. A charge for reserving items were introduced 1 April 2023, this was previously a free service. The charge has led to a 61% reduction in the number of items reserved during Q2, resulting in fewer issues.	Borough Economy
C7b/L3	The % of Meaningful gifting of Booktrust packs	Bigger is better	95%	5%	95%	95%	NA - was Annual	This is also measured annually at the end of the year. We are on target.	Borough Economy
C7d/L4	The number of community activities & events held in libraries or online (c)	Bigger is better	1750 (3,500 cumulative)	5%	2,528 (4,970 cumulative)	2,442	1,486 (2,706 cumulative)	We have increased the number of activities offered to help our customers with the cost of living crisis. Most activities and events are free of charge.	Borough Economy
C7e/L6	The number of PC sessions held in libraries (c)	Bigger is better	21,000	5%	35,193 (78,376 cumulative)	43,183	15,376 (29,288 cumulative)	We have increased the hours that PCs are available via the Library Plus scheme, which allows library members (aged 16 and over) to access libraries beyond regular opening times.	Borough Economy
C10a	Forge Mill Farm Education Visits (students)	Bigger is better	2,100	5%	2,535 (3,531 cumulative)	996	NA - New PI	Performance has improved since Q1 and is above target.	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C10b	Forge Mill Farm Income (admissions, events, other & education)	Bigger is better	£289,500	5%	£294,709	NA - New PI	NA - New PI	This is a new PI replacing 'Visitor spend per head (including secondary spend)'. Performance is above target this quarter.	Borough Economy
C10f	Visitor Services and Events Mystery Shopper Scores	Bigger is better	Annual 80%	5%	Figures not available in Q2	NA	NA	NA	Borough Economy
C16a	Total recorded crime in Sandwell	Smaller is better	No target	5%	9,111	9,652	9,732	In Q2, there were 9,111 offences. This is a decrease of 541 offences compared to the previous quarter and a decrease of 621 offences compared to the same quarter from the previous year. Year to date there was a 928 offence decrease (-4.7%). Total Recorded Crime in Sandwell for Q2 showed that all six towns had a reduction in reported crime over the three-month period compared to the same time period in the previous year, with Smethwick having the largest decrease of 211 offences.	Borough Economy
C16b	Domestic Abuse incidents in Sandwell reported to police	Smaller is better	No target	5%	2,812 (1,068 non-crime)	1,932 (923 non-crime)	2,987 (920 non-crime)	Domestic Abuse has increased in this quarter compared to the previous quarter by 880 offences. There was a decrease of 175 offences when compared to the same time period as last year. Non-Crime incidents have increased by 145 compared to the previous quarter, and by 148 non-crime incidents compared to the same time period of last year. Year to date there has been a decrease of 260 offences and an increase of 169 non-crime incidents compared to the previous year. (A non-crime is where police have been called but no crime has been committed - for example two family members having a loud argument, a third party calls the police, the police attend and calm the situation down, but no crime has taken place).	Borough Economy

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
C16c	The number of cases referred to MARAC	Smaller is better	No target	5%	238	319	NA - New PI	This PI measures the number of cases referred for discussion. There were fewer in Q2 than in Q1.	Borough Economy
Quality Homes in Thriving Neighbourhoods									
CP74 / HM02	Percentage of homelessness cases successfully prevented (under Homelessness Reduction Act duty)	Bigger is better	65%	5%	57.60%	58.70%	61.80%	Due to the impact of the historic backlogs we are seeing a number of cases that have escalated beyond prevention and into relief. This has been progressing through the system and prevention levels returned to target levels in September 2023; therefore the overall Q3 should show improved performance.	Housing
CP79 / PRS07	Number of long term empty homes brought into use (c)	Bigger is better	6	5%	1	NA - C	2	An Empty Homes Officer is now in post who will be able to progress a number of cases in train. Performance should improve in Q3.	Housing
H8 / RS04	Rough sleepers bi-monthly count outturn	Smaller is better	3	5%	5	2	2	Nationally there has been an increase in rough sleeping. This was demonstrated in the 2022 annual count for a majority of local authorities, including the West Midlands region. Sandwell has continued to perform well over 2023/24 with an increase in the September 2023 count which was largely due to a number of people with no recourse to public funds being discovered in one place. Subsequent counts have seen the number return to previous levels.	Housing
H12 / HC2	The % of current tenancies with a live valid Home Check in place (in the last 3 years) (c)	Bigger is better	20%	5%	17.60%	12.70%	5.60%	Performance is below target but has improved since last quarter. Performance has been impacted by a new structure, which has impacted on Housing Services Officer's ability to focus on Home Checks. Additional temporary resources have been agreed which should lead to an increase in the rate at which Home Checks are completed.	Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
H14 / RM3	The percentage of properties with a Domestic Electrical Installation Condition report (DEICR) under 5-years old (or in legal resolution)	Bigger is better	100%	5%	93.31%	89.40%	NA - New PI	Performance is worse than target but has improved since last quarter. We continue to struggle with access issues, but the no access escalation process we have introduced is having a positive impact. Efforts will continue to be increased with the objective of achieving compliance by December 2023.	Housing
H14 / BS02	Fire Safety Checks - Proportion of homes for which all required fire risk assessments have been carried out	Bigger is better	100%	5%	81.43%	100.00%	NA - New PI	There are 432 Properties have a Fire Risk Assessment (FRA) on a 3-year programme. Of these, 70 are due by the end of September with 57 being completed so far resulting in a performance of 81.43% (13 down on the total for the year). This is due to the team completing the data collation, verification and registration of high rise buildings (55) to the Building Safety Regulator by the 1st October 2023. We intend to catch up on Fire Safety Checks these by the end of November 2023.	Housing
H14 / BS03	Asbestos Safety Checks - Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	Bigger is better	100%	5%	92.35%	NA - No checks	NA - New PI	<p>The inhouse team that deal with the surveys also carry out other building surveys and due to the rise in the Housing Disrepair (HDR) claims they have been focusing their time on these. There is a advert out for a team to take on the HDR claims but this is likely to take around 3 months before this happens so will be looking at out sourcing these in the short term.</p> <p>This will be looked at by the transformation team which is being established to look at HDR backlogs with the intention of clearing them as soon as possible. The aim is to have most clear by the end of the year.</p>	Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
CP78b/SLM054	The total number of people assisted by Welfare Rights Service to claim additional benefits (c)	Bigger is better	5500	5%	4951	2475	6919	The number of residents assisted by Welfare Rights in Q2 is below target by 549 cases. This is due to the increase in complex cases which is resulting in officers having to spend more time on each case. The team are still working overtime which has been introduced within the service to support the increasing number of residents and the service has recruited two new members of staff into temporary posts which will increase the support to residents. This did not hinder performance on the monetary gains for the quarter as the service were successful in gaining £1,621,554 above target.	Housing
H14 / BS01	Gas Safety Checks - Proportion of homes for which all required gas safety checks have been carried out	Bigger is better	100%	5%	99.45%	99.19%	99.75%	Out of 25,257 properties, 25,117 have received a gas service. This equates to 140 without a current Landlord Gas Safety Record (LGSR) which are all in legal status. We are in the process of reviewing the access procedure to see where we can save time in getting to court if necessary, so we can do this before the expiry date. Currently there are some issues with the engineer being available which don't match the numbers that are required. Meetings have taken place with the contractor (Phoenix) and we are working to see what we can do to give them more flexibility to meet the targets.	Housing
CP77a / HIA2	Home Improvement Agency - Number of Disabled Facilities Grants (DFG's) approved (c)	Bigger is better	138	5%	157	NA - C	304	Although target has been met for this measure the overall performance for the service has been impacted by a number of factors including; <ul style="list-style-type: none"> •Significant change to delivery arrangements meaning that Council Tenants no longer need to apply for a Disabled facilities Grant •Lower than anticipated level of demand from Adult Social Care •Contractual issues with a Lift and Hoist supplier that has resulted in delays to the installation of lifts and hoists 	Housing

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
CP77b / HIA3	Number of DFG's certified as complete (c)	Bigger is better	110	5%	184	NA - C	194	As above, although target has been met for this measure the overall performance for the service has been impacted by a number of factors.	Housing
H14 / BS04	Water Safety Checks - Proportion of homes for which all required legionella risk assessments have been carried out	Bigger is better	100%	5%	100.00%	100.00%	NA - New PI	Performance is on target.	Housing
H14 / BS05	Lift Safety Checks - proportion of homes for which all required communal passengers lift safety checks have been carried out	Bigger is better	100%	5%	100.00%	100.00%	NA - New PI	Performance is on target.	Housing
CP76 / PRS04	No. of private sector properties reported to be in state of disrepair with a positive resolution (c)	Bigger is better	NA	NA	210	NA - C	325	In Q2, 29 cases were closed formally by inspectors. 32 were closed at triage by Duty Officers.	Housing
A Strong and Inclusive Economy									
E7a	The number of Businesses supported (c)	Bigger is better	100	5%	58	40	46	Delays in funding to support/start business support programmes coupled with lower enquires for business support than anticipated have resulted in the target not being met. The delay in funding was a result of the West Midlands Combined Authority being late in releasing the budget for the business support programmes. The funding has now been released and we anticipate that we should be back on target by the end of next quarter.	Regeneration

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
E7b	Businesses receiving Financial Assistance or Grants	Bigger is better	20	5%	2	NA	13	The target was not achieved due to the West Midlands Combined Authority being late in releasing the budget for the business support programmes. The funding has now been released (October 2023) and we anticipate that we should be back on target by the end of next quarter.	Regeneration
E11a	The number of work experience placements	Bigger is better	75	5%	125	38 (Revised)	NA	This is monitored by calendar year with an annual target of 100 (end of Dec 2023). Performance (for Q3 calendar year and Q2 financial year) is above target. Between January - September 125 young people have been supported into work experience placements. 78 of these were in Q2.	Assistant Chief Executive
E10	Employment rate (nomis)	Bigger is better	NA	5%	64.7% (Apr 22 - Mar 23)	63.9% (Jan 22 - Dec 22)	64% (Oct 21 - Sep 22)	Data provided is the latest available. In Sandwell, of the 69.1% of people economically active, 64.7% are employed. For the West Midlands, 77.5% are economically active with 73.6% in employment and for Great Britain, 78.4% are economically active, with 75.5% in employment. The employment rate had been on a downward trajectory since March 2021 when it peaked at 74%; however the latest data shows an increase for the first time since then.	Regeneration
E11b	The number of supported internships	Bigger is better	TBC	5%	NA	NA	NA	This PI is under development.	Assistant Chief Executive
E11c	Number of apprentices (<i>see note 2</i>)	Bigger is better	TBC	5%	51	53	NA - was annual	The number of apprentices has decreased slightly in Q2 compared with Q1.	Assistant Chief Executive
E11d	The number of graduates on the Sandwell Management Graduate Programme (<i>see note 3</i>)	Bigger is better	TBC	TBC	1	2	NA - was annual	In October a number of new graduates joined the Council under the National Graduate Development Programme (NGDP) so performance will improve in Q3.	Assistant Chief Executive

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
E1	% of council spend spent locally (Finance PI)	bigger is better	NA	NA	38%	39%	NA	A system is in now place to measure this. There has been a 1% reduction in local spend since Q1.	Finance
E2	Money spent directly with suppliers in Sandwell (TBC)	bigger is better	NA	NA	£38,851,914	£34,624,159	NA	A system is in now place to measure this. There has been a reduction in local spend since Q1.	Finance
A Connected and Accessible Sandwell									
A2d/DSS5	The number of road safety improvement schemes (c)	Bigger is better	5	5%	9 (6 in Q2)	3	N/A - New PI	<p>Schemes completed this quarter include:</p> <ol style="list-style-type: none"> 1. Londonderry Lane, Smethwick – Traffic Calming and Cycle Infrastructure – Final phase of road safety and sustainable travel improvements to compliment the new Sandwell Aquatics Centre 2. Windmill Lane Puffin Crossing, Smethwick - controlled pedestrian crossing between Trafalgar Road and Ballot Street to aid child and parents walking to and from St Matthews CoFE Primary school and the practitioners at the Jamia Masjid Mosque. 3. Puffin Crossing Manor House Road Wednesbury - controlled pedestrian crossing outside of St Mary's Primary School to aid child and parents walking to and from school following retirement of School Crossing Patrol point. 4. Lightwoods Hill Safety Scheme, Old Warley – Vehicle Activated electronic Speed Signs and new 20mph limit to reduce vehicle speeds and improve safety environment following petition and community concerns. 5. Vehicle Activated Speed Sign (VASS) Project – electronic speed activated warning signs at various location in the borough in response to community concerns over speeding vehicles. Includes Galton Road, Smethwick, Castle Road East, Old Warley, Dial Lane, West Bromwich, Perry Hill Road, Oldbury, St Pauls Road and West Park Road, Smethwick 6. School Street, Ferndale Road, Hamstead – 18 month pilot project of closing off road to vehicle traffic at Ferndale Primary School entrance at school arriving and leaving times to improve safety environment for children and to help encourage walking to school. 	Borough Economy
One Team One Council									

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O1b	Average working days lost per employee due to sickness absence (FTE)	Smaller is better	3.86 days	5%	5.75 days	NA - C	5.29 days	Sickness levels have increased for the last two consecutive years since the coronavirus pandemic began in 2020-21. Average of 5.75 working days were lost per employee due to sickness compared to 5.29 days during the same period last year. Housing achieved a reduction in sickness compared to last year, and a marginal decrease was achieved by Children and Education, and Public Health. All other directorates have seen a marginal increase apart from Adult Social Care and Borough Economy who encountered the highest increase. The most significant increase is for stress related sickness, followed by other problems. There has been a decrease in infections. This is due to the end of the pandemic which resulted in a decrease in coronavirus cases.	Assistant Chief Executive
O1n	Number of formal grievance cases	smaller is better	4 per quarter	5%	5	NA - was Cumulative	NA - was annual	Performance is worse than target. There were 2 grievances in Children and Education, and one in Adult Social Care, Finance and Law and Governance.	Assistant Chief Executive
O8e	Adults Contact Centre Average Wait Measure	Smaller is better	30 seconds	5%	1 min 27 secs	1 min 9 secs	1 min	The average waiting time has increased from 1 minute 9 seconds to 1 minute 27 seconds. There has been a significant increase in the level in new Blue badge enquires (doubled in the recent month) which take a long period of time to complete and we are carrying 4.5 vacancies. Once recruitment is completed we should see this reduce. Through the transformation programme we are looking at our demand and capacity modelling and looking at how we can make improvements and efficiencies in this area.	ASC

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8f	Revs and Bens Contact Centre Abandonment Rate	Smaller is better	8%	5%	8.57%	8.60%	19.93%	Performance has been affected by short term staffing issues in the Revenues and Benefits Contact Centre in July and August; performance significantly improved in September. Across the period there were also days where corporate systems were down so wait times were longer. New staff have been appointed and are undertaking 7 weeks of training. Once this is completed they will be fully operational.	Assistant Chief Executive
O8g	Revs and Bens Contact Centre Average Wait Measure	Smaller is better	3 minutes 30 seconds	5%	6 mins 38 secs	5 mins 28 secs	14 mins 52 secs		Assistant Chief Executive
O8h	Corporate Contact Centre Abandonment Rate	Smaller is better	8%	5%	9.09%	15.32% (revised)	10.52%	A breakdown is as follows: 11.60% - Contact Centre, 21.09% - Rents, 6.49% - Call Out. The cumulative figure so far this year is 12.35%. The AR targets were missed due to continued staff vacancies (28%) and sickness (9.1%) in the Corporate Contact Centre. During Q2, we have carried out 2 recruitment drives, and will continue to undertake a rolling recruitment programme in an attempt to fill all vacancies. We have also continued to support the face to face delivery of services at the OSS (2 advisors daily) and at the Community Hubs Pilot at West Bromwich and Blackheath Library twice weekly each Tuesday and Wednesday (2 advisors each day). Sickness has continued to be managed as per the sickness management procedure.	Assistant Chief Executive

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8I	SARs compliance with timescales	Bigger is better	95%	5%	50.00%	70.59%	39%*	<p>The compliance rate for SARs is being massively impacted by the volume of requests for Housing Disrepair claims whereby the documents required to make a HDR claim are being requested through the SAR process. Excluding SARs made for HDR claims the compliance rate would be 68%. SARs for HDR claims make up 33% of all SARs received in Q2 (25 out of 75). A breakdown for HDR claims and for Directorates compliance is as follows:</p> <p>HDR Claims - 3 met, 21 missed, 1 extended timescale, 25 in total = 12.50%</p> <p>Borough Economy - 1 met, 2 missed, 3 in total = 33.33%</p> <p>Adult Social Care - 4 met, 4 missed, 8 in total = 50.00%</p> <p>Children and Education - 4 met, 4 missed, 8 in total = 50.00%</p> <p>Finance - 2 met, 2 missed, 4 in total = 50.00%</p> <p>Housing - 15 met, 3 missed, 2 extended timescale, 20 in total = 83.33%</p> <p>Business Strategy and Change - 4 met, 0 missed, 4 in total = 100%</p> <p>Corporate Enquiries - 1 met, 0 missed, 1 in total = 100%</p> <p>Law and Governance 2 met, 0 missed, 2 in total = 100%</p> <p>* There were system issues when this PI was calculated so it is not accurate; actual performance was higher.</p>	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8n	FOI compliance with timescales	Bigger is better	95%	5%	83%	80%	70%	<p>Whilst there has been a slight improvement on Q1 compliance from 80% to 83% the final month of Q2 (September) has seen us reach our highest ever rate of compliance at 90% (July - 81%, August - 79%). A breakdown by Directorate is as follows:</p> <p>Adult Social Care - 12 met, 12 missed, 1 extended timescale, 25 in total = 50%</p> <p>Children and Education - 27 met, 12 missed, 39 in total = 69%</p> <p>Housing - 22 met, 7 missed, 29 in total = 76%</p> <p>Finance - 25 met, 7 missed, 1 extended timescale, 33 in total - 78%</p> <p>Public Health - 8 met, 1 missed, 9 in total = 89%</p> <p>Borough Economy - 66 met, 6 missed, 72 in total = 92%</p> <p>Business Strategy and Change - 27 met, 1 missed, 28 in total = 96%</p> <p>Corporate Enquiries - 5 met, 0 missed, 5 in total = 100%</p> <p>Law and Governance - 8 met, 0 missed, 8 in total = 100%</p> <p>Regeneration and Growth - 26 met, 0 missed, 26 in total = 100%</p>	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8p	% of complaints responded to in 10 working days (also service standard)	Bigger is better	90%	5%	64% (68% excluding ASC)	52.29% (54.05% excluding ASC)	84% (85% excluding ASC)	Performance has improved since last quarter but is still significantly worse than target. Please note that figures are provided for information that do not include ASC because of the different SLA. In Q2 of all Stage 1 complaints received only 64% were responded to within the SLA of 10 working days. The average number of days complaints were responded to in Q2 was 14 days.	Assistant Chief Executive
O8i	Corporate Contact Centre Average Wait Measure	Smaller is better	3 minutes 30 seconds	5%	3 mins, 39 secs	5 mins 41 secs (revised)	4 mins 30 secs	The breakdown is as follows : 4 mins, 50 secs – Contact Centre, 3mins, 1 sec – Rents, 2 mins,25 secs – Call Out. The cumulative figure so far this year is 4 mins, 40 secs. Call wait time has reduced slightly in Q2, but has still missed target which can be attributed to several factors including vacancies, sickness, and assisting the OSS and Community Hubs face to face service.	Assistant Chief Executive
O11a	Variance from budget - General Fund	smaller is better	0%	0.5%	£1.222m overspend	£2.188m overspend	£1.9m overspend	The gross General Fund budget is £733.967m - performance is therefore within target tolerance this quarter.	Finance
O11c	Council Tax Collection (c)	bigger is better	56.16%%	5%	53.49%%	NA	56.16%	Collection was up in August on last year, however we have just carried out a single person review which has removed 2,000 SPD awards and therefore increased our o/s debt. However by doing the SPD review it has increased our council tax base which will help when setting the council tax and with new homes bonus. This additional debt will be collected over the remainder of the year.	Finance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O11d	Business Rates Collection rates (c)	bigger is better	60.06%	5%	57.21%	NA	60.06%	Performance is down on last year due to the £6m COVID-19 Additional Relief Fund (CARF) payments added last year, but the gap is closing.	Finance
O4c	Average satisfaction rating from members using the Councillor portal	Bigger is better	4.5 / 5	5%	4.54/5	4.08 / 5	3.59/5	This is based on 35 Cllr ratings. Not all Members that use the portal leave a rating.	Law and Governance
O3	Completion of the Audit and Assessment against the Equality Framework for Local Government.	NA	July completion	NA	Completed	NA	NA	This has now been completed. Further performance measures will be consider and developed as part of the LGA Equalities Framework.	Law and Governance
O1m	Number of formal disciplinary investigations	smaller is better	8 per quarter	5%	3	NA - was cumulative	NA - was annual	Performance is better than target.	Assistant Chief Executive
O4b	Members to undertake a minimum of 10 hours of development annually	Bigger is better	50%	5%	58.72%	34.72%	NA- new	A further 24% of members have completed training this quarter. The year-end target is 90%. The target of 50% takes into account that training sessions are not carried out in August due to main holiday period, although 2 priority (mop up) sessions were added in early August to enable Cllrs to attend a session that had previously taken place.	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8d	Adults Contact Centre Abandonment Rate	Smaller is better	6%	5%	5.84%	3.52%	3.00%	Target of 6% has not been exceeded, however it has increased from last quarter, due to staffing numbers in this quarter that have remained low throughout due to sickness. Capacity has been reduced to as low as 40% at times, telephone tasks only accounts for 50-60% of activity therefore the service needs to respond to all other modes of contact. Recruitment to vacant posts is in progress. However there has been limited success in recruiting to fixed term temp vacancies. Additional permanent resources are needed in the ASC Contact Centre.	ASC
O11e	Sundry Debt Collection (c)	bigger is better	76.40%	5%	79.13%	NA	76.40%	Performance is better than target and better than last year.	Finance
O11f	Prior year Council Tax collection (c)	bigger is better	93%	5%	94%	NA	94.06%	Performance is better than target and additional debt has been collected.	Finance
O11g	Prior year Business Rates Collection (c)	bigger is better	96%	5%	97%	NA	96.86%	Performance is better than target and has increased since last year.	Finance
O11h/SI66a	Rent collected as a % of rent due (including arrears brought forward)	bigger is better	94.35%	5%	95.34%	94.93%	95.16%	The Q2 outturn of 95.34% has exceeded the profile target of 94.35%. This is an improvement on Q1 this year and also the same period last year at 95.16%. This outturn includes the arrears brought forward from the previous year, if these are excluded the outturn is 99.09%. To maintain performance the service is working closely with internal and external partners to provide information and advice to support tenants affected by the rising costs of living.	Finance
O11i	% of invoices paid on time	bigger is better	95%	5%	98%	97%	78%	Performance is better than target and better than last quarter and this time last year.	Finance
O4e	No. of Standards Complaints	Smaller is better	NA	NA	4	2	N/A	The nature of the complaints are low level. No specific trends emerging.	Law and Governance

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O1c	The percentage of top 5% of earners that are women	Bigger is better	TBC	TBC	52.90%	53.60%	NA - was annual	Targets to be developed through a project on EDI workforce actions and data. The percentage of top 5% of earners that are women has decreased this quarter.	Assistant Chief Executive
O1d	The percentage of top 5% of earners from black and minority ethnic Communities	Bigger is better	TBC	TBC	24.00%	23.60%	NA - was annual	Targets to be developed through a project on EDI workforce actions and data. The percentage of top 5% of earners from black and minority ethnic Communities has increased slightly this quarter.	Assistant Chief Executive
O1e	The percentage of top 5% of earners who have a disability	Bigger is better	TBC	TBC	1.80%	1.80%	NA - was annual	Targets to be developed through a project on EDI workforce actions and data. The percentage of top 5% of earners who have a disability has remained consistent this quarter.	Assistant Chief Executive
O1g	The percentage Disabled employees	Bigger is better	TBC	TBC	4.50%	4.40%	NA - was annual	Targets to be developed through a project on EDI workforce actions and data. The percentage of Disabled employees has increased slightly this quarter.	Assistant Chief Executive
O1h	The percentage Ethnic Minority employees	Bigger is better	TBC	5%	25.60%	25.40%	NA - was annual	Targets to be developed through a project on EDI workforce actions and data. The percentage of Ethnic Minority employees has increased slightly this quarter.	Assistant Chief Executive
O1i	The percentage leavers from Sandwell Council	smaller is better	TBC	5%	5.00%	2.80%	NA - was annual	More people left the Council compared to Q1, however, overall when looking at new starters there is an overall increase in the workforce.	Assistant Chief Executive
O1j	The percentage new starters to Sandwell Council (includes apprentices)	Bigger is better	TBC	5%	6.70%	4.90%	NA - was annual	More people started at the Council compared to Q1.	Assistant Chief Executive
O1o	Employee Engagement Score (overall)	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive
O1p	I am proud to work for the council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive
O1q	I would recommend this council as a good place to work	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive
O1r	I feel a strong sense of belonging to this council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O1s	Considering everything, I am satisfied to be working for this council	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive
O1t	This council motivates me to do more than is normally required in my work	Bigger is better	TBC	TBC	NA	NA	NA	The next survey will be run in September and the results will be available by the end of Q3.	Assistant Chief Executive
O4d	Member PDPs completed	Bigger is better	80%	5%	NA	27% (Q4 22/23)	NA	No PDP's were completed in Q1 and Q2. For 2023/24 these will take place October- December and will be included in the Q3 report.	Law and Governance
O5d	Number of surveys conducted through the Sandwell Consultation Hub	Bigger is better	TBC	TBC	Bi Annual	47 surveys over 9 directorates	NA	Updates to be provided Q1 & Q3 as this coincides with reporting to Leadership team. Q1 Directorate breakdown: ACE = 15, Children & Education = 10, Housing = 7, Regeneration = 5, Public Health = 4, Borough Economy = 2, Finance = 2, ASC = 1, L&G = 1.	Assistant Chief Executive
O8a	Contact by Channel	NA - awaiting strategy	NA	NA	T: 296,019 (143,869) MS: 421,071 (186,825) F-2-F: 28,702 (14,199) E: 23,542 (11,971)	T: 152,150 MS: 234,246 F2f: 14,503 E: 11,571	T: 150,883 MS: 193,787 F2f: 14,428 E: 11,752	No targets have yet been set for these indicators. Contact by telephone and face to face has increased slightly in Q2 compared with Q1 and the use of My Sandwell was decreased by 2%. However, the general longer term trend is that contact by telephone is decreasing and contact by My Sandwell is increasing, with face to face and email contact remaining largely the same.	Assistant Chief Executive
O8b	% Contact by channel	NA - awaiting strategy	NA	NA	T: 38% MS: 55% F-2-F: 4% Email: 3%	T: 37% MS: 57% F2f: 3% E: 3%	T: 40.07% MS: 52.25% F2f: 3.89% E: 3.17%		Assistant Chief Executive

CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8c	Satisfaction from process submissions (out of 5)	Bigger is better	NA - Establishing baseline	NA	4.58 out of 5 (67,834 ratings) (cumulative)	4.58 out of 5 (37,874 total ratings)	NA	The rating is collected at time of initial submission through MySandwell. The service have developed an end to end satisfaction when request is complete. Performance is consistent with last quarter, however the number of submissions has increased significantly.	Assistant Chief Executive
O8j	Ombudsman Numbers Upheld	Smaller is better	NA	5%	HO: 4 fault cases, LGO: 6 fault cases	HO: 2 fault cases, LGO: 5 fault cases	NA	There is no target set for this indicator.	Assistant Chief Executive
O8k	SARs volumes	Smaller is better	NA	NA	75	56	46	There is no target for the number of SARs received as this can't be controlled.	Law and Governance
O8m	FOI volumes	Smaller is better	NA	NA	274	280	240	There is no target for the number of FOIs received as this can't be controlled.	Law and Governance
O8o	Numbers of complaints received	Smaller is better	NA	NA	892 (Stage 1:841, Stage 2:51)	1,026 (Stage 1: 984, Stage 2: 42) (revised)	904 (Stage 1: 864, Stage 2: 40)	The number of complaints overall is smaller in Q2 compared to Q1 and Q2 last year.	Assistant Chief Executive
O8q	Numbers of stage 1 and stage 2 Complaints upheld	Smaller is better	NA	NA	160 (Stage 1 - 153 & Stage 2 - 7)	271 (Stage 1 - 263 & Stage 2 - 8) (revised)	243 (Stage 1 - 236 & Stage 2 - 7)	Fewer stage 1 complaints have been upheld in Q2 compared to Q1 and Q2 last year.	Assistant Chief Executive
O8r	Number of MP Enquiries received	Smaller is better	NA	NA	584 (1,247 cumulative)	663 (revised)	554	The number of MP Enquiries is down compared to last quarter, but a slight increase on Q2 last year.	Assistant Chief Executive
O8s	Numbers of compliments received	Bigger is better	NA	NA	106 (218 cumulative)	112	68	There are significantly more compliments compared to Q2 last year, although not quite as many as in Q1.	Assistant Chief Executive



CP & D reference	CP Indicator	Value (Bigger is better or smaller is better)	Target	Target Tolerance	Performance	DOT (Short term last quarter)	DOT (long term - same point last year)	Commentary	Directorate
O8t	Satisfaction with Member Enquiries - the average satisfaction rating of a response	Bigger is better	NA - Establishing baseline	NA	4.35	4.84	New KPI	Satisfaction has decreased slightly compared to Q1.	Assistant Chief Executive
O8u	Lessons learnt from Complaints	NA	NA	NA	170 complaints looked into to see what lessons had been learnt	108 complaints looked into to see what lessons had been learnt	NA	This is an ongoing piece of work that is manual because it cannot be done through the system. Resources to undertake this work are limited, but a new system (being progressed through the Customer Transformation Programme) should make this process much easier. For Q2 the team looked at 170 individual complaints and found 24 (14%) that had some evidence of lessons learnt	Assistant Chief Executive
O10	Placeholder - development of further metrics as part of corporate governance plan.	TBC	TBC	TBC	NA	NA	Na	Metrics around decision-making are being developed and will be part of the Phase 2 development of Mod.Gov	Law and Governance
O11b	Variance from budget - Housing Revenue Account	smaller in better	0%	0.5%	TBC	£472k underspend	£1.1m underspend	Information is being collated	Finance

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Summary of the strategic risks updated since the last Audit and Risk Assurance Committee meeting - as @ October 2023

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Oct 2023)	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								
<p>27a 09/09</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 75</p>	<p>Medium Term Financial Strategy (MTFS), Central Government Funding and Resource Allocation</p> <p>Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services, and more recently the impact of the high levels of inflation being experienced.</p> <p>If the government does not provide local authorities with clarity over the future plans for health and social care reforms, the Public Health grant, the Better Care Fund, the package of one-off social care grants, business rates reset and retention, and future years funding, and it continues with one year funding settlements then this inhibits local authorities' ability to effectively manage medium term/ three year plans and put in place the necessary processes and actions to manage funding pressures.</p> <p>If the council is unable to plan effectively as a result of funding uncertainty, and is unable to identify sufficient savings and put in place the necessary policies, processes and actions to manage pressures, pay and price inflation and manage its spending 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. This will impact on the council's ability to deliver sustainable services to the people of Sandwell.</p> <p>Risk Area – All Council Services Risk owner- Director of Finance Objectives impacted: All</p>	<p>8 (amber)</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>* There are a number of factors that underpin the wider risk score for this risk, and the score will continue to remain fluid throughout each 12-month cycle as the council develops its MTFS, generally in-line with the below pattern. However, overall the council is confident that it has processes in place in order to be able to adequately mitigate these risks, and that it will remain able to effectively discharge its statutory responsibilities, including the setting of a balanced budget for future years.</p> <table border="1" data-bbox="1320 464 2368 577"> <thead> <tr> <th></th> <th>2023/24</th> <th>2024/25</th> <th>2025/26 Onwards</th> </tr> </thead> <tbody> <tr> <td>Delivery of the Medium-Term Financial Strategy (MTFS)</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> </tbody> </table> <p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> The review by CIPFA on the council's financial management and governance arrangements, noted that the council was initially a progressive two-star (out of five) authority. The follow up review subsequently undertaken by CIPFA progressed this to a three-star. 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. An underspend was delivered in 2022/23. A fundamental review of the MTFS (in line with the CIPFA recommendations) has been completed, to ensure that 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 balanced budget for 2023/24 was approved by Council on 21st February 2023 and includes savings totalling £21.4m. Monthly monitoring of savings is carried out by Finance Business Partners in year. Savings are RAG rated and reported to Directors monthly through DMT meetings and to LT budget meetings. Budget surgery meetings are held mid-year to review savings rated 'red', with a view to understanding any issues hampering delivery and to unblocking those issues. Budget surgery meetings are attended by the Director of Finance, appropriate Directors and a range of officers from across the organisation. Monitoring of savings includes any savings carried forward from previous years that were not delivered in those years. Star Chambers continue to be used to support budget setting. During August and September 2023, a Star Chamber meeting was held in relation to each Council directorate, focusing on the directorate's financial position, savings delivery within 2023/24, ongoing budget pressures and savings to be delivered in 2024/25. Star Chamber meetings include the Chief Executive and Portfolio Holders as well as the appropriate Director and Finance Business Partners. Star Chamber meetings are used as the initiation process to generate further savings proposals for the following financial year and to test those proposals with elected members. This is the first step in the process towards balancing the budget for the following year. Directorate budget pressures and growth are calculated annually by Finance Business Partners, and for Adult Social Care includes a growth model that extrapolates client numbers and average placement costs forward, building in assumed increases in market rates. A Strategic Finance Manager post has been created, with a view to having a dedicated resource to creating and updating the MTFS model and to ensuring assumptions, eg, pay inflation assumptions, are calculated with consideration and in accordance with wider local authority group assumptions. LG Futures have been commissioned to provide financial benchmarking data, including assumptions on grant income in future years, Regular discussions take place with WMCA over the likelihood of when the business rates reset might transpire, and Sandwell's assumptions in this regard are aligned to the rest of the WMCA group of local authorities. The MTFS position has been reported to Leadership Team on several occasions during the Autumn of 2023, and Directors have been fully engaged in the process of generating savings proposals to balance the budget gap in 2024/25. The draft MTFS for 24/25 reports a deficit (prior to savings) of £13m. Savings proposals have been developed to balance the budget, supported by a business case document for each saving. The draft MTFS will be presented to Cabinet on 15th November. Cabinet workshops were held on 19th September and 25th October to engage Cabinet in the MTFS process and to ensure that elected members are willing to adopt each of the proposed savings. Further iterations of the MTFS will be produced following the provisional and final settlement during Winter 2023/24. <p>Further actions</p> <ul style="list-style-type: none"> Continued implementation of the action plan developed following the CIPFA review (as per the improvement plan timetable). Use of benchmarking data to help identify opportunities for efficiencies, savings and service improvements. 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. 		2023/24	2024/25	2025/26 Onwards	Delivery of the Medium-Term Financial Strategy (MTFS)				<p>Budget and Corporate Scrutiny Board External Audit CIPFA financial management review LGA Corporate Peer Review Grant Thornton Value for Money Governance Review - Follow Up- December 2022 LG Futures benchmarking data Budget and Corporate Scrutiny Board Star Chambers Business case templates – Savings Proposals CIPFA</p>
	2023/24	2024/25	2025/26 Onwards												
Delivery of the Medium-Term Financial Strategy (MTFS)															

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Oct 2023)	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																																							
27b 10/21 Page 76	Budget Monitoring and Management 2023/24 If the council does not put in place effective arrangements to monitor and manage the current year's budget to ensure that planned savings are achieved and efficiencies realised, then it will result in overspends and impact the resilience of the council's finances. Therefore, timely and accurate monthly monitoring of the budget forecast outturn is required to ensure that the revenue and capital expenditure stay within the agreed budget. This applies to the General Fund and the Housing Revenue Account (HRA). Risk Area – Finance and Resources Risk owner- Director of Finance Objectives impacted: All	8 <i>(amber)</i> Monitoring and management 12 <i>(red)</i> Budget position	*	*	*	<p>* The score will continue to remain fluid throughout each 12-month monitoring cycle, however, overall the council is confident that it has processes in place to be able to forecast the outturn position within a reasonable degree of certainty, and confident that it has the resources in place to be able to mitigate a forecast overspend position in the current year, up to a degree of tolerance of approximately 5%.</p> <table border="1" data-bbox="1320 294 2410 441"> <thead> <tr> <th></th> <th colspan="12">2023/24</th> </tr> <tr> <th>Monitoring Period</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> <th>Sep</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th>Jan</th> <th>Feb</th> <th>Mar</th> </tr> </thead> <tbody> <tr> <td>Revenue Budget Monitoring Position</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> </tr> </tbody> </table> <p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> A budget monitoring timetable is created annually and circulated to all in Finance, so that monthly monitoring deadlines are clearly understood and adhered to. Elements of the monitoring timetable relevant to budget holder involvement are circulated to budget holders. Directors and ADs are asked to sign budget accountability letters at the start of the financial year, which set out the budgets available to each senior officer and provide assurance that the budgets are understood and will be adhered to as far as possible As part of the budget monitoring process, year to date expenditure figures are compared with profiled budgets, and variances to date are used to calculate forecast outturn information, in conjunction with information from budget managers, historic data, trend data and any other relevant information Salaries monitoring is carried out at individual post level, using year to date cost information and information from budget managers on any changes in staffing that will take place in year All budget holders are sent their budget monitoring report monthly, and regular meetings are held between budget holders and Finance Business Partners. Budget holders are asked to provide forecast outturn information monthly. Heads of Finance Business Partnering collate information for all directorates, challenging and checking assumptions with Finance Business Partners Directors take ownership of their directorate's monitoring position, signing off the position for their directorate each month as a true reflection of the position Finance Business Partners attend DMT meetings monthly to present each directorate's monitoring position, to ensure that the position is understood by all ADs and that mitigating actions are proposed to deal with overspends as necessary The monitoring position is presented monthly to Leadership Team, quarterly to Cabinet and quarterly to Budget Management and Corporate Scrutiny Board Monitoring of current year savings (as per the MTFS) is carried out monthly by Finance Business Partners and present to DMT meetings monthly and Leadership Team meetings monthly, so that the impact of any non-delivery or slippage of savings on the Council's outturn position is understood If at any point, management action (for example an in-year spending freeze or recruitment freeze) or corporate action (for example use of reserves) is required in order to improve the forecast outturn position, Leadership Team is made known of this as soon as possible and provided with a list of actions that could be taken to address the forecast position. A menu of spending control options were presented to Leadership Team in August 2023, and spending controls were put in place following the Leadership Team meeting The council reported its Quarter 1 2023/24 budgetary position which showed a forecast outturn position for 2023/24 of: <ul style="list-style-type: none"> £2.188m projected overspend for the general fund revenue £nil variance for the HRA revenue <p>Further actions</p> <ul style="list-style-type: none"> Introduction of Oracle Fusion by 1 April 2024, which will provide each budget manager with 'real time' access to their areas' budget and spend data. Involving budget managers in the budget setting process will ensure that they understand their budget figures and how they have been developed Introduction of Oracle Fusion will lead to budget managers taking ownership of the budget monitoring process for their areas, actively reviewing data and ensuring that outturn projections are completed. Finance Business Partners will be able to ensure that monthly challenge meetings are taking place with ADs and that mitigating actions are proposed and put in place to address overspends 		2023/24												Monitoring Period	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Revenue Budget Monitoring Position													Leadership Team Budget and Corporate Scrutiny Board External Audit Annual Internal Audit review- budgetary control
	2023/24																																													
Monitoring Period	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar																																		
Revenue Budget Monitoring Position																																														

Risk Ref	Risk Title and Description	Previous score (Mar 2023)	Movement in risk score	Current risk score (Oct 2023)	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
27c 10/23 Page 77	<p>Statement of Accounts</p> <p>Failure of the Council to produce its outstanding Statements of Accounts for 2021/22 and 2022/23 and/or failure to produce a Statement of Accounts for 2023/24 within the required statutory deadline could result in reputational damage to the council and may impact on the council's ability to come out of intervention.</p> <p>Risk Area – Finance and Resources Risk owner- Director of Finance</p> <p>Objectives impacted: All</p>	N/A	N/A	8 (amber)	4 (green) March 2024	<p>Current and Ongoing Controls</p> <ul style="list-style-type: none"> A team of interim specialist contractors has been put in place to produce the outstanding Statements of Accounts and to address resulting audit queries The audit of the 2020/21 Statement of Accounts was completed during Summer 2023, and final accounts have now been published. A Statement of Accounts for 2021/22 is due to be provided to Grant Thornton by 20 November 2023, and the resulting audit is due to be completed by the end of March 2024. A resource plan will be put in place by the Head of Technical Accounting to deal with audit queries during the three/four month audit period, to ensure that officers are available to respond to queries and that there are no delays to the audit timetable. The Statement of Accounts for 2022/23 must be produced by end of March 2024, and further external resources will be procured as required to ensure that this deadline is met. A closedown timetable for 2023/24 will be produced by the Head of Technical Accounting by the end of February 2024, and officer training will be delivered as required in advance of the closure period. A plan will be put in place for knowledge and skill transfer between the interim specialist contractors and the council's permanent Technical Finance team to ensure that permanent staff are able to produce Statements of Accounts in the future in-house. 	External Audit
53 04/18	<p>Oracle Fusion Implementation</p> <p>The project primarily has a risk of missing the April go live date.</p> <p>At this point in time the risks have started to crystallise with HR & Payroll. This stems mainly from previous process and working practice challenges in HR and Payroll operations. The programme has agreed with the project board to a phased plan to resolve this risk through Finance and Procurement remaining to go live in April and HR & Payroll moving back to July.</p> <p>For Finance the new management team are undertaking a review of the design of the Chart of Accounts and approved design which presents a further risk to the go live date for Finance. The programme board have directed that the Finance go live date cannot move back from April 2024.</p> <p>Risk Area – Finance and Resources Risk Owners – Director of Finance</p> <p>Objectives impacted: All</p>	8 (amber)		9 (amber)	4 (green) April 2024	<p>There has been a slight increase in the risk score, as noted in the risk descriptor - at this point in time risks have started to crystallise with HR & Payroll.</p> <p>Mitigations:</p> <p>For HR & Payroll</p> <ul style="list-style-type: none"> SME engagement activities to resources to take on programme role Repeated realignment of relevant resources Additional line manager representation Direct progress reports to relevant Board member Implemented agile way of working with parallel progress Detailed level of governance, and controls, and task prioritisation Phased Plan to move HR & Payroll go-live to July whilst retaining an April Go-Live for all other workstreams Additional resources identified Further analysis taking place on other critical activities <p>For Finance</p> <ul style="list-style-type: none"> Working through the gaps in the Chart of Accounts to achieve best practice with minimised impact Exploring rapid implementation of an interface from the existing HR & Payroll system to Oracle Fusion general ledger and budget monitoring All identified changes will be assessed through the Programme change control and governance process Engaging with stakeholders to explain the need to revisit Chart of Accounts Revisiting end to end processes as quickly as possible Added the production of accounting procedure guides to the task list 	<p>Project Board SOCITM Grant Thornton – Value for Money Governance Review 2021 Grant Thornton Value for Money Governance Review - Follow Up- December 2022 SRO updates to Leadership Team Grant Thornton review of Oracle Implementation</p>
61 10/21	<p>Partner Organisations/Contractors Service Delivery</p> <p>The council works closely with partners and contractors to provide services to its residents and businesses.</p> <p>In the event Partner organisations or contractors do not provide the required level of service to the public this may result in:</p> <ul style="list-style-type: none"> Efficient / good value for money / high quality services not being delivered Enforcement action Significant financial loss and Reputational damage <p>Risk Area – All Services Risk Owner – Chief Executive and Leadership Team</p> <p>Objectives impacted: All</p>	12 (red)		9 (amber)	4 (green) March 2024	<p>Current Controls</p> <ul style="list-style-type: none"> Leadership Team has established a reporting structure for the council's key contracts and partnership arrangements. Arrangements for scrutiny consideration of the council's key contracts is in progress. A deed of variation and extension period has been agreed and signed with SLT to deliver services up to end March 2027. Contract management training has been rolled out across the Council. A lessons learnt session led by key stakeholders in WM police has been completed during September 2023 to ensure that the recent service disruption due to illegal blockading during the period of industrial action is analysed appropriately to inform future incidents. Follow up report to Cabinet has been provided in October for Sandwell Leisure Trust to confirm the position to end March 2027 <p>Further Actions</p> <ul style="list-style-type: none"> Establishment of consistent contract management for both significant capital and service contracts across the Council. 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. 	<p>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 Reports to the Improvement Board Grant Thornton Value for Money Governance Review - Follow Up- December 2022 Leadership Team – quarterly monitoring</p>

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Report to Budget and Corporate Scrutiny Management Board

4 January 2024

Subject:	Q2 Budget Monitoring 2023/24
Director:	Brendan Arnold, Interim Section 151 Officer
Contact Officer:	Claire Spencer – Acting Assistant Director Finance Claire_Spencer@sandwell.gov.uk

1 Recommendations







- 1.1 That the Budget and Corporate Scrutiny Management Board considers the Q2 Budget Monitoring 2023/24 report and identifies any recommendations that it wishes to make to Cabinet.

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.



3 How does this deliver objectives of the Corporate Plan?

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

4 Context and Key Issues

- 4.1 Budget monitoring reports are produced quarterly for Cabinet and the budget position is reported monthly to Leadership Team, highlighting the anticipated year end projection.
- 4.2 The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling of Capital), forecast any significant variances to the budget, and enable corrective action to be taken as necessary to ensure a balanced budget at year end.
- 4.3 Regular financial reporting is part of the governance and risk management approach within the Council, ensuring that it delivers sustainable and value for money services as required under statute.
- 4.4 The Budget and Corporate Scrutiny Management Board has been asked to consider the Quarter 2 Budget Monitoring 2023/24, in the context of paragraphs 2.1 and 4.1-4.3 above, providing comment and recommendations to Cabinet as it sees fit.



5 Implications

Resources:	Further details on the financial implications will be presented to the meeting.
Legal and Governance:	The Local Government Act 2003 places a requirement on local authorities to provide Members with regular financial monitoring.
Risk:	This information is contained within the main body of this report.
Equality:	No direct implications arising from the recommendations.
Health and Wellbeing:	The financial prosperity of the Council provides a foundation for health and wellbeing across the remit of the Council.
Social Value:	No direct implications arising from the recommendations.
Climate Change:	No direct implications arising from the recommendations.
Corporate Parenting:	No direct implications arising from the recommendations.

6 Appendices

Appendix 1 - Outturn Summary for Directorates

Appendix 2 - Central Items

Appendix 3 - Reserves

Appendix 4 - General Fund Capital

Appendix 5 - Housing Revenue Account Capital

Appendix 6 - CIL and S106 Funding

Appendix 7 - Treasury Update Q2

Appendix 8 - Treasury Management Strategy Statement and Prudential Indicators Mid-Year Monitoring

Appendix 9 - Cabinet Report – Q2 Budget Monitoring 2023/24

7. Background Papers

Cabinet Report – Q1 Budget Monitoring 2023/24



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Service Area	APPX	Total Budget	Projected Outturn	Projected Outturn Variance Before Transfers to/from Reserves	(Use of)/ Contribution to Reserves	Projected Outturn Variance
		£'000	£'000	£'000	£'000	£'000
Corporate Management	1A	304	584	280	(280)	0
Borough Economy	1B	69,543	70,794	1,252	(435)	816
Adult Social Care	1C	85,831	89,440	3,609	(4,617)	(1,008)
Regeneration & Growth	1D	15,039	17,733	2,694	(2,659)	35
Housing	1E	2,303	2,482	179	311	490
Children's Services	1F	91,455	100,195	8,739	(5,692)	3,047
Assistant Chief Executive	1G	7,550	7,473	(77)	0	(77)
Finance	1H	19,500	21,711	2,211	(2,015)	196
Law & Governance	1I	7,303	7,265	(38)	86	48
Public Health	1J	64	2,731	2,667	(2,667)	(0)
Net Service Expenditure		298,893	320,409	21,516	(17,969)	3,547
Capital Charge Adjustment		(26,461)	(26,461)	0		0
External Interest Payments		15,000	15,000	0		0
Interest/Dividend Receipts		(7,500)	(8,500)	(1,000)		(1,000)
Use of Balances/RCCO/Central Items		37,692	37,176	(516)	(646)	(1,162)
Net Service Expenditure, Central Items and Use of Balances		317,623	337,623	20,000	(18,615)	1,385

Collection Fund Surplus		(102)	(102)	0		0
Council Tax		(127,008)	(127,008)	0		0
Business Rates		(109,560)	(109,560)	0		0
Business Rates Top-Up		(38,701)	(38,701)	0		0
Section 31 Grants		(38,188)	(38,188)	0		0
New Homes Bonus		(111)	(111)	0		0
Services Grant		(3,953)	(4,116)	(163)		(163)
Net Service Expenditure, Central Items, Use of Balances and Sources of Funding		0	19,837	19,837	(18,615)	1,222
Quarter 1 Projected Outturn Variance						2,188
Movement from Quarter 1 to Quarter 2						(966)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	884	1,164	280	(280)	0		0
Corporate Management	(580)	(580)	0	0	0		0
TOTAL	304	584	280	(280)	0	0	0

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Contracts, Projects, Strategy & Policy	39,447	39,524	77	(4)	73		73
Highways Services	19,775	19,850	75	0	75		75
Green Spaces, Visitor Services & Events	1,166	2,232	1,066	(356)	710		710
Public Protection and Community Safety	3,794	3,884	90	(28)	62		62
Libraries, Archives and Heritage	4,933	5,107	173	(47)	126		126
Directorate Management	427	197	(230)	0	(230)		(230)
			0	0	0		0
TOTAL	69,543	70,794	1,252	(435)	816	0	816

Adult Social Care

APPENDIX 1C

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Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of) /Contribution to Reserves& RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
					0		0
Management Team	1,764	4,210	2,446	(2,576)	(130)		(130)
Social Work & Therapy	5,684	4,711	(973)	0	(973)		(973)
External Placements	67,987	70,337	2,350	(1,000)	1,350		1,350
Direct Services	7,329	6,162	(1,167)	(41)	(1,208)		(1,208)
Commissioning	3,067	3,020	(47)	0	(47)		(47)
Better Care Fund	0	1,000	1,000	(1,000)	0		0
			0	0	0		0
TOTAL	85,831	89,440	3,609	(4,617)	(1,008)	0	(1,008)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Growth and Spatial Planning Service	2,743	3,184	441	(642)	(201)	(80)	(281)
Development Planning and Building Control Service	744	927	183	(14)	169	0	169
Strategic Assets and Land Service	10,933	12,711	1,778	(1,584)	194	0	194
Management	619	911	292	(339)	(47)	0	(47)
			0	0	0		0
TOTAL	15,039	17,733	2,694	(2,579)	115	(80)	35

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for Specific Purposes	Projected Outturn Variance following use of Reserves for specific	Use of Reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community Partnerships and Support Services	1,153	1,493	340	0	340		340
Housing Solutions	1,476	1,095	(383)	383	0		0
Income Management and Money Advice	333	353	20	(73)	(53)		(53)
Tenancy & Estate Management	(828)	(626)	202	0	202		202
Management	167	167	0	0	0		0
				0	0		0
TOTAL	2,303	2,482	179	311	490	0	490

Children's Service

APPENDIX 1F

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director of Children's Services	8,543	8,268	(274)	0	(274)		(274)
Education Services	760	744	(16)	(217)	(233)		(233)
Inclusive Learning	2,592	2,646	54	0	54		54
Children & Education Support	8,869	15,105	6,237	0	6,237	(2,439)	3,798
Commissioning, Partnerships & Children's Social Care	10,496	13,235	2,739	(3,036)	(297)		(297)
BSF FM Contribution	0	0	0	0	0		0
	400	400	0	0	0		0
			0	0	0		0
TOTAL	31,659	40,399	8,739	(3,253)	5,486	(2,439)	3,047

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Assistant Chief Executive	188	393	205	0	205		205
Human Resources	3,604	3,807	203	0	203		203
Strategy and Performance	1,380	1,075	(305)	0	(305)		(305)
Corporate Customer	1,605	1,600	(5)	0	(5)		(5)
Communications	774	599	(175)	0	(175)		(175)
TOTAL	7,550	7,473	(77)	0	(77)	0	(77)

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director	126	662	536	(48)	488		488
Oracle	711	711	0	0	0		0
Financial Management	2,790	4,280	1,490	(972)	518		518
Procurement	886	1,010	124	(50)	74		74
Revenues and Benefits	3,635	4,467	832	(83)	749		749
Business Management	3,222	3,322	100	0	100		100
ICT	7,594	6,653	(941)	(569)	(1,510)		(1,510)
Corporate Transformation	537	607	70	(293)	(223)		(223)
			0	0	0		0
TOTAL	19,500	21,711	2,211	(2,015)	196	0	196

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of/ Contribution to Reserves & RCCO for specific purposes RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director	436	694	258	0	258		258
Democracy	3,642	3,294	(348)	0	(348)		(348)
Registration Services	(691)	(634)	57	0	57		57
Legal and Assurance	2,839	2,919	80	86	166		166
Equality, Diversity and Inclusion	515	522	7	0	7		7
Leaders Office	562	470	(92)	0	(92)		(92)
			0	0	0		0
TOTAL	7,303	7,265	(38)	86	48	0	48

Public Health

APPENDIX 1J

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Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Communicable Disease	3,237	2,840	(397)	0	(397)		(397)
Long Term Conditions	3,476	2,946	(531)	0	(531)		(531)
Childrens	11,530	11,361	(169)	0	(169)		(169)
Substance Misuse & Smoking	4,240	4,095	(145)	0	(145)		(145)
Wider Determinants	5,353	5,285	(68)	(12)	(81)		(81)
Public Health Management	2,932	2,862	(70)	(92)	(162)		(162)
Public Health Grant	(26,658)	(26,658)	0	0	0		0
Public Health Savings / Reserve	(4,048)	0	4,048	(2,563)	1,484		1,484
		0	0	0	0		0
TOTAL	64	2,731	2,667	(2,667)	(0)	0	(0)

Housing Revenue Account

APPENDIX 1K

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to Reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management & Maintenance	42,301	43,265	964	(964)	0	0	0
Business Excellence	1,947	1,486	(461)	0	(461)	461	0
Services in Borough Economy	4,152	4,813	661	(914)	(253)	253	0
Corporate HRA	48,193	49,218	1,025	0	1,025	(1,025)	0
Housing Management	16,454	15,252	(1,202)	(47)	(1,249)	1,249	0
PFI	(659)	(607)	52	(52)	(0)	0	0
Rents & Other Charges	(122,732)	(121,613)	1,119	0	1,119	(1,119)	0
SLA's	10,044	10,460	416	0	416	(416)	0
			0	0	0	0	0
TOTAL	(300)	2,274	2,574	(1,978)	596	(596)	0

Individual Schools Budget

APPENDIX 1L

L

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Service Area	Total Budget £'000	Projected Outturn £'000	Projected Variance £'000	(Use of)/ Contribution to Reserves & RCCO for RCCO for specific purposes £'000	Projected Outturn Variance following use of reserves for specific purposes £'000	Use of reserves to offset pressures £'000	Projected Outturn Variance £'000
Directorate Individual Schools Budget	0	(1,682)	(1,682)	1,682	0		0
TOTAL	0	(1,682)	(1,682)	1,682	0	0	0

Central Items

APPENDIX 2

Service Area	Total Budget	Projected Outturn	Projected Variance	(Use of)/ Contribution to reserves & RCCO for specific purposes	Projected Outturn Variance following use of reserves for specific purposes	Use of Reserves to offset pressures	Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
			0	0	0		0
Local Authority Subscriptions	104	123	19	0	19		19
Wolverhampton: WMCC and WMRE	45	26	(19)	0	(19)		(19)
Combined Authority	1,060	1,388	328	0	328		328
Special Events	25	7	(18)	0	(18)		(18)
External Audit Fee	246	386	140	0	140		140
Insurance	(395)	(395)	0	0	0		0
Past Service Pension Costs	2,616	2,616	0	0	0		0
Bank Charges	335	380	45	0	45		45
Airport Rent Income	(100)	(100)	0	0	0		0
Apprenticeship Levy	480	480	0	0	0		0
Pensions General	4,560	4,560	0	0	0		0
COVID-19 Emergency Funding	0	646	646	(646)	0		0
COVID-19 Containing Outbreak	0	0	0	0	0		0
			0	0	0		0
TOTAL	8,976	10,117	1,141	(646)	495	0	495

Reserves

Appendix 3

Earmarked Reserve	Balance as at 31 March 2023	Projected use / (addition to) in year	Other Reserve Movements	Projected Balance as at 31 March 2024
	£'000	£'000	£'000	£'000
<u>Borough Economy</u>				
Portway Lifestyle Centre	(802)	0		(802)
Borough Economy General Reserve	(872)	75	(79)	(876)
Dartmouth Park HLF	(257)	0		(257)
Aquatics Centre UOW	(100)	0		(100)
SERCO Waste Commitments	(5,628)	4		(5,624)
BE Grant Carryforward Reserve	(191)	0		(191)
	(7,850)	79	(79)	(7,850)
<u>Assistant Chief Executive</u>				
ACE General Reserve	(869)	569		(300)
	(869)	569	0	(300)
<u>Corporate Management</u>				
Kickstart Revaluation	(1,553)	0		(1,553)
	(1,553)	0	0	(1,553)
<u>Finance</u>				
Finance General Reserve	(503)	503		0
SCT Reserve	(13)	0		(13)
	(516)	503	0	(13)
<u>Housing</u>				
H&A General Reserve	(1,613)	73	(234)	(1,774)

H&A Grant Carryforward	(451)	(383)		(834)
	(2,064)	(310)	(234)	(2,608)
<u>Children's</u>				
CS General Reserve	(2,377)	217		(2,160)
SCT Reserve	(1,058)			(1,058)
	(3,435)	217	0	(3,218)
<u>Adults</u>				
Adult Social Care Reserve	(3,908)	41		(3,867)
Better Care Fund	(15,056)	1,000		(14,056)
	(18,964)	1,041	0	(17,923)
<u>Law & Governance</u>				
L&G General Reserve	(1,120)	0		(1,120)
POCA	(841)	(86)		(927)
	(1,961)	(86)	0	(2,047)
<u>Public Health</u>				
Learning for Public Health	(381)	92		(289)
Public Health Grant Reserve	(8,346)	2,563		(5,783)
Public Health Earmarked Reserves	(110)	12		(98)
	(8,837)	2,667		(6,170)
<u>Regeneration and Growth</u>				
R&G General Reserve	(1,681)	474	234	(973)
Sinking Fund Central 6th Building	(1,392)	500		(892)
Forge Mill Farm Demolition	(227)	227		0
School Repair Reserve	(120)	0		(120)
R&G Grant Carryforward Reserve	(147)	14		(133)
R&G Capital Project Support	(5,588)	985		(4,603)
	(9,155)	2,200	234	(6,721)

Total Directorate Reserves	(55,204)	6,880	(79)	(48,403)
Finance - Central Items				
Emergency Fund COVID 19	(8,665)	3,967		(4,698)
Insurance Reserve	(8,488)	0		(8,488)
Finance Grant Reserve	(9,062)	3,647		(5,415)
S31 Grant Reserve	(397)	0		(397)
	(26,612)	7,614	0	(18,998)
Corporate Items				
General Capital Reserve	(3,700)	0		(3,700)
New Asset System	(331)	112		(219)
Exit Packages	(1,452)	72		(1,380)
Pay Award	(1,000)	0		(1,000)
Oracle Fusion	(1,446)	0		(1,446)
Business Rates Volatility Reserve	(8,500)	0		(8,500)
Invest to Save Reserve	(2,342)	825		(1,517)
Corporate Improvement Plan	(1,055)	323		(732)
Commonwealth Games	(129)	89		(40)
Cemetery RCCO Reserve	0	0		0
Social Care Grant	(2,439)	2,439		0
Financial Planning Reserve	(4,286)	0	79	(4,207)
Climate Change	(600)	250		(350)
LATC Risk Cover	(1,700)			(1,700)
Cost of Living	(3,000)	11		(2,989)
	(31,980)	4,121	79	(27,780)
Total Non-Directorate Reserves	(58,592)	11,735	79	(46,778)
				0
TOTAL GF RESERVES	(113,796)	18,615	0	(95,181)
DSG	(5,500)	(1,682)		(7,182)

BSF FM Sinking Fund	(3,365)	0		(3,365)
BSF PFI Sinking Fund	(4,680)	0		(4,680)
Post LAC Pupil Premium Grant	(114)	0		(114)
	(13,659)	(1,682)		(15,341)
GRAND TOTAL	(127,455)	16,933	0	(110,522)

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Rowley Regis - Britannia Park Community Hub	1,574	-	1,574	793	(781)	781	-	422	781	1,203	-	-	-	-
Rowley Regis - Canal and River Trust	673	(349)	324	324	-	-	-	188	-	188	-	-	-	-
Rowley Regis - Connected	718	-	718	116	(602)	602	-	276	602	878	494	-	494	-
Rowley Regis - Satellite Education Hub	8,074	-	8,074	500	(7,574)	7,574	-	-	4,016	4,016	458	3,558	4,016	-
Smethwick - Connected	2,172	70	2,242	2,242	-	-	-	1,000	-	1,000	-	-	-	-
Smethwick - Midlands Met Learning Campus	8,550	-	8,550	2,600	(5,950)	5,950	-	2,761	5,950	8,711	-	-	-	-
Smethwick - Rolfe Street Regeneration	537	325	862	862	-	-	-	818	-	818	255	-	255	-
Smethwick - Grove Lane Regeneration	-	35	35	35	-	-	-	2,611	-	2,611	1,698	-	1,698	-
Smethwick - Ron Davis Centre Expansion	-	15	15	15	-	-	-	-	-	-	-	-	-	-
West Brom - Connected	292	(1)	291	291	-	-	-	421	-	421	314	-	314	-
West Brom - Retail Diversification Programme	6,729	-	6,729	1,828	(4,901)	4,901	-	-	4,795	4,795	1,062	106	1,168	-
West Brom - Sandwell MEC	-	2,005	2,005	2,005	-	-	-	-	-	-	-	-	-	-
West Brom - Town Hall Quarter	6,217	-	6,217	2,093	(4,124)	4,124	-	31	4,124	4,155	-	-	-	-
West Brom - Urban Greening	270	83	353	353	-	-	-	20	-	20	-	-	-	-
Regeneration & Growth Total	53,822	2,475	56,297	26,553	(29,744)	29,744	-	30,648	26,080	56,728	7,401	3,664	11,065	2,100
Grand Total	92,363	35,540	127,903	75,289	(52,614)	52,614	-	60,447	48,950	109,397	49,685	3,664	53,349	26,434

Capital Monitoring 2023-24 - General Fund

Service / Scheme	Base Budget	Additional Approvals (incl' prior year Re-Phasing not incl' in Base)	Current Budget	Predicted Spend	Variance	Predicted Re-Phasing	Final Variance
Adult Social Care Total	763	329	1,092	329	-763	763	0
Borough Economy Total	2,154	30,755	32,909	25,661	-7,248	7,248	0
Business Strategy & Change (ACE) Total	33	0	33	0	-33	33	0
Childrens Total	10,091	-59	10,032	7,732	-2,300	2,300	0
Finance Total	8,013	1,292	9,305	9,305	0	0	0
Housing & Assets Total	13,816	612	14,428	5,512	-8,916	8,916	0
Law & Governance Total	3,671	136	3,807	197	-3,610	3,610	0
Regeneration & Growth Total	53,822	2,475	56,297	26,553	-29,744	29,744	0
Grand Total	92,363	35,540	127,903	75,289	-52,614	52,614	0

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Appendix 5 - Housing Revenue Account Capital Programme

Housing Revenue Account Capital	Budget & Forecast 2023/24				
	Original Budget	Revised Budget (incl' prior year slippage not incl' in Base)	Spend to Date	Predicted Spend	Forecast Variance
	£000	£000	£000	£000	£000
Council New Build Housing	50,829	36,708	3,880	15,357	(21,351)
<i>Adaptations for Disabled</i>	3,000	3,040	2,209	1,000	(2,040)
<i>High Rise Repairs</i>	19,391	26,151	8,673	29,546	3,396
<i>Housing Improvements</i>	13,979	21,539	3,577	19,321	(2,218)
<i>Affordable Warmth</i>	4,000	4,500	4,617	7,200	2,700
<i>Other Schemes</i>	750	750	-	3,277	2,527
Housing Investment & Improvement Total	41,120	55,979	19,076	60,344	4,365
Total Housing Revenue Account Capital	91,949	92,687	22,956	75,700	(16,987)

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Treasury Management Monitoring Q2 2023/24

Purpose

As required by the CIPFA 2021 Prudential and Treasury Management Codes, Cabinet are required to receive quarterly updates on the Treasury activities of the Council. This report meets those requirements.

Executive Summary

This report focuses on the treasury debt and investment activity of the Council and therefore excludes capital expenditure, as this is reported separately, and other long term liabilities as these are instruments for specific capital financing and do not impact on the day to day treasury portfolio.

The key movements in the debt and investment portfolios are summarised below with additional detail throughout this report.

	31 Mar 23	30 Sep 23
	£m	£m
Debt Portfolio		
General Fund	143.007	151.282
HRA	327.801	323.734
Total	470.808	475.016
Investments	30.454	115.750
Net Debt (Treasury)	440.354	359.266

The position as at 31 March 2023 has been restated to remove the £250k loan to the 6Towns Credit Union (previously included as investment). This follows the winding up of the organisation with Administrators finally being appointed on 5th September 2023. A provision was already held within the financial accounts to account for these potential losses.

The Director of Finance can confirm that there have been no breaches of the approved treasury and prudential indicators and all deposits have been placed in accordance with the approved counterparty selection criteria.

Recommendations

That Cabinet note the contents of this treasury monitoring report.

1. Investment Portfolio

- 1.1. The investment balances held have increased from £30.45m to £115.75m in line with expected cash flows. The large increase is primarily due to grants

and contributions received at the start of the year in advance of expenditure being incurred. This compares to £125.51m held in investments at the same period last year.

1.2. A summary of the treasury activity and portfolio by investment type as at 30th September 2023 is summarised in the tables below:

Investment Portfolio Movements	Cash Manager (Bank)	Money Market Funds	Fixed Interest	Total Invested	Portfolio Yield at Qtr End
	£m	£m	£m	£m	%
31 Mar 2023	0.620	19.834	10.000	30.454	4.15%
Q1 Activity					
Withdrawals/ Maturities	(4.623)	(156.912)	(10.000)		
New Deposits	4.707	215.186	5.000		
30 Jun 2023	0.704	78.108	5.000	83.812	4.36%
Q2 Activity					
Withdrawals/ Maturities	(6.317)	(181.489)	-		
New Deposits	6.195	213.549	-		
30 Sep 2023	0.582	110.168	5.000	115.750	5.26%

Portfolio as at	30 September 2023		Average year to date	
	Investment	Yield	Average Investment	Average Yield
	£m	%	£m	%
MMFs	110.168	5.29%	74.337	4.91%
Cash Mgr	0.582	1.45%	0.667	1.27%
Fixed Interest (Short [365 days or less])	5.000	4.97%	5.191	4.88%
Grand Total	115.750	5.26%	80.195	4.87%

1.3. The second quarter of the financial year did not see any changes to the fixed term deposits held with all investment movements being managed within the Money Market Funds and general bank account.

1.4. The comparable benchmark (overnight SONIA) was 4.74% as at end September 2023 and therefore the performance achieved by the Treasury Services team are above benchmark with returns being 4.87% for the first 6 months of the year on average investment balances of £80.2m.

1.5. As can be seen from the tables above, the total yield on the investment portfolio has been increasing. It is forecasted that we are now at the peak of the interest rate increases with current levels being held for some time before the Monetary Policy Committee start to introduce cuts to the Bank Rate which will inevitably feed through to the investment returns. These returns are higher than budgeted (4.40% average yield included in base budget) and a forecast of excess investment income it is reflected in the Q2 monitoring report.

1.6. The majority of the Council's investment portfolio is held in Money Market Funds and these are proactively managed to ensure that sufficient liquid resources are available to service day to day expenditure commitments such

as salaries, general creditor payments and housing benefit payments.

1.7. The approved counterparty selection criteria as approved by Council in February 2023 is currently fit for purpose and no proposed amendments are therefore required.

2. Debt Portfolio

2.1. The Council's debt portfolio is mostly long dated fixed rate loans from PWLB or other markets. A small proportion of the debt portfolio consists of loans from other local authorities which assist with short term debt management and cash flow requirements.

2.2. Another element of the debt portfolio consists of amounts deposited with the Council from the Fire Authority, Sandwell Leisure Trust and Children's Trust. These are at agreed variable rate terms in line with either actual Council treasury investment performance or Bank Rate as published by Bank of England. These amounts are held as liquid as they are repayable on demand as and when required.

2.3. The Council's loan portfolio has been split between the General Fund and Housing Revenue Account since 2012 when HRA Self Financing was introduced. The following table summarises the movements in the debt portfolios in the first half of the year:

	General Fund			HRA			Grand Total
	Fixed Rate	Variable Rate	Total GF	Fixed Rate	Variable Rate	Total HRA	
	£m	£m	£m	£m	£m	£m	£m
31 Mar 23	103.074	39.933	143.007	327.801	-	327.801	470.808
Q1 Activity							
Fixed Rate Maturities	(35.297)			-			
New Fixed Rate Loans	25.000			-			
Net Movement in Variable Rate Loans		2.978			-		
30 Jun 23	92.777	42.911	135.688	327.801	-	327.801	463.489
Q2 Activity							
Fixed Rate Maturities	(6.500)			(4.067)			
New Fixed Rate Loans	-			-			
Net Movement in Variable Rate Loans		22.094			-		
30 Sep 23	86.277	65.005	151.282	323.734	-	323.734	475.016

2.4. The detail of the fixed rate maturities totalling £10.6m in Q2 is listed below:

- £5m short term loan (2 month) from Swansea CC at 4.56%
- £4.5m long term loan (27 years) from PWLB at 8.625%
- £1.1m scheduled repayments of interest free loans and other local authority debt.

2.5. The large increase in variable debt holdings relate to the cash we hold on behalf of the Fire Authority, Sandwell Leisure Trust and Sandwell Children's Trust. This movement is in line with expected cash flows and is expected to fall to close to opening levels by year end.

2.6. The effect on the average interest rate on the fixed interest debt portfolio from the movements highlighted above is shown in the following table:

	31 Mar 23		30 Sep 23	
	Principal £m	Avg Rate	Principal £m	Avg Rate
Fixed Rate Debt				
General Fund	103.074	3.83%	86.276	4.59%
HRA	327.801	4.91%	323.734	4.86%
Total	430.875	4.65%	410.010	4.80%

2.7. Despite the sharp rise in the average debt rate on the General Fund, the lower debt levels mean that the revenue impact is not significant to give cause for concern. At the present time no variances are predicted on the debt costs to the council for 2023/24, but this will be closely monitored and reported accordingly to the Leadership Team and Cabinet.

2.8. The current strategy is to only take short dated debt due to market conditions and to refinance for longer periods at the appropriate time to prevent longer term cost burden on the council's revenue budgets.

3. Prudential Borrowing Indicators

3.1. The key prudential indicators in relation to the Council's borrowing are detailed below:

	£m
Authorised Limit (Debt)	830.696
Operational Boundary (Debt)	512.310
Maximum Treasury Debt to 30 Sep 23	493.019
Average Treasury Debt to 30 Sep 23	464.721

Note: The authorised limit and operational boundary shown above are for debt levels only and exclude other long term liabilities (as detailed in the Treasury Management Strategy Report) as these are PFI/ Finance Lease arrangements. These indicators have been updated to the proposed levels as included in the TMSS Mid Year Review report.

3.2. As can be seen from the table above, treasury debt levels are within limits and no breaches have occurred.

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Treasury Management Strategy Statement and Prudential Indicators Mid-Year Monitoring Report 2023/24

1 Background

1.1 Treasury Management

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short-term loans or using longer term cash flow surpluses and on occasion, any debt previously drawn, may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:

“The management of local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.”

2. Introduction

This report has been written in accordance with the requirements of the CIPFA Prudential and Treasury Management (revised 2021).

The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the way the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement – including the Annual Investment Strategy and Minimum

Revenue Provision Policy – for the year ahead, a Mid-Year Review Report and an Annual Report (stewardship report) covering activities during the previous year.

- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specified named body. For this Council the delegated body is the Budget and Corporate Scrutiny Management Board.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management and covers the following:

- An economic update for the first half of the 2023/24 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2023/24;
- A review of the Council's borrowing strategy for 2023/24;
- A review of any debt rescheduling undertaken during 2023/24;
- A review of compliance with Treasury and Prudential Limits for 2023/24.

3. Economics and Interest Rates

3.1 Full Economic Update

- The first half of 2023/24 saw:
 - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
 - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August, excluding bonuses).

- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in

July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.

- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.
- The Bank of England wants the markets to believe in the higher for longer narrative. Statements from the Bank of England have not said that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments.

3.2 Interest Rate Movements and Expectations

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

4. Treasury Management Strategy Statement and Annual Investment Strategy Update

The Treasury Management Strategy Statement (TMSS) for 2023/24 was approved by this Council on 21 February 2023.

The underlying TMSS approved previously requires revision in the light of economic and operational movements during the year. The proposed changes and supporting detail for the changes are set out below:

	2023/24	
	Original Estimate £'m	Revised Prudential Indicator £'m
Authorised Limit	913.142	891.638
Operational Boundary	544.113	573.252
Capital Financing Requirement	896.581	876.638

5. The Council's Capital Position (Prudential Indicators)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity

5.1. Prudential Indicator for Capital Expenditure

This table shows the projected outturn for capital expenditure based on projections at period 6, along with the expected financing arrangements against the original indicators set at the time the capital programme was agreed in February 2023.

	2023/24	
	Original Estimate £'m	Projected Outturn £'m
Capital Expenditure		
General Fund	109.596	75.289
HRA	91.949	75.700
Total	201.545	150.989
Resourced by:		
Capital Receipts	22.993	21.212
Capital Grants & Contributions	81.934	50.783
Revenue	35.349	28.044
Capital Expenditure Financed from Borrowing	61.269	50.950

There has been a forecast decrease in the projected level of expenditure since the original estimate. This is mostly due to re-profiling of expenditure into 2024/25 (including £27m Towns Fund Regeneration schemes, £8m DFG, £7m transport and £17m HRA projects)

The borrowing need underlines the indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt known as the Minimum Revenue Provision (MRP). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

5.2. Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The table shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed as the Operational Boundary.

	2023/24					
	Original Estimate			Projected Outturn		
	HRA	General Fund	Total	HRA	General Fund	Total
	£'m	£'m	£'m	£'m	£'m	£'m
Opening Capital Financing Requirement	526.722	319.641	846.363	517.908	318.711	836.619
add: Capital Expenditure funded from Borrowing	57.653	3.616	61.269	46.063	4.887	50.950
less: MRP	0.000	-6.829	-6.829	0.000	-6.709	-6.709
add: Movement on Other Long Term Liabilities	-1.389	-2.833	-4.222	-1.389	-2.833	-4.222
Closing Capital Financing Requirement	582.986	313.595	896.581	562.582	314.056	876.638
External Debt						
Borrowing			530.653			512.310
Other Long Term Liabilities*			60.942			60.942
Total Debt at 31 March			591.595			573.252

* - Represents the estimated finance lease creditors liability as at 31 March 2024 in relation to 'on balance sheet' PFI schemes.

5.3. Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2023/24	
	Original Estimate £'m	Projected Outturn £'m
Gross Borrowing	530.653	512.310
add: Other Long Term Liabilities*	60.942	60.942
Total Debt	591.595	573.252
CFR (Year end position)	896.581	876.638

* Includes on balance sheet PFI schemes and finance leases etc.

The Section 151 Officer can report that there are no difficulties envisaged for the current or future years in complying with this prudential indicator.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

	2023/24	
	Original Estimate £'m	Projected Outturn £'m
Borrowing	475.588	512.310
add: Other Long Term Liabilities*	68.525	60.942
Total Operational Boundary	544.113	573.252
Total Authorised Limit	913.142	891.638

* Includes on balance sheet PFI schemes and finance leases etc.

6. Borrowing / Debt Activity during 2023/24

This table shows the Council's actual external debt and anticipated need against the underlying capital borrowing need (the CFR), highlighting any under or over borrowing.

	2023/24	
	Original Estimate £'m	Projected Outturn £'m
External Debt as at 1 April	471.016	464.310
Expected need to 31 March	59.637	48.000
Other Long Term Liabilities*	60.942	60.942
Estimated Debt as at 31 March	591.595	573.252
Capital Financing Requirement	896.581	876.638
(-)Under / (+)Borrowed	-304.986	-303.386
Investment as at 31 March	-25.000	-25.000
Net Debt Position as at 31 March	566.595	548.252

* Includes on balance sheet PFI schemes.

Due to the current economic situation and high interest rate environment, any new borrowing need will be taken for short periods pending a drop in borrowing rates when the debt can be refinanced for longer periods at more advantageous levels, thereby preventing long term high debt costs on the revenue accounts of the Council.

6.1. Debt Rescheduling

Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010, no debt rescheduling has therefore been undertaken to date, in the current financial year. However, now that the whole of the yield curve has shifted higher there may be better opportunities in the future, although only prudent and affordable debt rescheduling will be considered.

7. Investment Strategy 2023/24

Key Objectives

The approved Treasury Management Strategy Statement (TMSS) for 2023/24, includes the Council's Annual Investment Strategy. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

Current Investment Position

The Council held £115.750m of investments as at 30 September 2023 (£125.487m as at 30 September 2022) with the structure of the portfolio being detailed below.

	Portfolio as at 30 September 2023		Average Portfolio Performance 2023/24 (to end Sept 23)	
	Balance £'m	Yield £'m	Avg Balance £'m	Avg Yield £'m
Money Market Funds	110.168	5.29%	74.337	4.91%
Bank Current Account	0.582	1.45%	0.667	1.27%
Fixed Term Deposits (short term)	5.000	4.97%	5.191	4.88%
Total Investments	115.750	5.26%	80.195	4.87%

The section 151 Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the 6 months of 2023/24.

Risk Benchmarking

A regulatory development is the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are new requirements to Member reporting, although the application of these is more subjective in nature.

The current position against the originally approved benchmarks is reported below;

% Benchmarks	SONIA (overnight)	1 Month	3 Month	6 Month	12 Month
Benchmark Return (average year to date)	4.74%	4.83%	5.03%	5.26%	5.45%

Liquidity

In respect of this area, the Council set liquidity facilities / benchmarks to maintain:

- Bank overdraft - £2m
- Liquid short-term deposits of at least £20m available within a week's notice.

The Section 151 Officer can report that liquidity arrangements have been adequate during the year to date.

Yield

Local measures of yield benchmarks are:

- Investments – Internal returns to be above the Overnight SONIA rate

The Section 151 Officer can report that the return to date has averaged 4.87%, against an average overnight SONIA rate at 30 September 2022 of 4.74%.

The original Treasury Management Strategy Statement indicated that average yields for 2023/24 would be approximately 4.40%. The current interest rate environment remains higher than those original expectations and this has generated a higher return in investment income for the Council, which is reflected within the Q2 monitoring report.

8. Other

8.1 Compliant with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30 September 2023, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2023/24. The Section 151 Officer reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

8.2 Changes in Risk Appetite

There is no change to the Council Risk appetite.

8.3 Creditworthiness Policy

The current approved creditworthiness policy and counterparty limits for investment balances remain fit for purpose and no changes are proposed.

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Report to Cabinet

6 December 2023

Subject:	Q2 Budget Monitoring 2023/24
Cabinet Member:	Cllr Bob Piper, Finance & Resources
Director:	Brendan Arnold, Director of Finance
Key Decision:	Yes
Contact Officer:	Claire Spencer – Acting Assistant Director Finance Claire_spencer@sandwell.gov.uk

1 Recommendations

That Cabinet:

- 1.1 Notes the financial monitoring position as at 30th September 2023 (Quarter 2) and refers the report to the Budget and Corporate Scrutiny Management Board for consideration and comment.
- 1.2 Approves the following budget virements above £1m in line with the revised delegated limits for Cabinet Members and Directors: -

Virements above £1m for approval by Cabinet		£'000	£'000
Contingency	Transfer of budget for asset rationalisation savings, achieved in year within Regeneration and Growth	1,660	
Regeneration and Growth	Transfer of budget for asset rationalisation savings, achieved in year within Regeneration and Growth		1,660
Contingency	Transfer of one-off property budgets held within Regeneration and Growth - no longer required	1,658	
Regeneration and Growth	Transfer of one-off property budgets held within Regeneration and Growth - no longer required		1,658
TOTAL		3,318	3,318



2 Reasons for Recommendations

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

3 How does this deliver objectives of the Corporate Plan?

- 3.1 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 £1.222m. This is an overspend of 0.4% when compared with the Council's net budget of £317.623m.
- 4.2 The overall projected net directorate outturn variance, excluding the HRA, is an overspend of £3.547m following the use of reserves. The variance for each directorate is summarised in the following table and analysed in more detail within Appendix 1.



Service Area	APPX	Total Budget £'000	Projected Outturn £'000	Projected Outturn Variance Before Transfers to/from Reserves £'000	(Use of)/ Contribution to Reserves £'000	Projected Outturn Variance £'000
Corporate Management	1A	304	584	280	(280)	0
Borough Economy	1B	69,543	70,794	1,252	(435)	816
Adult Social Care	1C	85,831	89,440	3,609	(4,617)	(1,008)
Regeneration & Growth	1D	15,039	17,733	2,694	(2,659)	35
Housing	1E	2,303	2,482	179	311	490
Children's Services	1F	91,455	100,195	8,739	(5,692)	3,047
Assistant Chief Executive	1G	7,550	7,473	(77)	0	(77)
Finance	1H	19,500	21,711	2,211	(2,015)	196
Law & Governance	1I	7,303	7,265	(38)	86	48
Public Health	1J	64	2,731	2,667	(2,667)	(0)
Net Service Expenditure		298,893	320,409	21,516	(17,969)	3,547
Capital Charge Adjustment		(26,461)	(26,461)	0		0
External Interest Payments		15,000	15,000	0		0
Interest/Dividend Receipts		(7,500)	(8,500)	(1,000)		(1,000)
Use of Balances/RCCO/Central Items		37,692	37,176	(516)	(646)	(1,162)
Net Service Expenditure, Central Items and Use of Balances		317,623	337,623	20,000	(18,615)	1,385
Collection Fund Surplus		(102)	(102)	0		0
Council Tax		(127,008)	(127,008)	0		0
Business Rates		(109,560)	(109,560)	0		0
Business Rates Top-Up		(38,701)	(38,701)	0		0
Section 31 Grants		(38,188)	(38,188)	0		0
New Homes Bonus		(111)	(111)	0		0
Services Grant		(3,953)	(4,116)	(163)		(163)
Net Service Expenditure, Central Items, Use of Balances and Sources of Funding		0	19,837	19,837	(18,615)	1,222
Quarter 1 Projected Outturn Variance						2,188
Movement from Quarter 1 to Quarter 2						(966)

4.3 The forecast overspend of £1.222m at Quarter 2 represents an improved position of (£0.966m) when compared with the Quarter 1 forecast overspend of £2.188m.

4.4 The forecast outturn position at Quarter 2 is explained in further detail within the following paragraphs.

Corporate Management (1A)

4.5 The projected outturn for Corporate Management is nil variance from budget



Borough Economy (1B)

- 4.6 The projected outturn for Borough Economy is an overspend of £0.816m. The main reasons for this forecast overspend are as follows:
- £0.424m overspend relating to the potential pay award and an increased rate of pension contributions.
 - £1.886m unachieved savings and income relating to Visitor Services and Events, Green Services and Libraries.
Offset by:
 - (£0.776m) net in year savings on supplies & services budgets and use of earmarked reserves in order to reduce forecast budget pressures.
 - (£0.718m) in year vacancy management savings.

Adult Social Care (1C)

- 4.7 The forecast variance to budget for Adult Social Care is an underspend of (£1.008m). There are pressures of £0.893m relating to the pay award, and £0.973m relating to external placements and delivery costs. These are wholly mitigated by staff vacancies and use of one-off grants (£2.874m).

Regeneration & Growth (1D)

- 4.8 The projected outturn for Regeneration and Growth is an overspend of £0.035m. The main reasons for this forecast overspend are as follows:
- £0.341m overspend relating to the potential pay award and an increased rate of pension contributions
 - £0.434m reduced income from rechargeable jobs, as a result of staff vacancies
 - £0.350m reduced income from planning application fees and building regulation fees, due to the economic downturn
 - £0.238m loss of income due to building closures and tenant vacancies
 - £0.080m budget pressure relating to production of the Sandwell Plan
 - Offset by (£1.408m) in year vacancy management savings and other minor budget savings

Housing General Fund (1E)

- 4.9 The projected outturn for Housing is an overspend of £0.490m. The main reasons for this forecast overspend are as follows:
- £0.166m delayed savings relating to reduction in grants paid to other organisations, fees & charges income and review of the community centres delivery model.
 - £0.202m income budget pressure relating to garage rental.



- £0.122m income budget pressure relating to the Home Improvement Agency.

Children's Services (1F)

- 4.10 The forecast variance against budget for Children's Services is an overspend of £3.047m, largely due to budget pressures relating to SEND transport. The gross overspend relating to SEND transport is forecast to be £6.254m but will be partly offset by the use of reserves (£2.439m). The additional pay award pressure (of 2%) and superannuation (of 1.1%) in the directorate (totalling £0.685m) further contributes to the overspend. Finally, Sandwell Residential Education Services (SRES) will not be able to achieve £0.251m of its income target. These pressures are partly offset by staff vacancies savings and savings against supplies and services budgets and other income budgets (£1.704m).
- 4.11 The forecast overspend in the SEND transport service is due to a significant increase in demand over recent years, particularly for complex and out of borough placements which have the highest cost.

Assistant Chief Executive (1G)

- 4.12 The projected outturn for Assistant Chief Executive is an underspend of (£0.077m). The main reasons for this forecast underspend are as follows:
- £0.359m overspend relating to the potential pay award and an increased rate of pension contributions
 - Offset by (£0.436m) in year vacancy management savings and other minor budget savings

Finance (1H)

- 4.13 The projected outturn for Finance is an overspend of £0.196m. The main reasons for this forecast overspend are as follows:
- £0.400m budget pressure relating to the loss of Housing Benefits subsidy due to increased demand for temporary accommodation
 - £0.348m overspend relating to the potential pay award and an increased rate of pension contributions
 - £0.396m unachieved savings relating to redesign of Business Support functions and the hybrid print and mail project.
 - Offset by (£0.948m) in year vacancy management savings, rephasing of the implementation of cyber security and other minor overspends.

Law & Governance (1I)

- 4.14 The projected outturn for Law and Governance is an overspend of £0.048m.



- £0.215m overspend due to the potential pay award and an increased rate of pension contributions
- £0.130m overspend on external legal advice on corporate projects and social care
- offset by (£0.297m) in year vacancy management savings and other minor budget savings.

Public Health (1J)

- 4.15 Public Health is funded by a ringfenced grant and therefore any underspend at year-end is transferred into a specific Public Health grant reserve, and any overspend at year-end is funded from the reserve. The projected outturn variance is currently an overspend of £2.667m. This will be entirely funded from the Public Health grant reserve. There is a 3-year programme in place to bring down the reserve balance, which built up over the Covid-19 period.

Central Items/RCCO/Use of Balances

- 4.16 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.
- 4.17 At Quarter 2 an underspend of (£1.162m) is forecast against Central Items and use of balances. The main reasons for this forecast underspend are as follows:
- £0.140m additional audit fee costs
 - £0.045m additional bank charges
 - £0.328m additional contributions to West Midlands Combined Authority
 - Offset by (£1.658m) surplus Contingency budgets not required in year

Non-General Fund

Housing Revenue Account (1K)

- 4.18 The overall forecast variance against budget for the HRA is nil, as any surplus or deficit at year-end is offset by a corresponding transfer to/from HRA reserves. Prior to the use of reserves, the forecast variance against budget for the HRA is an overspend of £0.596m. The main reasons for this forecast overspend are as follows:



- Asset Management and Maintenance (overall nil variance after use of reserves)
 - (i) Repairs & Maintenance - £0.735m net pressure relating to responsive and void repairs including increased material and labour costs; Increase in gas and electrical service compliance costs which is partly offset by staff vacancies. (£0.735m) is to be drawn from the voids earmarked reserve.
 - (ii) Building Safety & Compliance - £0.229m net pressure relating to Highrise safety and compliance costs which is partly offset with vacancy savings. (£0.229m) is to be drawn from the voids earmarked reserve.
- Housing Management – (£1.248m) net underspend related to staff savings.
- Rents & Other Charges – £1.119m pressure relating to loss of rental income from voids and council tax charges on void properties
- PFI – Nil overall variance - £0.052m pressure due to increased unitary charge which is partly offset by one-off management fee income received. This pressure will be funded from the PFI sinking fund.
- Other HRA Services – £0.725m net pressure due to an increase in staff pension costs, project feasibility costs, tree works and increase in central support charges after use of tree works reserve & equipment reserve totalling £0.962m.

Dedicated Schools Grant – DSG (1L)

4.19 The overall forecast variance against budget for the DSG is nil, as any surplus or deficit at year-end is offset by a corresponding transfer to/from the DSG reserve. Prior to transfers to reserves, the forecast outturn is an underspend of (£1.682m). The main reasons for this forecast underspend are as follows:

- High Needs Block underspend of (£1.562m) arising from out of borough placements, staffing vacancies and SEN development.
- Early Year's block underspend of (£0.120m) from funding for 2 year olds and disability access fund.

Use of Reserves



4.20 At the end of 2022/23 £126.187m was held in earmarked reserves and a number of new reserves and contributions to capital have been actioned as part of the budget setting process for 2023/24 which increased the opening balance to £127.455. During the year, it is projected that £16.933m of these balances will be used leaving a remaining balance of £110.522m. A significant proportion of the use of reserves is the use of the remaining Covid Emergency Funding and Contain Outbreak Management Fund. Further detail is provided in Appendix 3.

Capital

4.21 Expenditure on the Council's capital programme is forecast to be £75.289m within the General Fund and £75.700m within the Housing Revenue Account for the financial year 2023/24. Appendix 4 provides a detailed breakdown of the programme for the General Fund and appendix 5 provides a breakdown for the Housing Revenue Account.

General Fund

4.22 The Quarter 2 Capital monitoring has been updated to include re-phasing from previous years, re-profiling and additional approvals. The main changes that have taken place since Quarter 1 are listed as follows:

4.23 Additional approvals within the Borough Economy directorate, relating to £2.164m received from the Department for Transport (DFT) in respect of the Birchley Island scheme and £0.640m received from the Levelling Up Fund (LUF) in respect of the Haden Hill Leisure Centre scheme.

4.24 There has been re-phasing within Housing and Assets relating to Empty Properties (£0.585m) and The Public (£0.341m).

4.25 Law & Governance is reporting a re-phasing of (£3.560m) into 2024/25 in relation to the West Bromwich Cemetery scheme.

4.26 Re-phasing of around £7m is being predicted within the Regeneration & Growth directorate relating to the reorganisation of the Towns Fund budgets (£5.798m) and the clawback by government of Heat Pump Technology grant (£0.944m).

4.27 A decrease of (£3.794m) in the Children & Education budget mainly to reflect the re-phasing of Basic Need & School Condition resources into future years to continue various school improvement schemes.



Housing Revenue Account

Progress Against the New Council House Build Programme

- 4.28 The Council new build housing programme was approved at Cabinet in February 2023. The existing programme that completes in 2026/27 includes a total of 715 new homes.
- 4.29 Of the above programme, 47 units have been delivered in 2022/23 and an estimated 14 new Council house builds are anticipated to be completed by 31 March 2024. These are part-funded through Housing Revenue Account borrowing with grant provided by Homes England.
- 4.30 120 new homes will be progressed on site during the current financial year. Spend of £15.357m against the budget of £36.708m (including prior year carry forwards) is currently projected against the new build programme. This gives an underspend against the 2023/24 programme of (£21.351m) because of delays. However, the increased starts on site during 2023/24 will reduce the current forecast underspend towards the end of the financial year.
- 4.31 The delivery of the new build programme is delayed because of several reasons. The construction industry in both the West Midlands and at a national level continues to experience the impact of economic volatility. This is causing longer lead-in times and higher prices due to inflationary increases. The instability of the current economic climate is demonstrated by a reduction in tender returns for some projects and higher than estimated prices on returned tenders coupled with increased specification due to changes in building regulations. Ultimately, the higher costs affect the financial viability of these schemes. There have also been delays to physical starts on site, many of which are beyond the councils control such as ground conditions, wayleaves, easements, section agreements and licences.

Progress Against the Housing Improvements Programme

- 4.32 At present there is an anticipated overspend of £4.365m on current year projects. The delivery of capital investment contracts has been impacted by challenges similar to the new build programme. This is particularly apparent for price volatility on tender returns and inflationary pressures on committed contracts. The Council remains committed to carrying out contractual commitments. Efforts are being made to prioritise certain works to ensure building safety and decent homes standards are maintained.



Section 106/Community Infrastructure Levy (CIL)

- 4.33 Section 106 monies are paid by developers towards the cost of providing community and social infrastructure but must be used for specific purposes. As at Quarter 2 £0.203m of these balances have been utilised leaving a remaining balance of £2.615m.
- 4.34 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. As at Quarter 2 the Council is currently holding capital balances of £3.141m in relation to this Levy and is not forecasting any expenditure against this for the remainder of 2023/24.

Treasury Management Outturn and Q1 Update

- 4.35 Attached are two reports relating the Council's Treasury Management activities. Appendix 7 provides the Quarter 2 Treasury Management update and appendix 8 provides the mid-year monitoring report on the Treasury Management Strategy and prudential indicators.

5 Alternative Options

- 5.1 Leadership Team agreed that the vacancy controls that were in place for 2022/23 would be reinstated at their meeting on 8 August 2023 in order to reduce the projected overspend. As the forecast overspend has reduced since Quarter 1, no further management action is proposed at this stage, however other spending controls that may be needed to avoid reliance on use of reserves could be considered later in the year if necessary.

6 Implications

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



Health and Wellbeing:	No direct implications arising from the recommendations.
Social Value	No direct implications arising from the recommendations.
Climate Change	No direct implications arising from the recommendations.

7 Appendices

App 1 Outturn Summary for Directorates

App 2 Central Items

App 3 Reserves

App 4 General Fund Capital

App 5 Housing Revenue Account Capital

App 6 CIL and S106 Funding

App 7 Treasury Update Q2

App 8 Treasury Management Strategy Statement and Prudential Indicators

Mid-Year Monitoring

8 Background Papers

Q1 Budget Monitoring 2023/24



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Report to Budget and Corporate Scrutiny Management Board

4 January 2024

Subject:	Tracking and Monitoring of Scrutiny Recommendations
Director:	Law and Governance Surjit Tour Surjit_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi – Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the responses on recommendations referred since the Board's last meeting.
- 1.2 That the Board notes the progress on implementation recommendations made.
- 1.3 That the Board determines what action it wishes to take where progress is unsatisfactory.
- 1.4 That the Board determines which actions/recommendations no longer require monitoring.



2 Reasons for Recommendations

- 2.1 To facilitate the effective monitoring of progress on responses to and press with implementation of recommendations made by the Board and identify where further action is required.
- 2.2 Effective monitoring of recommendations facilitates the evaluation of the impact of the scrutiny function overall.

3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	<p>The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.</p> <p>Effective monitoring of recommendations made supports this and allows scrutiny to evaluate its impact.</p>
	People live well and age well	
	Strong resilient communities	
	Quality homes in thriving neighbourhoods	
	A strong and inclusive economy	
	A connected and accessible Sandwell	

4 Context and Key Issues

- 4.1 The attached Appendix details the responses to actions identified and/or recommendations made by the scrutiny function and progress on the implementation of those previously approved.



5 Implications

<p>Resources:</p>	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific resources implications for the Board's attention are detailed in the Appendix.</p>
<p>Legal and Governance:</p>	<p>The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.</p> <p>The Local Government and Public Involvement in Health Act 2007 places a duty on the Executive to respond to Scrutiny recommendations within two months of receiving them.</p> <p>NHS service commissioners and providers have a duty to respond in writing to a report or recommendation where health scrutiny requests this, within 28 days of the request. This applies to requests from individual health scrutiny committees or sub-committees, from local authorities and from joint health scrutiny committees or sub-committees.</p>
<p>Risk:</p>	<p>Any risk implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific risk implications for the Board's attention are detailed in the Appendix.</p>
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Health and Wellbeing:	<p>Any health and wellbeing implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific health and wellbeing implications for the Board's attention are detailed in the Appendix.</p>
Social Value:	<p>Any social value implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific social value implications for the Board's attention are detailed in the Appendix.</p>
Climate Change:	<p>Any climate change implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific climate change implications for the Board's attention are detailed in the Appendix.</p>
Corporate Parenting	<p>Any corporate parenting implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific corporate parenting implications for the Board's attention are detailed in the Appendix.</p>

6 Appendices

Appendix 1– Budget and Corporate Scrutiny Management Board Action Tracker

7. Background Papers

None.



Tracking and Monitoring of Actions and Recommendations of Scrutiny Boards

Scrutiny Board Date	Agenda Item Title	Action/Recommendation	Responsible Director /Body	Activity Log
Budget and Corporate Scrutiny Management Board				
1 March 2023	Quarter 3 Budget Monitoring	Submit a report to Cabinet recommending:	Surjit Tour	Approved at Cabinet on 12 July 2023
		1.1 that Directors review and update any pages they hold on the Council's website, in particular, the webpage where the Council have facilities/offices to rent.	All Directors	
		1.2 the introduction of additional financial controls on general spend, in particular, matters relating to recruitment and day to	Simone Hines Cllr Piper	

		day spend where necessary.		
		1.3 to explore the feasibility of providing in house care for young people in care, SEND placements and adult social care placements.	Simone Hines, Michael Jarrett, Rashpal Bishop Cabinet Members	
29 March 2023	Improvement Plan	1) A summary and chronology of events explaining where the Council is currently with regards to the proposed development on Lion Farm, and how it reached the Expert Determination process, be circulated to the Board.	Tony McGovern	A written response in relation to the Expert Determination Process will be circulated once the ED process has been fully concluded.

		<p>2) That a further report in relation to recruitment of the Children to Adults Transition Project Officer role be submitted to a future meeting of the Board.</p>	<p>Michael Jarrett/Rashpal Bishop</p>	<p><i>Previous update</i> <i>Initial meeting went ahead in December. PID reviewed and amendments being captured. Agreement reached to engage with key external stakeholders. The Trust's sign-off process incorporated into the Project Governance Structure. The project manager appointment was delayed and the post re-advertised. Closing date 6 Jan.</i></p> <p>Current position The re-advertisement of the project manager post was unsuccessful, the post is due to be advertised again shortly. To ensure no further delays, resource from within the business has been identified to progress actions identified in the PID.</p> <p>Regular monthly meetings have been diarised with key stakeholders, PID and TOR have been revised and signed</p>
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				<p>off. Remit of the first stage business mapping has been agreed, draft scope and comm's will be presented at the April meeting with the aim to undertake first stage business mapping in May.</p>
<p>29 June 2023</p>	<p>Customer Journey Review</p>	<p>(1) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Cabinet Member for Finance and Resources and Cabinet Member for Adult</p>		<p>Commitments remain in draft form whilst engagement is ongoing as these may be updated further following feedback from residents. Delays in engagement as outlined in AP Point 3. Further work ongoing</p>

		<p>Social Care, be authorised to agree a customer care standards/charter, and staff responsibilities in relation to those standards to ensure;</p> <ul style="list-style-type: none"> a) that “back-office” staff take ownership and accountability of customer requests received via Contact Centre Agents; b) a standard approach is taken to making officer contact numbers available on Outlook and to customers to prevent additional calls being made to the Contact Centre; c) a standard approach to the complaints process and deadlines for responding to 		<ul style="list-style-type: none"> a) Key Service area links are in place for all calls taken by the contact centre. Ongoing development continues and proposed training will feature heavily on this areas. b) Email issued to all ADs and Directors instructing a reminder be sent to all Officers.. c) Complaints process is in place and detailed on the Council Website. Ongoing monitoring of the Complaints SLA target is in place. Complaints Training is currently being rolled out and will include a reminder of all processes and timescales d) Named Officers in each Service Area are identified and meetings are taking place on a regular basis.
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		<p>complaints are clear and accessible across all Council services; d) that key contacts are identified within each service area to aid Customer Service Agents in their enquiries; e) that residents are regularly updated and informed about the current process of their request/query.</p>		<p>e) Work is ongoing within the Technology Workstream of the CJ Board to provide automated updates where possible</p>
		<p>(2) that the Director of Regeneration and Growth/Assistant Chief Executive be authorised to commission/develop a customer training package that incorporates the following topics:-</p>		<p>Research undertaken and discussions held. Awaiting feedback on potential costs prior to discussions taking place with procurement. Specification to be drafted. Response letters are also covered in Complaints training as per 1.1c. Identified individuals in each Directorate to input into specification and agree requirements.</p>

		<p>a) The completeness of response letters b) Methods to manage customer expectations and awareness around the Council's remit and responsibilities.</p>		
		<p>(3) that the Director of Regeneration and Growth/Assistant Chief Executive ensure that all members of staff undertake training around customer care standards as identified in (2) and that staff performance against these standards be incorporated within the appraisal process;</p>		<p>As per 1.2 above. Training being considered will also look at including a coaching programme for supervisors/management staff. Discussions will be undertaken with HR re inclusion in Appraisal process</p>

		<p>(4) that mandatory corporate customer service training be included as part of the induction process for all staff;</p>		<p>As above. As part of the proposed training an online offer will also be procured which all staff will be expected to complete, and which will be included in inductions.</p>
		<p>(5) that the Director of Regeneration and Growth/Assistant Chief Executive, in consultation with the Director of Finance, investigate options for procuring a single joint Customer Relations System across the Council;</p>		<p>SOCITM currently engaged to undertake independent options appraisal on existing and potential CRM systems, reporting back to CJ Board. There are linked dependencies within this action which will impact timescales.</p>
		<p>(6) that the Director for Director of Regeneration and Growth/Assistant Chief Executive considers the</p>		<p>Automated feedback surveys are already in use across various service areas. Procurement of the new Telephony system will allow greater opportunities for this. CJ Board have also identified gaps and have provided approval and</p>

		introduction of automated feedback surveys and that regular feedback on Council enquires/complaints are analysed and shared with Directorates;		funding for new technology, eg tablets within the OSS
		(7) That the Director for Director of Regeneration and Growth/Assistant Chief Executive introduces corporate guidelines in relation to the use of Council contact numbers to ensure that all officers are contactable and that contact details are updated regularly;		Initial reminder to all staff as per 1.1b.
		(8) that the Director of Regeneration and		Initial Options appraisal undertaken and report presented to CJ Board and Leadership Team. Agreement

		<p>Growth/Assistant Chief Executive considers the feasibility of amalgamating the current three contact centres (Corporate Contact Centre, Revenues and Benefits Contact Centre and Adult Social Care Care) into a single contact centre number with staff specialising in various areas;</p>		<p>to pause the work to allow for the detailed process mapping to take place to better inform the decision. Work is ongoing to look at the single number and will be further considered with the implementation of the new telephony system.</p>
		<p>(9) that the Director of Regeneration and Growth/Assistant Chief Executive, as part of the refresh of the Council’s website, ensures the Council continues to promote the use of Sandwell</p>		<p>Work ongoing within the Digital Workstream of the CJ Board to ensure promotion of all digital channels. OSS and Community Hubs are supporting people to set up My Sandwell accounts if desired. Financial year 22/23 and current stats for this year show that digital is now the main contact</p>

		<p>Digital First and the Council's website as the first point for accessing information and raising an issue/request;</p>		<p>channel. This will continue to be monitored.</p>
		<p>(10) that as part of the customer journey review being undertaken, the Director of Regeneration and Growth/Assistant Chief Executive reviews current timescales for responding to enquiries and consider a reduction, wherever possible, including member enquiries being reduced from 10 working days to 3-5 days.</p>		<p>This recommendation was NOT approved by Cabinet on 12 July 2023. A lack of resources meant that the request could not be feasibly met. However, officers would review the request at a later date:</p> <p>An existing wider piece of work is on-going with Members around the Councillor Portal. This work will look at the response time and any agreed standards, and ensure that this is considered as part of the wider remit of that work.</p>

27 July 2023	Sickness Absence Outturn 2022-23	Make a recommendation to Cabinet:		Recommendation to be received by Cabinet in October 2023.
		That the Head of Human Resources, in consultation with the Deputy Leader and Cabinet Member for Finance and resources, provide a further report to the Budget and Corporate Scrutiny Management Board considering the feasibility of introducing bonuses and/or incentives to improve staff attendance.		
	That a briefing note, in relation to the impact of long-COVID on the Council's workforce, be circulated to the Board.	Victoria Lee	Briefing note requested. Note will be circulated once ready.	
	Customer Journey Progress update	That, in relation to customer service training, extra attention be given to the intricacies of cultural differences, especially regarding body language.		This will be included with any Customer Service training moving forward – officers will ensure that it is included in the Spec. At the moment, officers are exploring what training options are out there. A procurement exercise will then

				be required to appoint an organisation to deliver the training.
	Centre for Governance and Scrutiny – The use of call-in: guidance for English Authorities	That the Governance and Constitution Review Committee be recommended to consider and recommend to Council the expansion of the use of call-in to all executive decisions.		Governance and Constitution Committee meeting arranged to consider the request on 21 September 2023.
28 September 2023	Quarter 1 Budget Monitoring 2023/ 24	That, the Interim Section 151 Officer outline to the Board why the Directorate of Public Health had an outturn variance of a £3.219m overspend in Quarter 1 Municipal Year of 2023/ 24.	Brendan Arnold	A briefing note has been circulated to the board.
		That, a working group be established to review all areas of income, expenditure and staffing levels, particularly focusing on parks, green spaces, museums, tendered contracts and concessions within the Directorate of	Matthew Huggins Alice Davey	The working group has been established and the membership and scope for the group has been determined.

		Borough Economy, with the membership and scope of the working group to be determined by the Chair of the Board.		
5 October 2023	Corporate Performance Management Framework	That the Director of Regeneration and Growth be recommended to monitor usage of the cycling network via a representative sample to inform the Active Travel Policy.	Tony McGovern Andy Miller	
22 November 2023	Improvement Plan Quarterly Progress Report	That a 'Members Digest' be developed to provide Members with regular briefings on policy and strategy updates.	James McLaughlin	
		That a variety of methods to consult members are utilised, which should include face- to- face interviews, attending ward and town meetings and online consultations and surveys.	Member Development	

Report to Budget and Corporate Scrutiny Management Board

4 January 2024

Subject:	Cabinet Forward Plan and Board Work Programme
Director:	Law and Governance Surjit Tour Surjir_tour@sandwell.gov.uk
Contact Officer:	Suky Suthi- Nagra Democratic and Member Services Manager Suky_suthinagra@sandwell.gov.uk

1 Recommendations







- 1.1 That the Board notes the Cabinet Forward Plan (Appendix 1), which sets out the matters programmed to be considered by the Cabinet;
- 1.2 that the Board notes its work programme (Appendix 2), which sets out matters to be considered by the Board in 2023/24;
- 1.3 that, the Board considers whether any changes or additions are required to its work programme and in doing so, has regard to the Prioritisation Tool (Appendix 3).

2 Reasons for Recommendations

- 2.1 A strong and effective work programme underpins the work and approach of Scrutiny.
- 2.2 It is good practice for work programmes to remain fluid, to allow for scrutiny of new and emerging issues in a timely manner.



3 How does this deliver objectives of the Corporate Plan?

	Best start in life for children and young people	The scrutiny function supports all of the objectives of the Corporate Plan by seeking to improve services for the people of Sandwell. It does this by influencing the policies and decisions made by the Council and other organisations involved in delivering public services.
	People live well and age well	
	Strong resilient communities	
	Quality homes in thriving neighbourhoods	
	A strong and inclusive economy	
	A connected and accessible Sandwell	

4 Context and Key Issues

- 4.1 Scrutiny is a member led and driven function, driven by members' commitment to improve services and thereby people's lives.
- 4.2 An annual work programming event, involving chief officers, executive members and key partners, was held in June 2023 and all boards approved their work programmes for 2023/24 at their first meeting of the municipal year.
- 4.3 Boards have responsibility for their own work programmes, and it is good practice to keep them under review, to allow for new and emerging issues to be scrutinised in a timely manner.
- 4.4 Scrutiny Procedure Rules allow any member of the Council to request that an item is added to a scrutiny board's work programme, subject to certain provisions.
- 4.5 Before including an item on its work programme the Board must have regard to the Prioritisation Tool attached at Appendix 3, to ensure that



the scrutiny activity will add value and work programmes are manageable.

5 Implications

Resources:	<p>Any resources implications arising from scrutiny activity are considered as required by the appropriate director or cabinet member/cabinet.</p> <p>Any specific resource implications for the Board's attention are detailed in the Appendix.</p>
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6 Appendices

- Appendix 1 – Cabinet Forward Plan
- Appendix 2 – Board Work Programme
- Appendix 3 – Prioritisation Tool

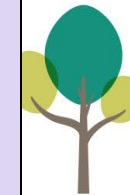
7. Background Papers

None.



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

	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
1	<p>Review of the Information Rights Policy Review of the Public Policy in relation to the council’s compliance with GDPR/Data Protection Act and Information requests</p> <p>Contact Officer: Vanessa Maher-Smith</p> <p>Director: Mike Jones</p>	<p>Cabinet - Leader of the Council (Cllr Carmichael)</p>	Public	17 January 2024		Information Rights Policy



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
2	<p>Performance Management Framework – Q2 Monitoring Q2 Corporate Performance measures and the update on progress on delivering the Corporate Plan</p> <p>Contact Officer: Kayleigh Walker/Kate Ashley</p> <p>Director: James McLaughlin</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>17 January 2024</p>	<p>Scrutiny Management Board on the 4th January</p>	<p>Corporate Performance Report</p>
7						



ONE COUNCIL
ONE TEAM

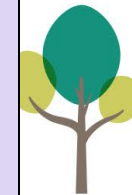
	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
16	<p>Q3 Budget Monitoring 2023/24 Cabinet to note the current financial position and refer to Scrutiny</p> <p>Contact Officer: Rebecca Maher</p> <p>Director: Brendan Arnold – Director of Finance</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>7 February 2024</p>	<p>Post TBC</p>	<p>Appendices</p>



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
17	<p>Delegated Authority to Award Contract for Microsoft Enterprise Agreement – 2024 to 2027</p> <p>Contact Officer: Daron Tonks</p> <p>Director: Brendan Arnold</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>7 February 2024</p>	<p>NA</p>	<p>Cabinet Report</p>



	Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
18	<p>Draft Budget 2024/25 To recommend, approve and note the policies set out in the draft General Fund, Housing Revenues Account and Capital Programme Budgets 2024/25</p> <p>Contact Officers: Claire Spencer/ Kate Ashley</p> <p>Director: Brendan Arnold, Interim Director - Finance</p>	<p>Cabinet - Finance & Resources (Cllr Piper)</p>	Public	7 February 2024	15 January 2024	Cabinet report for decision



Title/Subject	Decision Maker	Public or exempt report? If exempt – state reason for exemption	Decision Date	Pre or post decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
<p>19 Revenues and Benefits Policy Framework 2024/25</p> <p>Contact Officer: Ian Dunn</p> <p>Director: Brendan Arnold</p>	<p>Cabinet – Finance & Resources (Cllr Piper)</p>	<p>Public</p>	<p>7 February 2024</p>		



Levelling Up Partnership Programme Update

To receive an update on the delivery of the Levelling Up Partnership for Wednesbury following Cabinet approval in September 2022

Contact Officer:
Rebecca Jenkins

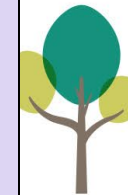
Assistant Director:
Tammy Stokes –
Assistant Director

**Cabinet -
Regeneration &
WMCA
(Cllr Hughes)**

Public

13 March
2024

TBC



ONE COUNCIL
ONE TEAM



Scrutiny Board Work Programme 2023/24

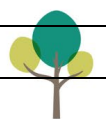
Budget and Corporate Scrutiny Management Board

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Standing Items:-

- Tracking and Monitoring of Recommendations to the Executive
- Work Programme (including Cabinet Forward Plan)

Meeting Date	Item	Presented by
11 July 2023	Customer journey Review Report	Suky Suthi- Nagra
	Oracle Fusion Report	Simone Hines
	Budget and Corporate Scrutiny Management Board Work Programme 23/ 24	Suky Suthi- Nagra
	Financial Outturn 2023	Simone Hines
27 July 2023	Customer Journey Progress Update	Helen Green
	Managing Attendance and Sickness Absence	Victoria Lee
	CfGS Call- in Guidance	Elaine Newsome
	Approval of 2023/ 24 Municipal Year Work Programme	Democratic Services
28 September 2023	Q1 Budget Monitoring	Brendan Arnold
	Improvement Plan - Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Section 106 Spotlight Session Outcome	Democratic Services
5 October 2023	Q1 Corporate Plan – Progress Report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
	Scrutiny Annual Report	Alex Goddard/ Democratic Services



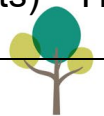
	Lion Farm Update (Private Item)	Tony McGovern/ Surjit Tour
2 November 2023 (meeting cancelled)	Oracle Fusion Update	Brendan Arnold Victoria Lee/ Laura Maitland (laura.maitland@socitmadvisory.co.uk)
22 November 2023	Improvement Plan Quarterly Progress Report	Kate Ashley/ Rebecca Jenkins
	Medium Term Financial Strategy – Autumn 2023 Update	Kate Ashley/ Brendan Arnold
	WMCA Devolution Deal – Impact upon Sandwell	Laura Shoaf/ Ed Cox (WMCA)
4 January 2024	Q2 Budget Monitoring	Brendan Arnold
	Q2 Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
15 January 2024	Budget 2024/ 25	Brendan Arnold/ Kate Ashley
1 February 2024	Q2 – Corporate Plan progress report and Corporate Performance Report	Sarah Sprung/ Kayleigh Walker
	WMCA Scrutiny Annual Report	James Hughes (WMCA)
	WMCA work in Sandwell	James Hughes (WMCA)
20 March 2024	Improvement Plan – Quarterly Progress Report	Kate Ashley
	Midland Metro Hospital Update (Registrar Officer Demand)	Mark Satchwell
	Transition: Child to Adult Services	Michael Jarratt/ Rashpal Bishop

To be Scheduled

Development of Transformation Strategy – Director of Finance/ Ass. CEO

Council's approach to Debt Collection and Management

Digital Transformation (Customer Journey/ Accessibility for residents) – Helen Green (Routine Updates)

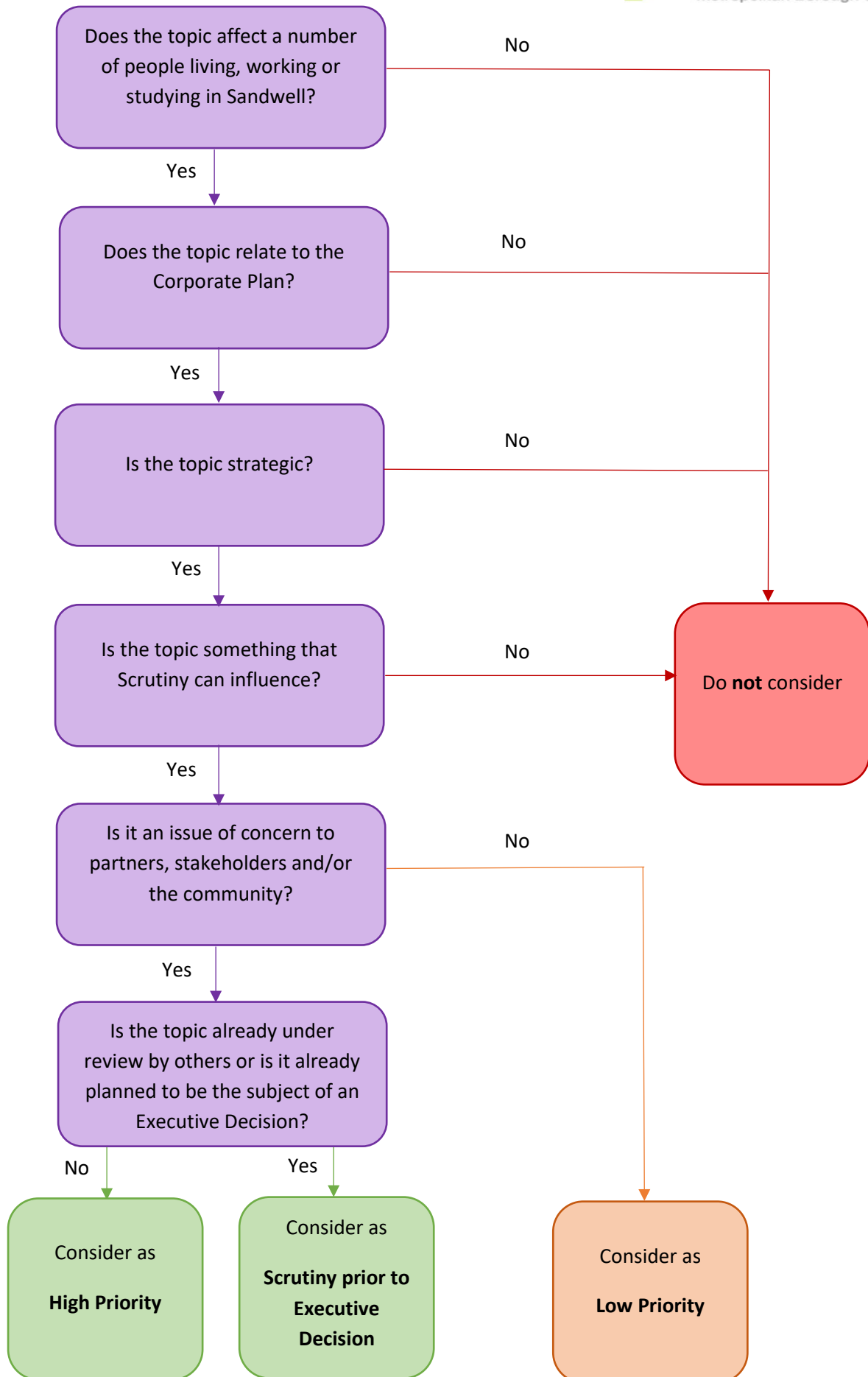


Scrutiny Review:

- Voluntary Sector Support and Grant Funding



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