

Cabinet Meeting

25 June 2014

Time 5.00 pm Public Meeting? YES Type of meeting Executive

Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Roger Lawrence (Lab)
Vice-chair Cllr Peter Bilson (Lab)

Labour Conservative Liberal Democrat

Cllr Steve Evans
Cllr Val Gibson
Cllr Andrew Johnson
Cllr Elias Mattu
Cllr Phil Page
Cllr John Reynolds
Cllr Sandra Samuels
Cllr Paul Sweet

Quorum for this meeting is five Councillors.

Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

Contact Dereck Francis

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

Agenda

Part 1 – items open to the press and public

Item No. Title

MEETING BUSINESS ITEMS

- 1 Apologies for absence
- 2 Declaration of Interests
- Minutes of the previous meeting (14 May 2014) (Pages 1 4) [For approval]
- 4 Matters arising

[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 5 **Managing the Budget Cuts The Next Phase** (Pages 5 24) [To approve additional savings proposals for both 2014/15 and 2015/16]
- 6 Capital Budget Outturn 2013/14 including Quarter One Monitoring 2014/15 (Pages 25 58)

[To receive details of the outturn position and an update on the revised forecast for 2014/15 to 2018/19 as at quarter one of 2014/15 and to recommend to Full Council a revised General Fund capital programme for the period 2014/15 to 2018/19]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- Joint Reablement and Intermediate Care Strategy for Wolverhampton 2014/16 (Pages 59 80)
 [To approve the strategy]
- 8 **Primary School Organisation** (Pages 81 104)

[To agree the primary school strategy for 2014-2017 and details of the proposed 2015 primary school expansion programme and approve the initiation of the requisite statutory processes with regard to provision of additional primary school places]

9 Exclusion of public and press

[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below]

DECISION ITEM (RED - FOR DECISION BY THE COUNCIL)

10 **City Investment Fund** (Pages 105 - 114)

[To create a discretionary fund to offer grants to exceptional investment opportunities as part of a package of business support to potential investors or to retain existing strategic employers]

Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

Wolverhampton Youth Zone: Revised Funding and Delivery Strategy (Pages 115 - 128)

[To approve the revised funding and delivery strategy]

Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)





Meeting of the Cabinet Minutes - 14 May 2014

Attendance

Members of the Cabinet

Cllr Roger Lawrence (Chair)

Cllr Peter Bilson (Vice-Chair)

Cllr Andrew Johnson

Cllr John Reynolds

Cllr Paul Sweet

Cllr Sandra Samuels

Cllr Elias Mattu

Cllr Phil Page

Cllr Steve Evans

Employees

Dereck Francis Democratic Support Officer

Viv Griffin Assistant Director - Health, Well Being and Disability

Keith Ireland Strategic Director. Delivery

Tim Johnson Strategic Director, Education and Enterprise

Part 1 – items open to the press and public

Item No. Title

1. Apologies for absence

Apologies were received from Councillor Val Gibson.

2. Declarations of interests

No declarations of interests were made.

3. Minutes of previous meeting (23 April 2014)

Resolved:

That the minutes of the previous meeting held on 23 April 2014 be approved as a correct record and signed by the Chair.

4. Matters arising

There were no matters arising from the minutes of the previous meeting.

5. Crime Reduction, Community Safety and Drugs Strategy 2014-17

Cllr Elias Mattu moved that the 2014/17 strategy be referred to Council for approval. In doing so he reported that the strategy reaffirmed the commitment of statutory, third sector, business sector and community members to work together to ensure they continued to drive down crime and improve community safety in Wolverhampton. The strategy also built on the positive outcomes achieved over the term of the previous strategy document of 2011/14 which saw continuous reductions in total

recorded crime and positive outcomes realised against strategic priorities of that plan.

Resolved:

That Full Council be recommended to approve the Crime Reduction, Community Safety and Drugs Strategy 2014-17 for implementation.

6. **Economic Development Grants to Third Parties - Black Country Growth Hub**Cllr Peter Bilson presented the report that sought approval to delegate authority to issue grants to third parties to deliver the Regional Growth Fund funded Black Country Growth Hub. The report also highlighted the opportunity to bid for European Regional Development Fund resources to extend and expand the remit of the project.

The first phase of the Black Country Growth Hub would lead to the creation of 230 jobs, safeguard 212 jobs, engage 681 businesses of which 225 would receive over 12 hours of support, 96 skills based training levering in £7.4 million of private sector leverage.

Resolved:

 That Full Council be recommended to approve the payment of grants to third party providers for the delivery of products as part of the Black Country Growth Hub as detailed below:

Remaining grant to be allocated to provider	Provider
£130,000	University of Wolverhampton
£158,309	Black Country Chamber of Commerce (UKTI contractor)
£207,000	Pera Consulting (Growth Acceleratory contractor)
£47,910	Manufacturing Advisory Service (MAS)
£30,000	Sandwell MBC
£150,910	Manufacturing Advisory Service (MAS)
£1,682,414	Delegated authority sought for the allocation to individual businesses

2. That Full Council be recommended to delegate authority to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director, Education and Enterprise, to agree business grants from the £1,682,414 Business Grant product and any other grants to third parties to deliver the scheme.

- 3. That that the Chief Legal Officer be authorised to approve the execution of the contracts.
- 4. That the opportunity to bid for external funding to expand and extend the Black Country Growth Hub be noted, the concept proposal for outline bid be endorsed and authority be delegated to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director Education and Enterprise to submit a full application should the outline application proceed to the next stage.
- 5. That the Council act as accountable body for the larger project should the bid be successful and authority be delegated to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director Education and Enterprise and Assistant Director - Finance to sign off a bid for funding at full application stage.
- 6. That it be noted that the Council is already the accountable body for the first phase of the Growth Hub funded between December 2013 until June 2015.

7. Appointments to Outside Bodies

Cllr Roger Lawrence presented the report that sought the appointment of representative trustees to serve on the Tettenhall Relief in Need and Educational Charities, Bushbury United Charities and the West Midlands Territorial Auxiliary and Volunteer Reserve (TAVR) Association.

Resolved:

- 1. That on receipt of the nominations from the Conservative Group office, authority be delegated to Cllr Roger Lawrence in consultation with the Strategic Director, Delivery to approve the appointment of two representatives to serve on the Tettenhall Relief in Need and Educational Charities for a four year term of office ending 2018 and two representative trustees to serve on the Bushbury United Charities for a four-year term of office ending 2018.
- 2. That Cllr Steve Simkins be reappointed as a representative to serve on the West Midlands TAVR Association for a further three-year term of office expiring 31 March 2017.



Agenda Item No: 5



Cabinet Meeting

25 June 2014

Report title Managing the Budget Cuts – The Next Phase

Decision designation AMBER/RED

Cabinet member with lead

responsibility

Councillor Andrew Johnson

Resources

Key decision Yes

In forward plan Yes

Wards affected All

Accountable director Simon Warren, Chief Executive

Sarah Norman, Community

Keith Ireland, Delivery

Tim Johnson, Education and Enterprise

Originating service Delivery

Accountable employee(s) Mark Taylor Assistant Director Finance

Tel 01902 55(6609)

Email mark.taylor@wolverhampton.gov.uk

Report to be/has been

considered by

Strategic Executive Board

12 June 2013

Recommendation(s) for action or decision:

That Cabinet recommend that Council approves:

- 1. The revised budget requirement for 2014/15 of £235.9 million for General Fund services, which is a reduction of £1.7 million as a result of the additional savings that have been identified to date.
- 2. The implementation of the additional savings proposals, amounting to £1.7 million in 2014/15, subject to the outcome of appropriate and satisfactory scrutiny, consultation and equality analyses (see paragraph 4.3).

That Cabinet is recommended to:

- 3. Approve the overarching strategy to deliver the £25 million for 2015/16 as (see paragraph 2.3).
- 4. Approve that the savings proposals amounting to £16.4 million in 2015/16, be further developed for inclusion in the draft 2015/16 budget to be reported to Cabinet in October 2014 (see paragraph 3.1).

Recommendations for noting:

That Cabinet recommend that Council notes:

- 1. In addition to the 2014/15 savings proposals that are being approved it is anticipated that there will be further savings from other, as yet unquantified, proposals as well as from the acceleration of some of the existing savings proposals (see paragraph 4.4).
- 2. All additional savings identified and delivered during 2014/15 will further reduce the call on the General Fund balances during 2014/15 and therefore contribute directly towards the aim of holding at least £10 million in the General Fund balance (see paragraph 4.5).

That Cabinet is asked to note:

- 3. That while progress is being made against the council's agreed budget strategy, additional work is underway in order to deliver the agreed strategy to address the projected budget deficit; namely to identify a further £7 million of savings for 2015/16 (see paragraph 2.6).
- 4. That whilst the savings proposals identified are not sufficient to rebuild general reserves to the minimum £10 million level in 2015/16, it is projected that there would still be an uncommitted sum in hand. Whilst this represents progress against the council's agreed budget strategy, work must continue in order to achieve the minimum recommended level of £10 million in 2015/16 and to avoid exhausting general fund balances by early 2016/17 (see paragraph 2.9).
- 5. That the projected general fund balance is subject to change as the 2013/14 accounts are still being closed, any resulting variance to the projections within this report will be reflected in the October budget report to Cabinet (see paragraph 2.10).
- 6. That due to the uncertainty surrounding the future of public finances in 2015/16 and beyond, and the existing assumptions concerning the successful delivery of significant levels of challenging savings, the projected additional savings requirement in each of the next four financial years could still change significantly as more information becomes available.

1. Purpose

- 1.1 This report identifies additional savings for both 2014/15 and 2015/16 in accordance with the strategy set out in the five year budget and medium term financial strategy (MTFS) 2014/15 to 2018/19, that was approved by Cabinet in February 2014 and Full Council in March 2014.
- 1.2 This report is the first of the financial year on the budget and MTFS and provides an update on some key factors and the risks in relation to them.

2. Summary

- 2.1 The budget challenge identified in the January 2014 report to Cabinet was £123 million. This followed successive cuts in Government grant support to councils which has led to a drastic reduction in the financial resources available to the Council at a time when cost pressures and demand on services has continued to grow. Between 2010/11 and 2016/17 funding to local government will have been reduced by a third and Wolverhampton will have received a cut of some 40% in real terms by 2014/15. The deficit was partially addressed by the significant savings that were proposed and agreed as part of the 2014/15 budget development process, which left £59 million of the £123 million still to identify.
- 2.2 As a result the report to Cabinet on 25 February 2014 which recommended the 2014/15 budget to Council for approval also recommended that Council approve the following in order to tackle the remaining projected budget deficit:
 - A minimum of £25 million of additional savings for 2015/16 should be identified and reported to Cabinet in June 2014, in order to demonstrate that a balanced budget can be achieved and that general reserves can be partially replenished.
 - That additional savings for 2014/15 should be identified and reported to Cabinet in June 2014 and then Council in July 2014 in order to revise the 2014/15 budget and reduce the call on general reserves.
 - That a further £35 million of additional savings should be identified, taking the total additional savings to be identified to £60 million, in order to address the projected budget deficit over the medium term to 2018/19.
- 2.3 The strategy above will result in the Council having a sustainable budget over the medium term. In particular it should be noted that the achievement of the £25 million additional savings in 2015/16 would mean that the level of additional savings required for 2016/17 would be approximately £8 million, a tough but more sustainable target than in recent years.
- 2.4 Work has therefore been in progress since the 2014/15 budget was set to identify the required savings. As a result the overarching strategy, set out in table 1 below, to deliver

the £25 million for 2015/16 has been developed and approval of this is sought within this report:

Table 1 – Overarching savings strategy

Directorate	Saving Target
	£000
Community	
Adults/Children (demand management)	15,000
Other Areas	2,000
Education & Enterprise	1,500
Delivery	3,000
Office of the Chief Executive	200
Delivery - Corporate	1,000
To be Allocated	2,300
Total	25,000

- 2.5 The significant work that has taken place to date has resulted in the identification of savings proposals amounting to £18.1 million for 2015/16, £1.7 million of which can be achieved during 2014/15. This does, however, include £12 million of savings on adults and children's services, principally relating to demand management, which represent stretch targets.
- 2.6 While this represents progress against the Council's agreed budget strategy, work is continuing to deliver the agreed strategy to address the projected budget deficit; namely to identify a further £7 million of savings for 2015/16. The projected position after taking account of the savings that are identified within this report (sections 4 and 5) is summarised in table 2 below:

Table 2 – Projected remaining budget deficit

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Projected remaining budget deficit (cumulative)	11,827	21,261	32,894	50,541	59,190
Savings proposals identified	1,684	16,418	(730)	(350)	(91)
Revised projected remaining budget deficit (cumulative)	10,143	3,159	15,522	33,519	42,259

2.7 As well as the savings that can be quantified that are set out in this report, there are a significant number of proposals that are as yet unquantified. Further details are provided in sections 4 and 5. It is anticipated that these will provide a significant contribution towards the additional £7 million that is required for 2015/16.

2.8 Table 3 below sets out the projected uncommitted General Fund balance after taking account of the savings identified to date:

Table 3 – Projected uncommitted General Fund balance

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Projected balance as at March 2014	(4,512)	16,749	49,683	100,184	159,374
Cumulative effect of savings proposals identified	1,684	19,786	37,158	54,180	71,111
Revised projected balance	(6,196)	(3,037)	12,525	46,004	88,263
Shortfall against £10 million minimum	3,804	6,963	22,525	56,004	98,263

- 2.9 As can be seen, whilst the savings proposals identified are not sufficient to rebuild general reserves to the minimum £10 million level in 2015/16, it is projected that there would still be an uncommitted sum in hand. Once again this represents progress against the Council's agreed budget strategy; however, work must continue in order to achieve the minimum recommended level of £10 million in 2015/16 and to avoid exhausting general fund balances by early 2016/17.
- 2.10 It should also be noted that the projected general fund balance is subject to change as the 2013/14 accounts are still being finalised. The outturn for 2013/14 will be reported to Cabinet on 23 July 2014, therefore, any variance to the projected figures above will be reflected in the October budget report to Cabinet.
- 2.11 Due to the success of achieving the agreed strategy to stop all but essential spend in 2013/14 it is anticipated that the outturn will be more favourable than reported for Quarter 3. If this is the case the general balances position will be better than that shown in table 3 above. This will, however, be a one-off benefit to reserves and will not affect the ongoing budget challenge.

3. Additional Savings for 2015/16

3.1 The additional 2015/16 savings proposals that have been identified and are quantifiable at this stage are summarised by Cabinet portfolio in table 4 below:

Table 4 – Additional Savings Proposals for 2015/16 by Cabinet Portfolio

Cabinet Portfolio	No.	2015/16 £000	Later Years* £000
Resources	8	361	(325)
Leisure and Communities	4	580	-
City Services	8	630	(630)
Economic Regeneration and Prosperity	5	225	(125)
Health and Well Being	1	350	500
Adult Services	8	8,665	(350)
Children and Families	6	5,607	(241)
	40	16,418	(1,171)

^{*} figures reported in brackets represent a reduction to previously approved savings proposals in later years due to these being accelerated and implemented in earlier years.

- 3.2 Further details regarding the savings in table 4 are provided in appendix A. Where appropriate further details on individual savings proposals are available on the Council's website using the following link http://www.wolverhampton.gov.uk/budgetsavings
- 3.3 In addition to those quantifiable savings, the savings proposals shown in appendix A include a number that are yet to be fully quantified. These are therefore excluded from the figures included in table 4 above. It is anticipated that once these proposals have been fully evaluated they will make a significant contribution towards the additional £7 million that is required for 2015/16.
- 3.4 In addition to the proposals in appendix A work is continuing to identify further savings proposals in order to deliver the £25 million target.
- 3.5 The outcome of the work to identify further savings will be reported to Cabinet in October 2014.

4. Budget Revisions for 2014/15

4.1 The additional 2014/15 savings proposals that have been identified and are quantifiable at this stage are summarised by Cabinet portfolio in table 5 below:

Table 5 – Additional Savings Proposals for 2014/15 by Cabinet Portfolio

Cabinet Portfolio	No.	2014/15 £000
		4.400
Resources	3	1,100
Governance and Performance	1	44
Health and Well Being	1	150
Adult Services	1	150
Children and Families	3	240
	9	1,684

- 4.2 Further details regarding the savings in table 5 are provided in Appendix A. Where appropriate further details on individual savings proposals are available on the Council's website using the following link http://www.wolverhampton.gov.uk/budgetsavings
- 4.3 It is proposed that Cabinet recommends that Council approves that, the 2014/15 budget be amended to reflect the savings in table 5, subject to the results of appropriate and satisfactory consultation, equality analysis and scrutiny. This will reduce the budgeted call on general reserves by £1.7 million to £10.1 million and reduce the 2014/15 net budget requirement to £235.9 million.
- 4.4 In addition to the savings identified above it is anticipated that there will be further savings from other proposals that are shown in appendix A but are, as yet, unquantified. It is also anticipated that some of the savings may exceed their targets in 2014/15. An analysis showing the savings to be quantified is shown in table 6 below:

Table 6 – Savings to be Identified

Directorate	Identified	To be Identified	Total
	£ m	£ m	£m
Community			
Adults/Children	14.7	0.3	15.0
Other Areas	0.6	1.4	2.0
Education & Enterprise	0.7	0.8	1.5
Delivery	1.2	1.8	3.0
Delivery - Corporate	0.9	0.1	1.0
Office of the Chief Executive	-	0.2	0.2
To be Allocated	_	2.3	2.3
Total	18.1	6.9	25.0

4.5 All additional savings identified and delivered will further reduce the call on the General Fund balances during 2014/15 and therefore contribute directly towards the aim of

holding at least £10 million in the General Fund balance. Further updates on the outcome of this work will continue to be reported to Councillors throughout 2014/15.

5. Update on Key Factors

5.1 The Council opened phase 3 of its voluntary redundancy programme on 13 February 2014 with a closing date of 31 March 2014. The current position regarding the voluntary redundancy programme is shown in table 7 below:

Table 7 – Voluntary redundancy status

	Phases 1 and 2	Phase 3	Total
Total expressions of interest	944	441	1,385
Approved	403	124	527
Rejected	159	57	216
To be decided	_	78	78
Withdrawn by employee	382	182	564

- 5.2 The estimated annual savings from the 527 approved redundancies are £14.2 million, while the estimated cost of redundancies is unchanged from the previously reported £10.8 million. The costs will however be reassessed ahead of the October 2014 report to Cabinet
- 5.3 The Government is currently consulting on a cut for 2015/16 in the Education Service Grant (ESG) funding which is expected to be approximately 20%. However, before making a final decision on the level of reduction in the ESG the Government wants to gain the view of authorities about how the grant is currently used, how much money could be saved, the impact of making these savings, and what further help it could provide local authorities to deliver these savings and whether there are any functions that could be stopped. If, as anticipated, the cut is 20% this will result in a reduction in the grant received of £840,000 thereby increasing the financial challenge facing the Council still further.
- The assumptions used in the preparation of the budget and MTFS remain under constant review and an update will be reported to Cabinet for approval in October 2014.

6. Budget Risk Management

6.1 The overall level of risk associated with the five year budget and MTFS for 2014/15 to 2018/19 continues to be assessed as Red. The six main areas of risk are summarised in the table at appendix B.

7. Financial Implications

- 7.1 The financial implications are discussed in the body of the report [NA/11062014/U]
- 8. Legal Implications
- 8.1 The Council's revenue budgets make assumptions which must be based on realistic projections about available resources, the costs of pay, inflation and service priorities and the likelihood of achieving any savings proposals.
- 8.2 The legal duty to spend with propriety falls under S.151 Local Government Act 1972 and arrangements for proper administration of their affairs is secured by the S.151 Officer as Chief Financial Officer.
- 8.3 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to the Council when it is making the statutory calculations required to determine its council tax. The Council is required to take this report into account when making its budget decision. The Chief Financial Officer's report must deal with the robustness of the budget estimates and the adequacy of the reserves for which the budget provides. Both are connected with matters of risk and uncertainty. They are inter-dependent and need to be considered together. In particular, decisions on the appropriate level of Reserves should be guided by advice based upon an assessment of all the circumstances considered likely to affect the Council.
- 8.4 The relevant guidance concerning reserves is Local Authority Accounting Panel Bulletin 77, issued by CIPFA in November 2008. Whilst the Bulletin does not prescribe an appropriate level of reserves, leaving this to the discretion of individual authorities, it does set out a number of important principles in determining the adequacy of reserves. It emphasises that decisions on the level of reserves must be consistent with the Council's MTFS, and have regard to the level of risk in budget plans, and the Council's financial management arrangements (including strategies to address risk).
- 8.5 In addition, section 114 of the Local Government Finance Act 1988 requires the Chief Financial Officer to '...make a report ... if it appears to him that the Authority, a committee or officer of the Authority, or a joint committee on which the Authority is represented':
 - (a) has made or is about to make a decision which involves or would involve the Authority incurring expenditure which is unlawful,
 - (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Authority, or (c) is about to enter an item of account the entry of which is unlawful.
- 8.6 The Chief Financial Officer of a relevant Authority shall make a report under this section if it appears to him that the expenditure of the Authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

8.7 These statutory requirements will have to be taken into account when making final recommendations on the budget and council tax requirement for 2014/15. [RB/1106/2014/L]

9. Equalities Implications

- 9.1 Under the Equality Act 2010, the council has a statutory duty to pay due regard to the impact of how it carries out its business on different groups of people. This is designed to help the council identify the particular needs of different groups and reduce the likelihood of discrimination, the nine equality strands covered in the legislation are:
 - Age;
 - Disability;
 - Gender reassignment;
 - Marriage and Civil Partnership(this strand only applies to employment and not to service delivery);
 - Pregnancy and Maternity;
 - Race:
 - Religion or Belief;
 - Sex, and
 - Sexual Orientation.

The strands include everyone

- 9.2 In relation to determining the overall revenue budget for the council there is always a difficult balance to be struck in deciding the levels at which to invest, reduce expenditure and raise income set against the often competing needs of different groups within the Wolverhampton community.
- 9.3 In order to address these complex issues the council operates an open and consultative approach to budget and council tax determination. Year-on-year and medium term spending forecasts are provided to every household and business ratepayer within the city as part of the documentation which accompanies the council tax demand.
- 9.4 Budget consultation meetings have been held with the education community, the business community, the voluntary sector, communities of interest and trade unions. The council's budget consultation approach has also included online surveys and a telephone hotline in order to gain feedback on budget and service priorities.
- 9.5 In determining the budget for 2014/15 considerable focus has been placed on the development of savings proposals. All of these proposals have been subject to an equality analysis screening and where necessary a full equality analysis has been conducted.
- 9.6 The Council is facing a particularly challenging short and medium term financial environment in which savings must be generated and a tight control on spending maintained. This means that a greater focus then ever is necessary to ensure that core equalities commitments are met. In determining the 2014/15 budget particular attention

has been given to attempts to lessen any adverse impact of proposals on individuals and communities in most need.

- 9.7 In summary the council's annual budget and medium term financial strategy supports a range of services designed to meet key equalities objectives. A cumulative equalities analysis has been conducted on the overall budget proposals, including the overall impact of job losses. This is can be found on the Council's website via the following link: http://www.wolverhampton.gov.uk/budgetsavings
- 9.8 Councillors should also be aware that under the Equality Act 2010, they must comply with the Public Sector Equality Duty (PSED) when making budget decisions. What this means in practice is that Councillors must consciously think about the three aims of the public sector equality duty as part of the decision making process, the three aims are to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation;
 - Advance equality of opportunity by removing or minimising disadvantages, meet differing needs and encouraging participation, and
 - Foster good relations between people from different groups.
- 9.9 The Act does not require the council to treat everyone in the same way; sometimes different treatment is required, for example, be making reasonable adjustments to meet the needs of disabled people.
- 9.10 Consideration of equality issues must influence the decisions reached by public bodies including:
 - How they act as employers;
 - How they develop, evaluate and review policy;
 - How they design, deliver and evaluate services, and
 - How they commission and procure from others.
- 9.11 The Brown Principles, established as a result of a legal case concerning Post Offices closures in 2008, provide an important checklist that should be considered when making decisions:
 - Decision makers must be made aware of their duty to have due regard to the identified goals;
 - Due regard must be fulfilled before and at the time that a particular decision is being considered, not afterwards;
 - The duty must be exercised in substance, with rigour and with an open mind. It is not a question of ticking boxes;
 - The duty is cannot be delegated; it must be fulfilled by the organisation in question rather than through the use of an external body to do it to the organisation;
 - The duty is a continuing one, and

 It is good practice to keep an adequate record showing that it has considered the identified needs.

10. Environmental Implications

10.1 Environmental implications will be addressed on a case by case basis as part of individual savings proposals.

11. Human Resources Implications

- 11.1 In line with the Council's statutory duties as an employer under the Trade Union Labour Relations (Consolidation) Act 1992, an HR1 form has been issued to the Secretary of State for Business, Innovation and Skills identifying the intention to reduce the workforce by up to 1,000 jobs across the Council in the period up to December 2014. The HR1 covers the current voluntary redundancy programme and savings proposals which will result in compulsory redundancies. A further HR1 based on additional proposals will be required from December 2014.
- 11.2 Reductions in employee numbers will be achieved in line with the Council's HR policies. Compulsory redundancies will be mitigated as far as is possible through seeking voluntary redundancies in the first instance, and through access to redeployment. Given the volume and range of savings being proposed, there will be reductions in services and employee numbers which will require fair and due process to be followed regarding consultation, selection and implementation of any compulsory redundancies. The accelerated timetable for achieving savings in the light of the financial settlement is likely to require the Council as an employer to utilise the statutory 45 day and 30 day consultation periods for some service reductions, rather than the best practice position of allowing, where possible, 90 days.
- 11.3 The Council will ensure that appropriate support is made available to employees who are at risk of and selected for redundancy, and will work with partner and external agencies to provide support. Proposals to move service delivery from direct Council management to private, community or third sector providers may have implications under the TUPE regulations.
- 11.4 There is ongoing consultation with the trade unions on the impact Council's budgetary position and the proposals being made to meet the challenges posed by it.

12. Corporate Landlord Implications

12.1 Corporate landlord implications will be addressed on a case by case basis as part of individual savings proposals.

13.	Schedule	of Backgroun	d Papers
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13.1 Report to Cabinet 25 February 2014 - 5 Year Budget and Medium Term Financial Strategy 2014/15 to 2018/19

Appendix A

Savings Proposals by Cabinet Portfolio

Children and Families

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Children's Short Breaks administration	Community	19	19	-
Youth Zone – lower funding requirement	Community	-	350	(150)
Special Educational Needs Reform Grant efficiencies	Community	140	(140)	-
Looked After Children	Community	-	5,000	-
Commissioning – Bring forward 18/19 savings*	Community	-	91	(91)
Housing Support & Social Inclusion*	Community	81	287	-

^{*} These savings are joint with Adult Services

Adult Services

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Promoting Independence - Older People, Younger Adults & Mental Health	Community	-	7,000	-
Efficiency Savings in staff from the implementation of the Care Act	Community	-	1,000	(350)
In-house Provision – Adult Short Breaks	Community	-	100	-
In-house Provision – Employment Old Tree Nursery	Community	-	199	-
In-house Provision – Supported Employment	Community	-	97	-
In-house Provision – High Support Day Service (Oxley)	Community	-	50	-
Neighbourhood Support*	Community	-	300	-
CareLink	Community	-	219	-
Other statutory recharge from HRA	Community	150	-	-

^{*} This saving is part of an existing savings proposal already within the MTFS. It is included here as this specific element has now been quantified and a savings report is available on the website via the following link: http://www.wolverhampton.gov.uk/budgetsavings. The value shown has therefore been excluded from the savings totals in the body of the report.

Appendix A

Savings Proposals by Cabinet Portfolio

Leisure and Communities

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Blakenhall Healthy Living Centre (reduce subsidy)	Community	-	100	-
Cease Neighbourhood Wardens Service	Education & Enterprise	£	480	-
Accelerate the reconfiguration of internally delivered cultural services, including new models of management/ income generation/external income and trading	Education & Enterprise	-	££	(££)
Accelerate grant reductions to externally provided cultural facilities i.e. Grand Theatre, Lighthouse Media Centre	Education & Enterprise	-	£	(£)

City Services

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Public Realm - cease all non-core business activity or recover all costs	Delivery	-	£	-
Bereavement Services channel shift	Delivery	-	£	ı
Outsourcing the 24 hour control centre	Delivery	-	-	£
Street Lighting energy contract	Delivery	-	-	£
Highways maintenance - further mechanisation, review of opportunities to capitalise and service levels	Delivery	-	400	(400)
Extend review of the reconfiguration of the Waste and Collection Service	Delivery	-	£	(£)
Efficiencies in food waste collection service	Delivery	-	230	(230)
Contract management reduction (one post)	Delivery	-	£	(£)

Where savings proposals are yet to be fully quantified the following key has been used: $\pounds = \text{up to } \pounds 100,000$ $\pounds \pounds = \pounds 100,000$ $\pounds \pounds \pounds = \text{over } \pounds 500,000$

Appendix A

Savings Proposals by Cabinet Portfolio

Economic Regeneration and Prosperity

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Strategic Asset Review	Education & Enterprise	-	££	-
Accelerate Savings on external provision of Transport services	Education & Enterprise	-	75	(75)
New combined Housing service	Education & Enterprise	-	100	-
Disabled facilities grant (DFG) – systems review leading to on-going reductions.	Education & Enterprise/ Community	-	£	££
Accelerate Savings on external trading of Education & Enterprise services	Education & Enterprise	-	50	(50)

Health and Wellbeing

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Improving health outcomes across the wider determinants of health	Community	150	350	500

Where savings proposals are yet to be fully quantified the following key has been used: $\pounds = \text{up to } \pounds 100,000$ $\pounds \pounds = \pounds 100,000$ $\pounds \pounds \pounds = \text{over } \pounds 500,000$

Appendix A

Savings Proposals by Cabinet Portfolio

Resources

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Revs and Bens restructure	Delivery	100	100	-
Council tax benefit overpayments one- off/short-term benefit (collection fund)	Delivery	-	50	-
Advertising Income	Delivery	-	50	-
Sharing Services Across the Black Country	Delivery	-	50	50
Treasury Management technical changes	Delivery	100	-	-
Treasury Management commercial loans opportunities	Delivery	-	50	-
Treasury Management savings from capital programme review and impact of 2013/14 outturn	Corporate	900	(14)	(300)
Internal Audit acceleration to existing savings	Delivery	-	75	(75)

Governance and Performance

Description of Saving	Directorate	2014/15 £000	2015/16 £000	Later Years £000
Chief Officers' Annual Increments	Office of the Chief Executive	8	1	-
Voluntarily Forgone	Delivery	16	-	-
	Community	11	-	-
	Education & Enterprise	9	-	-

Where savings proposals are yet to be fully quantified the following key has been used: $\pounds = \text{up to } \pounds 100,000$ $\pounds \pounds = \pounds 100,000$ $\pounds \pounds \pounds = \text{over } \pounds 500,000$

Appendix A

Further details on the specific savings proposals listed below are available on the Council's website via the following link http://www.wolverhampton.gov.uk/budgetsavings

- Housing Support & Social Inclusion
- In-house Provision Adult Short Breaks
- In-house Provision Employment Old Tree Nursery
- In-house Provision High Support Day Service (Oxley)
- Neighbourhood Support
- CareLink
- Blakenhall Healthy Living Centre (reduce subsidy)
- Cease Neighbourhood Wardens Service

Appendix B

General Fund Budget Risks 2014/15 - 2018/19

Risk	Description	Level of Risk
Financial and Budget Management	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, staff vacancy factors, VAT rules, loss of ICTS facilities, treasury management activity and the impact of single status and budget management failure.	Amber
Transformation Programme	Risks that might materialise as a result of not identifying savings, not delivering the savings incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering savings and downsizing the workforce.	Red
Income and Funding	Risks that might materialise as a result of income being below budgeted levels, claw back, reduction to government grant or increased levels of bad debts.	Red
Service Demands	Risks that might materialise as a result of demands for services outstretching the available resources.	Amber
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber
Government Policy	Risks that might materialise as a result of changes to Government policy including changes in VAT and personal taxation rules and, in particular, from the Care Bill	Red

Details of the risk control measures that are in place in order to manage and mitigate the risks as far as possible have been published on the Council's Website and can be found via the following link http://www.wolverhampton.gov.uk/budgetsavings.





Cabinet Meeting

25 June 2014

Report title Capital Budget Outturn 2013/14 including

Quarter One Monitoring 2014/15

Decision designation RED

Cabinet member with lead

responsibility

Councillor Andrew Johnson

Resources

Key decision Yes

In forward plan Yes

Wards affected All

Accountable director(s) Simon Warren, Chief Executive

Sarah Norman, Community

Keith Ireland, Delivery

Tim Johnson, Education and Enterprise

Originating service Strategic Finance

Accountable employee(s) Mark Taylor Assistant Director Finance

Tel 01902 55(6609)

Email Mark.Taylor@wolverhampton.gov.uk

Report has been/to be

considered by

Strategic Executive Board

Recommendation(s) for action or decision:

The Cabinet recommends that Council:

- 1. Approve the revised medium term General Fund (excluding housing revenue account) capital programme of £312.4 million, a reduction of £3.2 million from the previously approved programme (paragraph 2.4);
- 2. Approve additional resources for existing schemes totalling £12.7 million (paragraph 5.4):
 - a. £4.493 million for i54 Access and Infrastructure
 - b. £2.766 million for Building Schools for the Future

12 June 2014

- c. £2.003 million for Bilston Urban Village
- d. £1.098 million for Integrated Transport
- e. £918,000 for Sports Investment Strategy
- f. £479,000 for Wilkinson Primary
- g. £246,000 for Schools Devolved Formula
- h. £226,000 for West Midlands Urban Traffic Control
- i. £190,000 for Capitalised Salaries
- j. £74,000 for Empty Property Strategy
- k. £74,000 for Capital Maintenance & Basic Need Boiler/Pipework Replacements
- I. £52,000 for KIC Loan
- m. £29,000 for Neighbourhood Employment & Skills
- n. £19,000 for Structural Maintenance
- o. £18,000 for Wolverhampton City Centre Interchange

The Cabinet is recommended to:

- 1. Approve various virements totalling £14.5 million detailed at Appendix D (paragraph 5.3).
- 2. Approve the 2014/15 updated schedules of works for the following schemes;
 - (a) Delivery ICTS Capital Programme (Appendix F1)
 - (b) Delivery Market Services Capital Programme (Appendix F2)
 - (c) Community Co-Location Capital Programme (Appendix F3)
 - (d) Community Sports Investment Strategy Capital Programme (Appendix F4)
 - (e) Community Urban Parks Capital Programme (Appendix F5)
 - (f) Education and Enterprise BSF Capital Programme (Appendix F6)

Recommendations for noting:

The Cabinet is asked to note:

- 1. The outturn position for 2013/14 (paragraph 2.2) which stands at 83% of the approved General Fund budget and the resulting reduction in the borrowing requirement for 2103/14 of £21.3 million (paragraph 3.2).
- 2. The reduction in budget no longer required on existing schemes of £15.8 million (paragraph 5.2).
- 3. The revised budgets for Housing Revenue Account which are subject to a separate report to Cabinet on the 23 July 2014 (paragraph 9.1).

1.0 Purpose of report

- 1.1 To provide Cabinet with details of the General Fund capital programme outturn position at the end of 2013/14, and an update on the revised forecast for 2014/15 to 2018/19 as at quarter one of 2014/15. The report covers General Fund schemes which includes private sector housing and excludes the Housing Revenue Account.
- 1.2 To recommend a revised General Fund capital programme for the period 2014/15 to 2018/19.

2.0 Executive Summary

- 2.1 At its meeting on 5 March 2014, Council approved a revised General Fund capital programme totalling £315.6 million for the period 2013/14 to 2018/19.
- 2.2 The approved General Fund capital budget for 2013/14 amounts to £142.0 million. Actual expenditure for the financial year totalled £117.5 million. This represents 83% of the approved budget.
- 2.3 The actual expenditure for 2013/14 and a profile of forecast expenditure by financial year, reflecting changes to budget recommended in this report, is shown in table 1.

Table 1: Summary of the revised capital programme

	Actual	ual Forecast					
Directorate	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000	£000	£000	£000
Expenditure							
Community	4,476	8,077	1,269	-	-	-	13,822
Delivery	8,335	24,070	16,366	2,301	2,000	936	54,008
Education & Enterprise	102,534	86,849	26,476	8,328	2,821	-	227,008
Housing Private Sector	2,186	5,224	3,896	4,028	1,100	1,100	17,534
Total Programme	117,531	124,220	48,007	14,657	5,921	2,036	312,372
Financing							
Internal Resources	30,011	82,837	41,097	7,747	323	936	162,951
External Resources	87,520	41,383	6,910	6,910	5,598	1,100	149,421
Total Resources	117,531	124,220	48,007	14,657	5,921	2,036	312,372

- 2.4 This report recommends variations to the approved programme totalling a decrease of £3.2 million as set out in table 2, bringing the total revised capital programme to £312.4 million.
- 2.5 Detailed variations from approved budget are set out in Appendices A G attached and summarised in paragraphs 4 to 6.

Table 2: Summary of recommended changes to the General Fund capital programme expenditure

	Paragraph	Appendix	£000
Current budget			315,612
Budget on completed schemes	4	Α	(120)
Budget on existing schemes no longer required	5	С	(15,832)
Additional resources for existing schemes	5	Е	12,712
Revised budget			312,372

3.0 2013/14 capital programme outturn

- 3.1 At its meeting on 5 March 2014, Council approved a revised General Fund capital programme for the period 2013/14 to 2018/19. The General Fund capital budget for 2013/14 totalled £142.0 million.
- 3.2 Table 3 provides an analysis of the outturn position compared to the approved budget.

Table 3: Summary of 2013/14 outturn position and analysis of the funding

		2013/14	
	Approved	Outturn	Variation
	Budget	C000	Over/(Under)
Expenditure	£000	£000	£000
Community	7,119	4,476	(2,643)
Delivery	10,393	8,335	(2,058)
Education & Enterprise	117,665	102,534	(15,131)
Housing Private Sector	6,788	2,186	(4,602)
Subtotal	141,965	117,531	(24,434)
	111,000	111,001	(= :, : • :)
Financing Internal Resources			
Capital Receipts	4,071	4,834	763
Prudential Borrowing	46,430	25,089	(21,341)
Revenue Contributions	40,430 60	53	(21,341) (7)
Reserves	35	35	-
			(00 505)
Subtotal	50,596	30,011	(20,585)
External Resources			
Supported Borrowing	-	_	-
Grants & Contributions	91,369	87,520	(3,849)
Subtotal	91,369	87,520	(3,849)
Total	141,965	117,531	(24,434)

- 3.3 The General Fund outturn expenditure for 2013/14 totals £117.5 million, which represents 83% of the approved budget.
- 3.4 The reduction in expenditure is mostly due to the impact of slippage from 2013/14 into future years, offset by some acceleration and an increase in investment funded by external resources. The reduction in internal resources shown below is included in Appendix A and C. The analysis of variations between the approved capital budget and outturn position for 2013/14 can be seen in table 4 below.

Table 4: Analysis of variations between the approved capital budget and outturn for 2013/14

	Expenditure £000
Approved Budget 2013/14	141,965
Slippage Acceleration Increase/(Decrease) in level of investment: External Resources Internal Resources Virements	(24,238) 6,017 917 (7,130) -
Total	(24,434)
Outturn	117,531

3.5 The effect of the above has been built into the current forecast of the programme as detailed in the following paragraphs of this report.

4.0 Completed schemes

4.1 Appendix A provides a list of schemes that have now been completed and details a £120,000 underspend. The reported underspend is due to the schemes completing under budget and will result in a reduced borrowing requirement.

5.0 Existing schemes

- 5.1 Appendix B provides an update on the financial performance of existing schemes. The current forecast variance up to completion is £1.0 million underspend.
- 5.2 Appendix C details an underspend forecast for existing schemes of £15.8 million, for which the budget is no longer required. This is due to the reduction of various scheme costs, some as a result of an initial review of the capital programme. Further detailed reviews are planned over the coming months which may identify resources that could be

either be redirected to other priorities or taken as savings. The outcome of this review will be reported to Councillors in the quarter two monitoring report. The reduction of budgets for existing schemes will result in a reduced borrowing requirement.

- 5.3 Requests for virements between schemes are detailed in Appendix D. These represent the transfer of budget between capital projects. Some of the virements are as a result of the initial review of the capital programme mentioned in the above paragraph. In particular the establishment of a £6.6 million budget for targeting regeneration priorities has been generated from freeing up resources from schemes that will not come forward until sometime in the future. Regeneration projects can access this budget upon consideration of a business case to be submitted at the appropriate time. The total of £14.5 million requires approval.
- 5.4 Requests for additional resources totalling £12.7 million are detailed in Appendix E. Key variations are as follows:

Schemes financed by internal resources

- (a) £2.8 million for the Building Schools for the Future programme to reflect known cost increases as a result of a programme review. Although the expenditure forecast has increased by £2.8 million, the increased borrowing requirement will be £3.4 million due to reductions in revenue and external contributions. The capital receipts generated as part of the project have been incorporated in the forecasts detailed in paragraph 8.4 which reduces the borrowing requirement for the council going forward.
- (b) £190,000 for the increased cost of capitalised salaries.
- (c) £74,000 to cover increased costs of the Empty Property Strategy.
- (d) £52,000 for the KIC loan scheme to cover an additional interest free loan approved by Cabinet in July 2013.

Schemes financed by external resources

- (e) £4.5 million for i54 Access and Infrastructure schemes.
- (f) £2.0 million for the Bilston Urban Village scheme.
- (g) £1.1 million for Integrated Transport scheme.
- (h) £918,000 for the Sports Investment Strategy.
- 5.5 The additional £12.7 million will be financed through £9.6 million of additional external resources which include grant contributions and £3.1 million through internal resources, which includes prudential borrowing.

6.0 New schemes

6.1 There are no new schemes for this quarter.

7.0 Ancillary programmes

7.1 Ancillary 2014/15 schedules of works are detailed in Appendix F to provide further analysis against schemes included within the overall programme as follows:

Appendix F1 – Delivery: ICTS capital programme
This includes the main programme, desktop refresh and disaster recovery schemes.

Appendix F2 – Delivery: Market Services capital programme This includes a breakdown of the market programme.

Appendix F3 – Community: Co-location capital programme This includes a breakdown of the Co-location programme.

Appendix F4 – Community: Sports Investment Strategy capital programme This includes a breakdown of the Sports Investment Strategy capital programme.

Appendix F5 – Community: urban parks refurbishment capital programme This includes various parks in the main programme.

Appendix F6 – Education and Enterprise: Schools, Skills and Learning: Building schools for the future capital programme
This includes a breakdown of the BSF capital programme.

8.0 Programme financing

- 8.1 The programme is financed through internal and external resources. External resources is funding secured from external organisations e.g. Central Government. Internal resources reflect expenditure that requires the use of Council resources and over which the Council therefore has absolute discretion. Capital receipts are only assumed where there is reasonable certainty that they will be received within the required timeframe.
- 8.2 The implications of the levels of borrowing required have been fully reflected in the revenue budget and medium term financial strategy.
- 8.3 Details on the financing of the revised capital programme are shown in table 5.

Table 5: Summary of recommended changes to financing of the General Fund capital programme

	2013/14 to 2018/19						
	Approved Budget £000	Recommended Budget £000	Variance £000				
Expenditure	315,612	312,372	(3,240)				
Financing Internal Resources							
Capital Receipts	16,969	22,624	5,655				
Prudential Borrowing	151,654	139,439	(12,215)				
Revenue Contributions	1,258	853	(405)				
Reserves	35	35	-				
Subtotal	169,916	162,951	(6,965)				
External Resources Supported Borrowing Grants & Contributions	- 145,696	- 149,421	- 3,725				
Subtotal	145,696	149,421	3,725				
Total	315,612	312,372	(3,240)				

Note: the use of Revenue contributions and Reserves will be reviewed at year end to identify whether this is the appropriate option or whether borrowing will provide the opportunity to deliver in year savings.

8.4 A forecast for capital receipts that have been included within the capital programme for quarter one can be seen in the table below. These receipts reduce the need for Prudential Borrowing.

Table 6: Receipts included in the revised capital programme

	Actual		Forecast				
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
General Fund	4,834	6,305	5,278	4,819	694	694	22,624

9.0 Housing Revenue Account capital programme

9.1 The Housing Revenue Account 30 Year Business Plan Update details a budget of £280.8 million. This report will be submitted for approval by Cabinet on 23 July 2014.

10.0 Key budget risks

10.1 Appendix G provides an analysis of the risks associated with the capital programme, along with the details of the risk control measures that are in place in order to manage and mitigate these risks as far as possible. The overall risk associated with the Programme continues to be quantified as Amber.

11.0 Financial implications

11.1 The financial implications are discussed in the body of this report.

[SH/12062014/G]

12.0 Legal implications

- 12.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs.
- 12.2 The Local Government Act 2003 brought in the current regime for capital finance for local authorities. It reduced the level of central control over local authority borrowing and capital expenditure.
- 12.3 The Council is required to comply with statutory codes of practice including the Prudential Code for Capital Finance in Local Authorities and Treasury Management in Public Services.
- 12.4 The legal framework therefore places a greater responsibility on Cabinet Members to ensure properly managed borrowing and capital expenditure without the need for government consent.
- 12.5 The main principles of the framework are prudence, sustainability and affordability.

[RB/13062014/M]

13.0 Equalities implications

- 13.1 Under the Equality Act 2010, the Council has a statutory duty to pay due regard to the impact of how it carries out its business on different groups of people. This is designed to help the Council identify the particular needs of different groups and reduce the likelihood of discrimination; the nine equality strands covered by the legislation are;
 - Age
 - Disability
 - Gender reassignment

- Pregnancy and Maternity
- Religion or Belief
- Race
- Sex
- Sexual Orientation
- Marriage and Civil Partnership (this strand only applies to employment and not to service delivery).

These strands include everyone.

- 13.2 Cabinet Members should also be aware that under the Equality Act 2010, they must have due regard to the Public Sector Equality Duty when making budget decisions. What this means in practice is that Cabinet Members must consciously think about the three aims of the Public Sector Equality Duty as part of the decision making process, the three aims are to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation
 - Advance equality of opportunity by removing or minimising disadvantages, meet differing needs and encourage participation;
 - Foster good relations between people from different groups.
- 13.3 Consideration of equality issues must influence the decisions reached by public bodies including:
 - How they act as employers.
 - How they design, deliver and evaluate services.
 - How they commission and procure from others.
- 13.4 The Brown Principles, established as a result of a legal case concerning Post Offices closures in 2008, provide an important checklist when making decisions:
 - Decision makers must be made aware of their duty to have due regard to the identified goals.
 - Due regard must be fulfilled before and at the time that a particular decision is being considered, not afterwards.
 - The duty must be exercised in substance, with rigour and with an open mind. It is not a question of ticking boxes.
 - The duty is not delegable; it must be fulfilled by the organisation in question rather than through the use of an external body to do it to the organisation.
 - The duty is a continuing one.
 - It is good practice to keep an adequate record showing that it has considered the identified needs.
- 13.5 There is a range of individual projects delivered through the Council's capital programme that have significant impacts on specific groups and equality implications should be considered when individual capital schemes are being developed.

13.6 This requirement would also apply if there were to be any redirection of capital funding in year so as to ensure that the impact of any changes is considered.

14.0 Environmental implications

14.1 A wide range of projects delivered through the capital programme have significant environmental implications and are geared to promote improvements to the physical environment.

15.0 Schedule of background papers

Capital Programme 2013/14 to 2017/18 Quarter Three Review and 2014/15 to 2018/19 Budget Strategy – Report to Cabinet, 25 February 2014

16.0 Schedule of Appendices

Арр	Title	Page
Α	Update on completed schemes	12
В	Update on existing schemes	13-17
С	Reduction in budget of existing schemes	18-19
D	Virements	20-22
Е	Additional resources for existing schemes	23-24
F	Ancillary schedule of works	25-30
G	Risk analysis	31-33

Completed Schemes

			Actual		
		Budget	Expenditure	Variance	
Directorate	Scheme	£000	£000	£000	Comments
Delivery	Bushbury Cemetery Extension	15	(11)	(26)	reversal of borrowing
Delivery	Bushbury Cremator Replacement	62	(7)	(69)	reversal of borrowing
Community	Review of Children's Homes - Upper Pendeford Farm	0	(25)	(25)	Scheme completed, previous years accrual, reversal of borrowing
Total		77	(43)	(120)	

Appendix B

Existing Schemes

Assistant Director		Scheme	Total Budget (2013/14-2017/18)	Forecast Expenditure	Forecast Variance
IVERY			£000	£000	£000
Chris Huddart	Fleet Services	Vehicles (Procurement)	10.172	10.171	(
Chins Huddan	Fleet Services	Passenger Transport relocation to Wholesale Market	10,172	23	(
		White Diesel Fuel Tank at Culwell Street	43	44	
	Markets Services	Wolverhampton Retail Market - Statutory works to upgrade electrics	255	228	(2
	IVIAI RELS GEI VICES	Wolverhampton Retail Market - Otatalory works to appraise electrics Wolverhampton Retail Market - Automatic Entrance Doors	1	1	(4
		Wolverhampton Retail Market - Market Stall Coverings	9	7	
		Wolverhampton Retail Market - Refurbishment of Public Toilets	5	4	
		Wolverhampton Retail Market- Market Development (Westside)	111	111	
		Bilston Retail Market - Air Conditioning Upgrade	193	263	
		Bilston Retail Market - Statutory works to upgrade electrics	42	42	
		Bilston Retail Market - Resurfacing works to Loading Bay	3	-	
		Bilston Retail Market - Statutory H & S Works	42	_	(
		Bilston Retail Market - Market Stall Roof Coverings	11	11	,
		Bilston Retail Market - Minor Refurbishment	22	1	(
		Wolverhampton Wholesale Market - Refurbishment of Toilet areas	48	52	·
		Wolverhampton Wholesale Market - Minor Refurbishment	34	38	
		Wolverhampton Wholesale Market - Damaged Brickwork repairs	36	51	
		Wolverhampton Wholesale Market - Tarmac/Concrete Repairs	165	142	(
		Wednesfield Market - Statutory works to upgrade electrics	22	22	,
Alistar Merrick	Energy Management	Installation of Photovoltaic Panels (Invest to Save)	1.000	1.000	
	Life 199 Wanagement	Installation of Biomass Boilers (Invest to Save)	1,500	1,500	
		Energy Efficiency Measures	1,233	1,233	
	Facilities Management	Future Spaces	20,120	19,970	(1
		Civic Centre Car Park Repairs	1,450	1,600	` .
	Catering Services	Catering Facilities in Bert Williams Leisure Centre	1	2	
	ICT Developments	General Programme			
	le i Bereispiniente	1001 - Security Enhancement	351	351	
		1002 - Refresh	1,254	1.254	
		1003 - Storage Refresh	756	756	
		1004 - Upgrades	1.032	1.032	
		1005 - Infrastructure Upgrades	1,398	1,398	
		1006 - Data Centres	197	197	
		Future Developments	4.000	4.000	
		Desktop Refresh	2.003	2.003	
		Disaster Recovery	714	714	
Mark Taylor	Cross Cutting Schemes	Provision for Future Programmes	-	-	
		Installation of Electrical Vehicle Charging Points	-		
Mark Taylor	Redundancy Capitalisations	, and the same of	1,269	1,269	
	Temporary Staffing Agency		175	175	
	. , , ,	System Implementation	4.360	4.360	

Appendix B

Assistant Director		Scheme	Total Budget (2013/14-2017/18) £000	Forecast Expenditure £000	Forecast Varia
IMUNITY					
John Welsby	Co-location Programme	Graiseley Centre	16	18	
·		Previous Years Co-Location Expenditure	1	8	
		Priory Green	36	41	
		Wednesfield Area Office	11	13	
		SWB Academy	11	13	
		Warstones	51	28	
		Avenues Family Resource Centre	36	37	
		Middleway Green	51	66	
		Rainbow Centre	21	24	
		Bilston Creche	36	30	
		Windsor Childrens Centre	61	64	
		Bingley Enterprise Centre	21	23	
		Whitmore Reans Childrens Centre	31	33	
		The Dove Centre	26	20	
		The Berries	11	13	
		Childrens Village	26	43	
		Bradley Community Centre	21		
		Blakenhall Family Resource Centre	26	52	
		Valley Park Campus	-	25	
		Schemes to be confirmed	103	45	
	Early Education for two year olds from lower		661	661	
	Looked After Children	Residential Care (Integrated Placement Scheme) at Zoar Street	435	17	(4
	Children In Need	Short Breaks for Disabled Children	149	-	(
Tony lvko	Adult Social Care Commisioning	Residue on Capital Investment in Community Capacity	838	232	(
	Independent Living Service	Works to the Neville Garratt Centre and Titan Building ILS -	89	89	
		Titan Building Improvement			
Emma Bennett	Sport, Recreation & Leisure	Bert Williams Leisure Centre	60	60	
	Sports Investment Strategy	Barnhurst Land Pitches	2,553	2,553	
		Synthetic Pitch at Our Lady & St Chads	994	994	
		Aldersley Synthetic Pitch	283	205	
		Projects in Development	-	996	
	Community Recreation	Blakenhall Centre	13	13	
		Community Hubs	4,049	3,811	(
	Parks Strategy & Open Spaces	Parks Refurbishment Programme	2,391	2,400	
	Libraries Services	Wednesfield Library replacement	-	1	
	Community Initiatives	Community Initiatives Contingency	30	-	
	Information Systems Management	Social Care IT Infrastructure	10	_	
		ABR/ABMN Replacement	4	3	
		Putting People First Programme	71	50	
	Cross Cutting Schemes	Electronic Social Care Records	568	404	(
Viv Griffin	Children's Social Care - Commissioning	Review of Children's Homes	900	450	ì
		Children In Need - Short Breaks for Disabled Children	-	149	,
	Adult's Social Care - Commissioning	Sweetman Street Redevelopment	1	6	
		Albert Road Refurbishment	50	98	
	1	Modernisation of Learning Disability Day Services	59	59	

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Appendix B

Assistant Director		Scheme	Total Budget (2013/14 -2017/18)	Forecast Expenditure	Forecast Varian
			£000	£000	£000
CATION & ENT	ERPRISE				
Nick Edwards	Regulatory Services	Bowman's Harbour - Former Landfill Sites	639	155	<u> </u>
		Site Remediation Farndale	5,201	3,301	(1,9
		Contaminated Land - Weddell Wynd	-		
		Canalside Quarter	1,200	900	
	Planning	Chapel Ash and Darlington Street Partnership	70	70	
	Physical Regeneration	Bilston Urban Village	2,500	4,503	2,
		BUV - High Street Link	2,334	2,334	
		Demolition of Bilston Leisure Centre/ Former Day Centre	25	27	
		City Centre	3,150	3,250	
		Wolverhampton Interchange Block 10 Development	8,010	8,037	
		Wolverhampton Interchange Block 11	2,560	2,544	
		Youth Zone	3,300	2,200	
		City Deal	1,500	1,500	
		South Side	4,716	4,716	
	Corporate Asset Management	Central Library - Electrical Systems & DDA Works	6	-	
		Completions	-	(43)	
		Rationalisation Initiatives	10	12	
		Planned Programme of Enhancements	1,301	1,359	
		Minor Works Programme for Childrens' Social Care	408	408	
		Minor Works Programme for Adults' Social Care	431	431	
		Refurbishment of Corner House	36		
		Statutory Compliance Measures	955	955	
	Targeted Disposals Programme		1,841	1,841	
	Vacation & Disposal of Jennie Lee Centre		204	227	
	Redevelopment of Tower & Fort Works Site	;	688	688	
	Reallocation of Resources for Regeneration	Priorities	-	6,556	6
	Transportation Strategy & Development	Wolverhampton City Centre Interchange	2,092	1,510	(
		i54 Access and Infrastructure	20,194	24,687	4
		i54 Travel Plan	947	947	
		West Midlands Urban Traffic Control	6,260	6,486	
		West Midlands Red Routes - Package 1	93	93	
		Local Sustainable Transport Fund	1,982	808	(1,
		Structural Maintenance	11,432	11,459	
	Network Development Programme	City Centre Transport & Movement Enhancements	4,883	1,600	(3
		Local Safety Schemes	1,490	1,586	
		Integrated Transport	7,704	9,001	1
		Walking, Cycling, Safer Routes to Schools & Minor improvements	755	762	

Appendix B

Assistant Director		Scheme	Total Budget (2013/14 - 2017/18)	Forecast Expenditure	Forecast Varian
CATION & EN	ITEDDDISE		£000	£000	£000
James	Neighbourhood Employment & Skills		126	155	
Mcelligott	Adults - KIC		-	52	
	Capital Maintenance & Basic Need	Planned Maintenance	165	140	
	Capital Maintenance & Basic Need	Asbestos Removal	222	207	
		Boiler/Pipework Replacements	938	861	
		Roof/Window/Lighting Replacements	636	729	
		Toilet Refurbishment	80	79	
		External Works	33	33	
		Ground Works	4	4	
		St Peter's / St Edmund's Access Road	15	38	
		Contingency for Emergency works across all schools	353	96	
		School Development Plans	755	483	
		Fire Prevention	174	40	
		Schools Access	145	90	
		Amalgamation	7	9	
		Wilkinson Primary	5,310	5.973	
		Demountables		21	
		Primary School Rationalisations (Phase 2)	_	(27)	
		Unallocated	17,756	3,140	
		Capital Maintenance	617	8.344	
		Bilston CE Primary - Expansion of Primary School Places	1,528	1,528	
		Eastfield Primary - Expansion of Primary School Places	7	7	
		St Andrew's CE Primary - Expansion of Primary School Places	498	498	
		Northwood Park Primary - Expansion of Primary School Places	329	329	
		Dunstall Hill Primary - Expansion of Primary School Places	5,243	5,243	
		Fallings Park Primary - Expansion of Primary School Places	3,626	3,626	
		Trinity (CE) Primary - Expansion of Primary School Places	4,480	4,479	
		Capital Maintenance Grant 2013/2014 - used to finance any in year	427	427	
		schools maintenenace items			
	Schools Devolved Formula Capital	•	3,598	3,844	
	Building Schools for the Future	Sample Schemes - The Kings School	36	75	
		Sample Schemes - Highfields School	-	-	
		Sample Schemes - Penn Fields Special School	-	-	
		Phase 1 - Bilston Academy (Mineshaft Works)	-	7	
		Phase 1 - Braybrook Centre	-	3	
		Phase 1 - Coppice Performing Arts School	275	522	
		Phase 1 - South Wolverhampton & Bilston Academy	441	1,153	
		Phase 1 - Wednesfield High School	202	418	
		Phase 2 - St Edmunds School/ Compton Park Site	3,834	4,268	
		Phase 2 - Moreton Community School	1,632	1,735	
		Phase 2 - Our Lady & St Chads Catholic Sports College	1,909	1,804	
		Phase 2 - Colton Hills Community School	1,985	2.098	Report Pa

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Appendix B

Assistant Director		Scheme	Total Budget (2013/14 - 2017/18) £000	Forecast Expenditure £000	Forecast Varia
CATION & ENT	TERPRISE				
	Building Schools for the Future	Phase 3 - Midpoint Centre	2,587	2,558	
		Phase 3 - North East Academy (Pendeford)	8,870	9,140	
		Phase 3 - Smestow School Phase 3 - Westcroft School and Sport College	6,899 4,950	7,235 5,398	
		Phase 3 - Aldersley High School	6,055	6,414	
		Phase 3 - Moseley Park School	6,128	6,197	
		Phase 3 - New Park Special School	1,052	1,090	
		Phase 3 - Penn Hall Special School	1,228 4,858	1,267 4,976	
		Phase 3 - St Peters Church of England School Phase 3 - Wolverhampton Girls High School	5,917	6.035	
		Deansfield Compensation	-	300	
		Heath Park Compensation	-	400	
		Traffic Signal Scheme	228	228	
		Asbestos Remedial Works VAT Adjustments - St Edmund's School	1,350 752	752	(
		VAT Adjustments - St Peter's School	971	971	1
		VAT Adjustments - OLSC School	384	384	
		Funding to be Identified for Kings/Tettenahall Wood Schools VAT	(2,773)	-	
		VAT Refund from HMRC	-	(3,041)	(
		Council's Contribution to LEP / PFI Schemes	600	742	
	Primary Capital Programme	BSF ICT Infrastructure Warstones Primary School	17,327	17,334	
	Timary Capitari Togramme	Oak Meadow Primary School	_	(8)	
		Bushbury Hill Primary School	3	8	
		Bilston Church of England Primary School	25	27	
	14-19 Diploma Exemplar Learning Cei		167	74	
	Other Projects	School IT (LA Loans)	500	500	
Keren Jones	Partnerships	LPSA Reward Grant - Payment to Partners Black Country Loans	35 150	35 150	
	Civic Halls & Museums	Archive Services Relocation Molineux Hotel	59	59	
	Civie riams a massame	Civic Hall Improvements	114	114	
		Midland Box Office (Invest to Save)	75	75	
ATE SECTOR	LIGHTON	Newhampton Art Centre Improvements	154	154	
Nick Edwards	Disabled Facilities Grant	Disabled Facilities Grant	11,787	11,722	:
	Small Works Assistance	Affordable Warmth	2.310	1,711	
	Offiail VVOIRS ASSISTANCE	Sanctuary Grant	10	8	3
		Imminent Risk - Small Works	22	-	
		Repayable Grants	2,000	1,500)
		Handyman capital costs To be Allocated	13 729	2	:
	Hughes Road	Boot Properties	28	32	
	All Saints Phase 1	Acquisitions and Development Fees	437	184	
	, Samue : 1.1455 :	All Saints CPO redirection	410	226	
	Empty Property Strategy		326	400	,
	Park Village		1,250	1,250	1
	Capitalised Salaries			190	
	Raby Street/Vicarage Road		_	.55	
	Grant and Loan Fund		300	300	
otal			313,444	312,414	
	Completed Schemes - Appendix A		77	(43)	
	Schemes withdrawn		2.091	` ′	. (:
	CONCINCS WILLIAMII		2,091	-	Poport D

Appendix C

Reduction in Budget of Existing Schemes

Directorate	Scheme	Budget £000	Comments
Delivery	Market Services		Due to reduction of overall costs of the Programme,
,		ζ/	budgeted council resources are no longer required.
Delivery	Vehicles (Procurement)	(1)	Due to underspend budgeted council resources are no longer required.
Delivery	Installation of Electrical Vehicle Charging Points	(48)	The grant bid was withdrawn following the decision to withdraw the project. £19,000 of Council resources and £29,000 of grants no longer required.
Delivery	Provision for Future Programmes	(1,981)	Following initial review, budgeted council resources no longer required.
Community	Residue on Capital Investment in Community Capacity	(553)	Savings as per initial review.
Community	Residential Care (Integrated Placement Scheme) at Zoar Street	(418)	Savings as per initial review.
Community	Community Hubs	(238)	Due to withdrawal of Parkfields Hub budgeted council resources no longer required per initial review.
Community	Social Care IT Infrastructure	(10)	Savings as per initial review.
Community	ABR/ABMN Replacement		Reduced costs, budgeted grant is no longer required.
Community	Putting People First Programme	(21)	Reduced costs, budgeted grant is no longer required.
Community	Electronic Social Care Records	(164)	Reduced costs, council resources are no longer required.
Community	Community Initiatives Contingency	(30)	Reduced costs, budgeted grant is no longer required per initial review.
Community	Review of Children's Homes	(450)	Savings as per initial review.

		Budget	
Directorate	Scheme	£000	Comments
Education &	Youth Zone	(1,000)	Reduced funding requirement.
Enterprise			
Education &	Local Sustainable Transport Fund	(867)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	14-19 Diploma Exemplar Learning Centre	(93)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Capital Maintenance & Basic Need - Unallocated	(7,504)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Disabled Facilities Grant	(65)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Affordable Warmth - Small Works Assistance	(599)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Sanctuary Grant - Small Works Assistance	(2)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Imminent Risk - Small Works Assistance	(22)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Repayable Grants - Small Works Assistance	(500)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Handyman Capital Costs - Small Works Assistance	(11)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	To be allocated - Small Works Assistance	(729)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	All Saints Phase 1	(437)	Due to reduced cost of the scheme, budgeted council
Enterprise			resources no longer required.
Education &	Home Improvement Agency	(62)	Scheme was withdrawn, budget is no longer required.
Enterprise			
Total		(15,832)	

Virements Virements requiring approval

		Virement Required	
Directorate	Scheme	£000	Comments
Education & Enterprise	Youth Zone	(100) to	cover RIF Loan repayment
Education & Enterprise	Bowman's Harbour - Former Landfill Sites	(483)	
Education & Enterprise	Site Remediation Farndale	(1,900)	
Education & Enterprise	Canalside Quarter	(300)	
Education & Enterprise	Wolverhampton City Centre Interchange	(600)	
Education & Enterprise	Local Sustainable Transport Fund	(307)	
Education & Enterprise	Structural Maintenance	8	
Education & Enterprise	City Centre Transport & Movement Enhancements	(3,283)	
Education & Enterprise	Integrated Transport	199	
Education & Enterprise	Local Safety Schemes	96	
Education & Enterprise	Walking, Cycling, Safer Routes To Schools and Minor Improvements	4	
Education & Enterprise	Wolverhampton Interchange Block 11	11	
Education & Enterprise	Refurbishment of Corner House	(36)	
Education & Enterprise	Central Library - Electrical Systems & DDA Works	(6)	
Education & Enterprise	Completions	(42)	
Education & Enterprise	Unallocated Standards Fund Grant	(7,112)	
Education & Enterprise	Planned Maintenance	(25)	
Education & Enterprise	Asbestos Removal	(15)	
Education & Enterprise	Boiler/Piperwork Replacements	(151)	
Education & Enterprise	Roof/Window/Lighting Replacements	93	
Education & Enterprise	Toilet Refurbishment	(1)	
Education & Enterprise	St Peter's / St Edmund's Access Road	23	
Education & Enterprise	Contingency for Emergency works across all schools	(257)	
Education & Enterprise	Schools Development Plans	(272)	
Education & Enterprise	Fire Prevention	(134)	
Education & Enterprise	School Access	(55)	
Education & Enterprise	Amalgamation	2	
Education & Enterprise	Wilkinson Primary School	184	
Education & Enterprise	Demountables	21	
Education & Enterprise	Primary School Rationalisations (Phase 2)	(27)	
Education & Enterprise	Trinity (CE) Primary - Expansion of Primary School Places	(1)	
	Sub Tota	ıl (14,466)	

Appendix D

Virements requiring approval

Directorate	Scheme	Virement Required £000	Comments
Education & Enterprise	City Centre	100	Vired from Youth Zone to cover RIF Loan repayment
Education & Enterprise	Reallocation of resources for Regeneration Priorities	6,555	Business cases will be submitted for approval prior to the allocation to individual schemes.
Education & Enterprise	Planned Programme of Enhancements	57	
Education & Enterprise	Rationalisation Initiatives	2	
Education & Enterprise	Vacation & Disposal of Jennie Lee Centre	23	
Education & Enterprise	Demolition of Bilston Leisure Centre/ former Day Centre	2	
Education & Enterprise	Capital Maintenance & Basic Need	7,727	
	Sub Total	14,466	
	Total	-	

Appendix D

Virements to note

Directorate	Scheme	Virement Required £000	Comments
Delivery	Future Spaces	(150)	Approved by Resources Panel on 6th May 2014
Community	Residue on Capital Investment in Community Capacity	(53)	Approved by Resources Panel on 8th April 2014
	Sub Total	(203)	
Delivery	Civic Centre Car Park Repairs	150	Approved by Resources Panel on 6th May 2014
Community	Sweetman Street Redevelopment	5	Approved by Resources Panel on 8th April 2014
Community	Albert Road Refurbishment	48	Approved by Resources Panel on 8th April 2014
	Sub Total	203	
	Total	-	

Appendix E

Additional Resource Requests for Existing Schemes

Financed Externally

				Additional		
		Current	Current	Resource		
		Budget	Forecast	Required		
Directorate	Scheme	£000	£000	£000	Financing	Reasons for additional resource
Community	Sports Investment Strategy	3,830	4,748		Grant	Increase is due to additional funding from
Community	Sporte invocation dudicay	0,000	1,7 10	0.0	Olani.	Football Association and Sports England funding.
						Approved by Cabinet Resource Panel (Amber)
						08 April 2014 Sport Development and Investment
						Strategy Funding
Community	* Parks Refurbishment Programme	2,391	2,398	7	Section 106	S106 Contribution identified and allocated in
, ,	3	,	,		Contributions	Programme
Education & Enterprise	Bilston Urban Village	2,500	4,503	2,003	HCA	Homes and Community Agency (HCA) have
	_					confirmed they have £2.003 million available for
						the next phase of the Bilston Urban Village site.
						Appointment of the main contractor is imminent
						and whilst the management of the contracts is
						subject to a revised joint venture agreement with
						HCA it is likely at this stage that WCC will lead on
						the contract
Education & Enterprise	i54 Access and Infrastructure	20,194	24,687	4,493	Grant	The Black Country has successfully secured
						Enterprise Zone grant of £6.206 million as a
						contribution to the i54 Access and Infrastructure
						project which is offset by a slightly reduced
						forecast (£17,000) for other grants and land
						receipts payable to Staffordshire County Council .
Education & Enterprise	Wolverhampton City Centre Interchange	2,092	2,110	18	Grant	Additional Grant
Education & Enterprise	West Midlands Urban Traffic Control	6,260	6,486	226	Grant	Additional grant from Centro and contributions
-						from other Local Authority
Education & Enterprise	Structural Maintenance	11,432	11,459	19	Grant	Additional Grant
Education & Enterprise	Integrated Transport	7,704	8,802	1,098	Grant	Additional Local Pinch Point Fund (LPPF) Grant
Education & Enterprise	Walking, Cycling, Safer Routes to Schools &	755	758	3	Grant	Additional Grant
	Minor improvements					
Education & Enterprise	Neighbourhood Employment & Skills	126	155	29	Grant	Additional grant from European Regional
						Development Fund confirmed
Education & Enterprise	Wilkinson Primary School	5,310	5,789	479	Insurance	Projected Insurance claim not previous included
Education & Enterprise	Capital Maintenance & Basic Need -	938	1,012	74	Grant	Increase is consisting of £54,000 East Park
,	Boiler/Pipework Replacements					Primary School contribution towards
						amalgamation and insurance claim of £27,000 for
						Northwood Park Primary School
Education & Enterprise	Schools Devolved Formula	3,598	3,844	246	Grant	Revised budget to confirmed allocation
	Sub Total	67,130	76,751	9,613		

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Appendix E

Financed Internally

Directorate	Scheme	Current Budget £000	Current Forecast £000	Additional Resource Required £000	Financing	Reasons for additional resource
Delivery	Catering Facilities in Bert Williams Leisure Centre	1	2	1	Borrowing	Due to increased cost of the scheme additional council resources required.
Delivery	White Diesel Fuel Tank at Culwell Street	43	44	1	Borrowing	Due to increased cost of the scheme additional council resources required.
Community	Wednesfield Library Replacement	-	1	1	Borrowing	Due to increased cost of the scheme additional council resources required.
Community	* Parks Refurbishment Programme	2,398	2,400	2	Borrowing	Due to increased fees additional council resources required.
Education & Enterprise	Building Schools for the Future	77,697	80,463	2,766	Borrowing	Increased costs following a review of the programme. Required changes in financing resulting in a reduction in both revenue contributions of £398,000 and external contributions of £205,000 therefore an increase in borrowing of £3.369 million.
Education & Enterprise	Adults - KIC	-	52	52	Borrowing	Additional interest free loan was approved through a Green Decision Cabinet Report dated July 2013.
Education & Enterprise	Hughes Road - Boot Properties	28	32	4	Borrowing	Due to increased cost of the scheme additional council resources required.
Education & Enterprise	Raby Street/Vicarage Road	-	8	8	Capital Receipts	Additional Capital Receipts applied to cover increased cost of the scheme.
Education & Enterprise	Empty Property Strategy	326	400	74	Capital Receipts	Additional Capital Receipts applied to cover increased cost of the scheme.
Education & Enterprise	Capitalised Salaries	-	190	190	Borrowing	Due to increased cost of the scheme additional council resources required.
	Sub Total	80,493	83,592	3,099	•	

^{*} These schemes are both internally and externally funded

Appendix F1

Delivery: ICTS Capital Programme

ICT Capital Programme Outturn 2013/14 & Quarter 1 2014/15	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000
Main Programme:					
Future Developments	-	2,000	2,000 2,000	-	-
	_	2,000	2,000	-	-
Security Enhancement [1001]					
Enterprise Anti Virus	113	198	-	_	-
Network Access Control	-	30	-	_	-
Network Intruder Detection	-	10	-	-	-
	113	238	-	-	-
Refresh [1002]					
Microsoft Enterprise Agreement	242	1,012	-	-	-
	242	1,012	-	-	-
Storage Refresh [1003]					
Increase Storage Capacity	596	_	_	_	_
Replace NEO4000 tape library	18	142	_	_	_
,,,,,,,, .	614	142	_	-	-
Upgrades [1004]]		ļ		
Replace / Upgrade Firewalls	34	163	-	-	-
Email labelling for GCSx	-	60	-	-	-
Web Filtering and Email Filtering replacement / upgrade	64	253	-	-	-
SQL Upgrade	-	21	-	-	-
Infra Upgrade	-	1 5	-	-	-
Exchange 2010 MOSS 2010	3	5	-	-	-
HR OPAS Module		-	-	_	_
Qlikview	22	6	_	_	_
Enterprise SFTP Solution		_	100	_	_
Corporate Data Network - contract renewal	-	300	-	-	-
	123	809	100	-	-
Infrastructure Upgrades [1005]					
IP Telephony	-	114	-	-	-
Windows 7 Migration	33	67	-	-	-
Replace smaller mainframe applications	48	152	-	-	-
Core network infrastructure upgrade Network Hardware Refresh	169	- 59 90	30	30	-
SSL / VPN Remote Access replacement / upgrade	_	129	-	-	_
Replace public network infrastructure	- o	99	_	_	_
Expand production VM environment and production DMZ environment	_	62	30	30	_
Secondary schools network	27	26	-	_	-
DASS to SIP trunking	5	3	-	-	-
SX2000 decommissioning	-	3	-	-	-
SCCM	-	-	-	-	-
SCOM	-	-	-	-	-
Thin client solution	45	205	-	-	-
Two factor authentication replacement / upgrade	-	60		-	-
	327	951	60	60	-
Data Centres [1006]			ļ		
Cold aisle containment	_	_	20	_	_
Uninterruptable Power Supply (UPS) capacity upgrade	_	14		_	_
Environmental monitoring	-	-	15	-	_
Additional Data Cabinets	1	11	12	-	-
Air conditioning	64	-	-	-	-
Additional capacity (schools)	-	40	-	-	-
Mainframe decommission and deep clean	-	20	-	-	-
	65	85	47	-	-
Main Programme	1,484	5,237	2,207	60	-
Bashtan Batash		. 705			
Desktop Refresh	270	1,733	-	-	-
Disaster Recovery	27	387	300	_	_
		551	555		
				_	
Total ICTS Capital Programme	1,781	7,357	2,507	60	-

Appendix F2

Delivery: Market Services Capital Programme

Market Services Capital Programme	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Outturn 2013/14 & Qtr 1 2014/15	£000	£000	£000	£000	£000	£000	£000
Wednesfield Market							
Electrical Works	-	22	-	-	-	-	22
	-	22	-	-	-	-	22
Bilston Retail Market							
Air Conditioning upgrade	103	160	-	-	-	-	263
Electrical Works	-	42	-	-	-	-	42
Minor Refurbishment	1	-	-	-	-	-	1
Market Stall Roof Coverings	11	-	-	-	-	-	11
	115	202	-	-	-	-	317
Wolverhampton Retail Market/Heantun House							
Electrical Works	-	127	101	-	-	-	228
Market Stall Covers	7	-	-	-	-	-	7
Refurbishment of Public Toilets	4	-	-	-	-	-	4
Market Development (Westside)	-	30	81	-	-	-	111
Automatic Entrance Doors	1	-	-	-	-	-	1
	12	157	182	-	-	-	351
Wolverhampton Wholesale Market							
Refurbish Toilet areas	52	-	-	-	-	-	52
Minor Refurbishment	38	-	-	-	-	-	38
Damaged Brickwork repairs	51	-	-	-	-	-	51
Tarmac/Concrete Repairs	83	59	-	-	-	-	142
	224	59	-	-	-	-	283
Total Market Services Capital Programme	351	440	182	-	-	-	973

Appendix F3

Community: Co-Location Capital Programme

Co-Location Programme Outturn 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
& Qtr 1 2014/15	£000	£000	£000	£000	£000	£000	£000
Main Programme:							
							00
Middleway Green	41	25	-	-	-	-	66
SW Academy	10	3	-	-	-	-	13
Graiseley Centre	2	16	-	-	-	-	18
Warstones	1	27	-	-	-	-	28
Priory Green	-	41	-	-	-	-	41
Avenues Family Resource Centre	-	37	-	-	-	-	37
Wednesfield Area office	1	12	-	-	-	-	13
Rainbow Centre	21	3	-	-	-	-	24
Bilston Creche	-	30	-	-	-	-	30
Windsor Childrens Centre	4	60	-	-	-	-	64
Bingley Enterprise Centre	10	13	-	-	-	-	23
Whitmore Reans Childrens Centre	-	33	-	-	-	-	33
The Dove Centre	12	8	-	-	-	-	20
The Berries	-	13	-	-	-	-	13
Childrens Village	-	43	-	-	-	-	43
Blakenhall Family Resource Centre	-	52	-	-	-	-	52
Bradley Community Centre	-	-	-	-	-	-	-
Valley Park Campus	-	25	-	-	-	-	25
Prior Years Co-Location Expenditure	8	-	-	-	-	-	8
Schemes to be confirmed	-	45	-	-	-	-	45
Total Co-Location Capital Programme	110	486	-	-	-	-	596

Appendix F4

Community: Sports Investment Strategy

Review of Sports Investment Strategy Outturn 2013/14 & Qtr 1 2014/15	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Barnhurst land Pitches Synthetic Pitch at Our Lady and St Chads School Aldersley Synthetic Pitch Projects in Development	736 7 200 -	1,544 987 5 -	273 - - 996	- - -	- - -	- - -	2,553 994 205 996
Total Sports Investment Strategy	943	2,536	1,269	-	-	-	4,748

Appendix F5

Community: Urban Parks Capital Programme

Parks Refurbishment Programme Outturn 2013/14 & Qtr 1 2014/15	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£000	£000	£000	£000	£000	£000	£000
Main Programme:							
Food Ports	4 000	200					4 440
East Park	1,032	386	-	-	-	-	1,418
Spring Road Ind Estate (Taylor Rd)	8	142	-	-	-	-	150
Grapes Pool / Moseley Park	13	-	-	-	-	-	13
Greenway Playing Fields (Bradley Facilities)	20	-	-	-	-	-	20
Hay Canal Basin Broad Street	2	181	-	-	-	-	183
Cricket Provision (externally funded)	-	121	-	-	-	-	121
Heath Town Park	5	117	-	-	-	-	122
Bowling provision (externally funded)	-	131	-	-	-	-	131
West Park Play	-	60	-	-	-	-	60
Bushbury Baths Site	48	-	-	-	-	-	48
All Saints Park	-	70	-	-	-	-	70
Insurance Claims:							
Hickman Park	42	-	-	-	-	-	42
Windsor Avenue Playing Fields	21	-	-	-	-	-	21
Parks Refurbishment Capital Programme	1,191	1,208	-	-	-	-	2,399

Appendix F6 Education and Enterprise: Building Schools for the Future Capital Programme

BSF Programme Outturn 2013/14 & Qtr 1 2014/15	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
Sample:				
The Kings/Tettenhall Wood	53	22	-	75
Phase 1:				
Bilston Academy (Mineshaft Works)	4	3	-	7
Braybrook Centre	3	-	-	3
Coppice Performing Arts	452	70 501	-	522
SWBA	652 292	501	-	1,153 418
Wednesfield High	2.52	126	_	410
Phase 2:				
St Edmunds / Compton Park Site	3,827	441	-	4,268
Moreton Community / School	1,628	107	-	1,735
Our Lady & St Chad Catholic	1,768	36	-	1,804
Colton Hills Community Schools	2,017	81	-	2,098
Phase 3:				
Midpoint Centre	2,134	424	-	2,558
North East Academy	6,918	2,222	-	9,140
Smestow	6,254	981	-	7,235
Westcroft	4,763	635	-	5,398
Aldersley	5,138	1,276	-	6,414
Moseley Park	3,779	2,418	-	6,197
New Park Special	1,089	1	-	1,090
Penn Hall Special	1,267	-	-	1,267 4,976
St Peter CofE School	4,769	207	_	6,035
Wolverhampton Girls High	5,725	310 80	_	742
Councils contribution to LEP/PFI Schemes Deansfield Compensation	662	100	200	300
Heath Park Compensation	-	200	200	400
Traffic Signal Scheme	228	-	-	228
VAT Adjustments:	700	20	_	752
St Edmunds St Peters	722 781	30 190	_	971
OLSC	337	47	_	384
VAT refund from HMRC	337	- 3,041	-	- 3,041
BSF - ICTS Infrastructure Schemes: Central Data Centre	126	_	_	126
Contractual Costs	-	586	-	586
Kings	229	-	-	229
Highfields	-	28	-	28
Penn Fields	10	71	-	81
Coppice Performing Arts	65	26	-	91
SWBA	286	18	-	304
Wednesfield High	26	99	-	125
St Edmunds / Compton Park Site	926	9	-	935
Moreton Community School	952	41	-	993
Our Lady & St Chads Colton Hills	858 971	148 36	-	1,006 1,007
North East Academy	45	1,130	_	1,175
Smestow	9	1,130	_	1,064
Westcroft	390	26		416
Moseley Park	40	1,055	_	1,095
New Park Special	304	-,556	-	304
St Peters Cof E School	946	138	_	1,084
Wolverhampton High School	749	146	-	895
Green Park	-	169	-	169
Midpoint / Orchard Centre	442	10	-	452
Aldersley	49	992	-	1,041
Penn Hall Special	377	-	-	377
Tettenhall Wood	75	95	-	170
Deansfield	-	313	626	939
Heath Park	-	811	405	1,216
Abnormals / SLG / ELS Additional funding	437 128	861	-	1,298 128
, wattonal fulfully	128	-	-	120
Total BSF Capital Programme	63,702	15,330	1,431	Report Page
Page	5 <i>4</i>			logo 20 of 1

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Appendix G

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (Pxl)	Red (R) Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
1	Financial and Budget Management	Ineffective budget management.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	Monthly monitoring at Service Level and to capital programme working group. Quarterly monitoring to Cabinet Members. Capital Programme report.	Assistant Director Finance	Quarterly
2	Financial and Budget Management	Loss of ICT facilities e.g. due to failure of systems, loss of key personnel and/or disaster recovery arrangements.	Lack of robust financial information on which to set and monitor budgets, leading to increased projected expenditure requiring other project savings to be identified or the need for additional prudential borrowing having an adverse impact on the Revenue Budget.	3	4	12	A	ICT disaster recovery project and arrangements. Independent project management systems hold information in some instances.	Assistant Director Finance	Quarterly
3	Financial and Budget Management	Inability to recover all VAT associated with capital expenditure.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	4	3	12	A	Close scrutiny of new capital schemes to establish potential VAT implications in order that they can be effectively managed	Assistant Director Finance	Monthly
4	Income and Funding	Inability to deliver disposal programme due to: affordability of Corporate Schemes preventing release of sites; local community and member opposition to site disposals.	Loss of funding requiring projects to be delayed / stopped, or additional prudential borrowing having an adverse impact on the Revenue Budget. Unable to meet financial commitments e.g. repayment of Regional Infrastructure Funding requiring additional prudential borrowing having an adverse impact on the Revenue Budget.	3	4	12	Α	Robust Project Management Systems. Members Property Group Reporting to Capital Programme Working Group.	Assistant Directors	Monthly
5	Income and Funding	Decline in market for land and property resulting in failure to dispose of land or reduced level of receipt.	Reduced level of receipts requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	3	6	А	Pro-active management of disposals to maximise receipts, which could include conscious decision to defer sales etc.	Assistant Director Regeneration	Monthly
6	Income and Funding	Reduction in level of Government funding after announcements made and programme committed.	Legal / political commitment to projects requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	Close monitoring of central government policy decisions. Building in contingency plans within the capital programme.	Assistant Director Finance	Monthly Report Pages

Appendix G

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
7	Income and Funding	Inability to deliver outcomes / outputs in accordance with grant / S106 conditions.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	Robust project management to monitor outputs / outcomes. Reality check of business cases to support bids.	Assistant Director Finance	Monthly
8	Income and Funding	Grant drawn down against ineligible project expenditure.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	Α	Careful, detailed monitoring of project expenditure to ensure robust grant claims.	Assistant Director Finance	Monthly
9	Income and Funding	Availability of borrowing e.g. Central Government capping.	Lack of funding requiring projects to be delayed or stopped.	5	4	20	R	Close monitoring of central government policy decisions. Building in contingency plans within the Capital Programme.	Assistant Director Finance	Monthly
10	Income and Funding	Affordability of borrowing.	Lack of funding requiring projects to be delayed or stopped.	3	4	12	Α	Building in contingency plans within the Capital Programme.	Assistant Director Finance	Monthly
11	Third Parties	Contractors ceasing to trade.	Incomplete projects with a need to re-tender for another contractor leading to additional costs requiring either other project savings or additional prudential borrowing having an adverse impact on Revenue Budget.	2	4	8	G	Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. At worst this gives the council notice of emerging problems Due diligence.	Assistant Directors	Monthly
12	Third Parties	Delegation of programmes to partners e.g. Wolverhampton Homes.	Ineffective budget management.	2	4	8	A	Regular monitoring meetings and clear stipulation regarding information requirements.	Assistant Directors	Monthly

Appendix G

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
13	Third Parties	Contract delays.	Increased project costs requiring other project savings or additional prudential borrowing having an adverse effect on the Revenue Budget.	4	3	12	A	Robust project management.	Assistant Directors	Monthly
14	Third Parties	Lack of contractors bidding for work.	Lack of competition, resulting in increased project costs and reduced VFM.	2	2	4	G	Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. This gives the City Council notice of emerging problems.	Assistant Directors	Monthly
15	Government Policy	Change in government policy requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	Close monitoring of central government policy decisions. Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
16	Service Demands	Change in configuration of services requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
17	Service Demands	Demand for service increases due to demographic changes requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	Close monitoring of service demands to enable the forecasting of pressures. Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly

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Agenda Item No: 7



Wolverhampto Cabinet Meeting

25 June 2014

Report title Joint Reablement and Intermediate Care Strategy for

Wolverhampton 2014- 2016

Decision designation

AMBER

Cabinet member

with lead responsibility

Councillor Steve Evans

Adult Services

Key decision Yes

In forward plan Yes
Wards affected All

Accountable

director

Sarah Norman, Community

Originating service Commissioning

Accountable employee(s)

Steve Brotherton

Tel

Head of Commissioning

01902 555318

Email Steve.brotherton@wolverhampton.gov.uk

Helen Rowney Commissioning Officer

Tel 01902 555495

Email <u>Helen.rowney@wolverhampton.gov.uk</u>

Report to be considered by

Health and Well Being

Board

9 July 2014

Recommendation(s) for decision:

The Cabinet is recommended to:

Approve the Joint Reablement and Intermediate Care Strategy for Wolverhampton 2014-2016.

1.0 Purpose

1.1 The purpose of this report is to seek Cabinet's approval for the Joint Reablement and Intermediate Care Strategy 2014 -2016.

2.0 Background

- 2.1 In 2011 Wolverhampton launched its first Reablement Forward Plan, articulating its commissioning intentions with regard to reablement activity. Over the last two years there have been significant changes across the health and social care economy, not least the implementation of the Health and Social Care Act 2013.
- 2.2 In response to these changes and through discussions at the Adult Delivery Board, health and social care partners identified the need to expand the reablement plan to include health based intermediate care services.
- 2.3 This joint strategy has been presented to Adult Delivery Board in December 2013 and February 2014. Members of Adult Delivery Board were invited to comment and which have been reflected in the final version.
- 2.4 The implementation plan linked to the joint strategy with timescales will be delivered through the individual work streams identified on page 16 of the joint strategy.
- 2.5 This joint strategy will be presented to relevant boards /committees of the Health and Social Care partners as appropriate.

3.0 Consultation

- 3.1 In June 2013 Helen Sanderson and Associates facilitated a workshop with front-line operational staff from across the health and social care economy. This workshop delivered the following headlines:
 - Reablement requires ownership by all partner agencies
 - The current governance arrangements need to be revisited to reflect the joint ownership
 - An outcomes framework needs to be agreed across all partner agencies with a robust monitoring framework
 - Both quantitative and qualitative data needs to be reported this will ensure that any quality of life outcomes will be captured
 - Success stories should be celebrated and disseminated through social media this will help facilitate a wider cultural shift in relation to aspirational change
 - More work is needed with the external market to change culture and practice
- 3.2 The headlines from this first workshop formed the basis of the opening presentation at a second workshop in July 2013 facilitated by the Institute of Public Care. This was a high level strategic workshop attended by Senior Responsible Officers from key partners across the health and social care economy. This workshop delivered the following headlines:

- There is a recognition that reablement delivers improved quality of life outcomes for individuals and financial savings for the public sector
- Health and social care organisations need to align their reablement and intermediate care intentions and work in an integrated way to deliver these outcomes
- More evidence and better understanding is needed about the longer-term benefits of reablement
- More work is needed with the wider market to incentivise reablement and intermediate care activity

4.0 Financial implications

- 4.1 There are no direct financial implications from this report.
- 4.2 There will be financial implications resulting from the implementation of the strategy. As the detailed plans are developed they will need to work within the parameters of the available budgets.

 [AS/11062014/X]

5.0 Legal implications

5.1 There are no direct legal implications arising from this report. [RB/13062014/K]

6.0 Equalities implications

This report has equality implications. This strategy details the reablement and intermediate care intentions in order to maximise opportunities for independent living for vulnerable people. An equality analysis has been completed and will be reviewed as part of the implementation plan.

7.0 Environmental implications

7.1 There are no environmental implications.

8.0 Human resources implications

- 8.1 There are no human resources implications arising from this report.
- 9.0 Corporate landlord implications
- 9.1 There are no implications for the Council's property portfolio.

10.0 Schedule of background papers

10.1 There are no additional supporting documents



Joint Reablement and Intermediate Care Strategy for Wolverhampton

2014-2016





Wolverhampton City Clinical Commissioning Group





Foreword

This strategy details the reablement and intermediate care intentions of Wolverhampton's health and social care economy.

Our aim is for the principles, outcomes and metrics to instil a preventative philosophy, which will require a change of investment and approach in order to maximise opportunities for independent living.

The plan describes our key development areas in response to this changing landscape and supports the ambition of our Better Care Fund, which is to deliver the Right Care in the Right Place at the Right Time.





Wolverhampton City Clinical Commissioning Group





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Introduction

In the summer of 2011, Wolverhampton launched its first Reablement Forward Plan, articulating its commissioning intentions with regard to reablement activity over the following two years. Over this time, there have been significant changes across the health and social care economy, not least the implementation of the Health and Social Care Act 2013.

In response to these changes and through discussions at the Adult Delivery Board, health and social care partners have identified the need to expand the reablement plan to include health based intermediate care services.

The purpose of this refreshed document is to expand the scope of the original plan by including intermediate care; updating the governance and outcomes framework to reflect the changing priorities, and set the framework for the construction and delivery of work programmes going forward. The document also highlights a number of best practice examples and articulates a Principles Framework that will guide reablement and intermediate care activity in Wolverhampton for the next two years.

What is Intermediate Care?

The Department of Health released the original Intermediate Care guidance in 2001 and released updated guidance, Intermediate Care – Halfway Home, in 2009 which sets out the national requirements for intermediate care. This guidance provides the following definition for Intermediate Care:

"Intermediate Care is a range of integrated services to promote faster recovery from illness, prevent unnecessary acute hospital admission and premature admission to long term residential care, support timely discharge from hospital and maximise independent living"

Intermediate care services can be defined as meeting the following criteria:

- They are targeted at people who would otherwise face unnecessary prolonged hospital stays or inappropriate admission to acute inpatient care, long term residential care or continuing NHS inpatient care
- They are provided on the basis of a comprehensive assessment, resulting in a structured individual care plan that involves active therapy, treatment or opportunity for recovery
- They have a planned outcome of maximising independence and typically enabling patients and service users to resume living at home
- They are time limited, normally no longer than six weeks and frequently as little as one to two weeks or less

What is Reablement?

The term reablement defines the use of timely and focussed intensive therapy and care in a person's own home in order to enable them to remain or return to living independently. This approach focusses on optimising people's independence with the lowest appropriate level of ongoing support and care.

National and Local Guidance and Research

In the context of a 26% contraction of public sector budgets, there are a number of factors driving the further development of reablement and intermediate care activity.

First and foremost, maximising independent living is a vital component of improving the health and wellbeing of the population and raising the quality of services people receive. Intermediate care and reablement activity is seen as being central to providing timely, appropriate, enabling and empowering care to individuals

The conclusions reached by the Care Services Efficiency and Delivery Programme from their national studies (CSED, 2007 & 2010) have had the biggest influence on the development of reablement activity. These can be summarised as follows:

- Domiciliary reablement delivers a 60% reduction in on-going social care service usage (and cost)
- Two thirds of reablement users required a reduced or no service response after their reablement intervention.
- Two thirds of reablement users were still managing without a service two years after their reablement intervention
- One third of those who needed an on-going package had reduced or maintained that package.

In addition, the Social Care Institute for Excellence (SCIE 2012) reached the following conclusions from its review of the reablement research:

- Reablement leads to improved health and wellbeing
- Reablement improves outcomes and reduces expenditure on on-going support
- There is no single leading delivery model
- Government investment in reablement could lead to more joint working and funding between health and local government
- Assessment and goal planning are integral to people achieving their individual aims
- Occupational therapists have a key role in the provision of reablement and can assist in on-going reablement activity for people with complex conditions
- More evidence is needed on how reablement influences outcomes in different models of delivery
- Research suggests that customer satisfaction can be high from a well-run reablement service

In January 2013, the University of Birmingham hosted a Social Care Evidence in Practice workshop on the topic of reablement. This workshop reported on the first phase of an academic study, which included a survey of Directors of Social Services followed by interviews with identified intervention leads. It delivered the following research headlines:

- 4 out of 9 studies available nationally have been produced or commissioned by CSED the national promoter of reablement
- There is much repetition of data from key studies and the volume of research is extremely limited
- The long-term nature of the studies is very limited a 2 year follow up was never carried out
- There has been very little focus on a variety of user target/sub groups: for example, people with dementia
- The cost impact for carers has not been considered in any of the studies

The overarching conclusions from this workshop were:

- Reablement activity has large upfront costs
- Reablement is more expensive than traditional home care but leads to reduced service usage and better individual outcomes
- Reablement is potentially cost effective over time but more research is needed

For such a visible intervention this lack of research evidence highlights a challenge for practitioners in using an evidence base to inform current practice and develop services.

Demography

This driver can be summarised as more people to serve with less money. The value of reablement and intermediate care lies in the potential to decrease the demand for publically funded services, whilst at the same time delivering positive quality of life outcomes for service users and patients - in short, doing the right thing for the right reasons.

Older people are by far the largest user group of publically funded services, and this population is growing.

Wolverhampton population aged 65 and over					
	2012	2014	2016	2018	2020
People aged 65-69	11,400	11,500	11,900	11,500	11,300
People aged 70-74	9,600	9,800	9,900	10,500	10,700
People aged 75-79	8,200	8,400	8,400	8,400	8,600
People aged 80-84	6,500	6,400	6,400	6,600	6,800
People aged 85-89	3,800	4,000	4,200	4,300	4,400
People aged 90 and					
over	2,000	2,300	2,500	2,800	3,100
Total	41,500	42,400	43,300	44,100	44,900

POPPI (2012)

The 2012 National Audit of Intermediate Care shows that users had an average age of 81 with over 42% of the sample being over 85 years of age. An increase in the population for this age group is therefore going to have a significant impact on demand for intermediate care services

According to the last ONS ethnicity estimates, the majority of those aged 65 and over are from a white ethnic background, with very few from a black minority ethnic background (BME) and these are predominantly Asian. Census 2011 data suggests that 32% of the population are from a BME background, 18.1% Asian, more than previous estimates.

In addition, there are 3,100 people with dementia living in Wolverhampton – this figure is set to increase to 3500 people by 2020.

Wolverhampton population aged 65 and over predicted to have dementia					
	2012	2014	2016	2018	2020
People aged 65-69	141	145	148	143	141
People aged 70-74	262	267	271	287	293
People aged 75-79	481	493	493	493	504
People aged 80-84	781	768	768	788	811
People aged 85-89	767	783	822	861	878
People aged 90	597	684	742	829	915
Total	3,028	3,139	3,243	3,401	3,542

POPPI (2012)

Responding to the reablement/intermediate care needs of people with dementia crystallises the level of challenge facing the health and social care economy. For people with dementia living in an institution can be a daily reality. Several observations can made through the extrapolation of national studies

- A third of people with dementia live in care homes
- Two thirds of the care home population are people with dementia
- One quarter of hospital beds at any one time are occupied by people with dementia
- The inpatient experience for people with dementia has a negative effect on well-being: dementia symptoms and physical and mental health, resulting in poorer quality outcomes when compared to the general population
- One third of people with dementia who are admitted to a general hospital ward never return home and are usually admitted to a care home

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Wolverhampton Joint Dementia Strategy (2011) Alzheimer's Society (2009) CSCI (2008)

Intermediate Care Best Practice One- Dementia

Central Lancashire PCT

Ten beds commissioned in a residential home for intermediate care for people with dementia who have been transferred from acute hospital wards. A multidisciplinary team provides support, OT and other therapies, aiming to reskill people to become independent. The team also provides outreach support when people leave linked with a community resource centre providing enhanced day care, drop in, open access and voluntary organisation.

All of this needs to change as articulated in the Joint Dementia Strategy, people with dementia are people first and are entitled to the same rights and opportunities as everyone else. This includes rights and opportunities which maximise the likelihood of regaining or retaining independent living.

Whilst most reablement activity has focussed on older people, the number of people under 65 years of age with moderate and serious disabilities is also projected to increase steadily over the next 20 years (PANSI 2011). This is due to a range of contributing factors: for example, medical advances enabling people to survive life threatening incidents from stroke, road traffic accidents, serious assault, and people living longer with more complex long term impairments,. In addition, many younger disabled people have an increased expectation that they will receive rehabilitation and reablement as part of their journey to recovery or as part of the maintenance of their long term impairment, and want to live more independently and reduce their dependence on care services.

Best Practice Two

The **START** (Short Term Assessment and Reablement Team) service in Shropshire provides a short term period of intensive assessment and reablement to people who want to remain living in their own home. The service is managed centrally and delivered from five locations across the county.

Consultation & Outcomes

In June 2013 Helen Sanderson and Associates facilitated a workshop with front-line operational staff from across the health and social care economy. This workshop delivered the following headlines:

- Reablement requires ownership by all partner agencies
- The current governance arrangements need to be revisited to reflect the joint ownership
- An outcomes framework needs to be agreed across all partner agencies with a robust monitoring framework
- Both quantitative and qualitative data needs to be reported this will ensure that any quality of life outcomes will be captured
- Success stories should be celebrated and disseminated through social media this will help facilitate a wider cultural shift in relation to aspirational change
- More work is needed with the external market to change culture and practice

The headlines from this first workshop formed the basis of the opening presentation at a second workshop in July 2013 facilitated by the Institute of Public Care. This was a high level strategic workshop attended by Senior Responsible Officers from key partners across the health and social care economy. This workshop delivered the following headlines:

- There is a recognition that reablement delivers improved quality of life outcomes for individuals and financial savings for the public sector
- Health and social care organisations need to align their reablement and intermediate care intentions and work in an integrated way to deliver these outcomes
- More evidence and better understanding is needed about the longer-term benefits of reablement
- More work is needed with the wider market to incentivise reablement and intermediate care activity

Best Practice Three Sandwell Reablement Model

STAR (Short-Term Assessment and Reablement) is a support service that is provided in your own home and focuses on short-term assessment and reablement. The aim is to improve the ability to live independently. We can provide this service to you for a maximum of six weeks until you are able to manage once again, or we have supported you to receive other appropriate services.

Local Market

The Department of Health White Paper 'Caring for our Future: reforming care and support' proposed a new duty on local authorities to promote diversity and quality in the provision of services. This duty includes the requirement for all local authorities to publish a Market Position Statement (MPS) by March 2014. A key part of Wolverhampton's MPS is to deliver the following:

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- Worked with the Wolverhampton Clinical Commissioning Group (CCG) to issue a statement about future joint commissioning of integrated health and social care services
- Refreshed the Reablement Forward Plan to provide more details about further developing reablement and prevention in partnership with providers
- Produced a more detailed paper based on the joint health and social care strategy for dementia, which will outline specific expectations and requirements of the market when delivering a range of opportunities for people with dementia and their families

In 2012 Wolverhampton City Council along with Wolverhampton Primary Care Trust (PCT) commissioned Community Gateway to undertake a data gathering exercise with the purpose of understanding the scope of both health and social care reablement and intermediate care locally, regionally and nationally. The following conclusions were identified from this research:

- The external market locally and nationally is still in embryonic form and the economic, effectiveness and efficiency benefits of outsourcing in-house services are far from proven
- The national market is relatively underdeveloped the longest externalisation has been four years and some local authorities have experienced serious difficulties in achieving the quality and reliability outcomes they were seeking from externalisation
- There was considerable variation in the hourly price for externalised reablement services
- In those local authorities that had externalised services, the decision was made either for cost reduction reasons and/or part of a wider Council strategy of commissioning /provider separation

The overarching recommendation from this report is that priority should be given to the development of an integrated reablement/intermediate care model with health and social care Providers. There are clear opportunities within this model for cost reduction, duplication avoidance and improved outcomes for patients and service users.

Best Practice Four

Home care reablement service in Leicestershire found that 58–62 per cent of reablement users had their care package discontinued at first review, compared with 5 per cent of a control group; 17–26 per cent had their care package reduced at first review, compared with 13 per cent of a control group (Kent et al, 2000).

Best Practice Five Hertfordshire Council's Model

A review of the rehabilitation model which although was performing well was high in costs, led to service changes that included payment by results and improved outcomes. Investment was also made in commissioning a new electronic home care monitoring system. A new service specification tied into payment by results was to ensure that hourly cost was reduced along with improved contact time

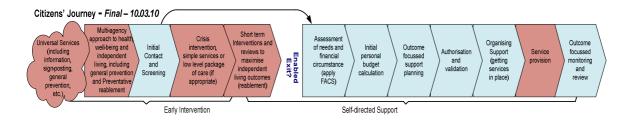
68% of referrals from community and hospital go through rehabilitation

65% of people have no on-going needs

Hourly cost has reduced from £70 to £45

Citizens and Patients Journey

Through its Putting People First Programme, Wolverhampton has developed a Citizen's Journey, which embraces a broader definition of reablement and embeds independent living principles at every stage.



PPF_Citizens Journey_DR_V1.0 (Final)_100310.vsd

Underlining the continuum link between reablement and prevention, a broader strategy approach for reablement has been developed that takes into account all aspects of the Citizens Journey and includes three aspects of a prevention definition:

• Universal Prevention/Promoting Wellbeing

This is aimed at people who have no particular social or health care needs. The focus is on maintaining independence, good health and promoting wellbeing. Interventions include combating ageism, providing universal access to good quality information, supporting safer neighbourhoods, promoting health, social inclusion and active lifestyles, delivering practical services etc. These activities form part of Universal Services outlined in the Wolverhampton Citizens' Journey

• Targeted Prevention/Maintaining Independence and Social Inclusion

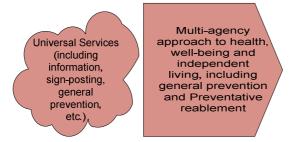
This is aimed at identifying people at risk in the community through targeted prevention to halt or slow down any deterioration and actively seek to improve their situation. Interventions include community support and case finding to identify individuals at risk of specific conditions or events or that they have existing low level social care needs.

• Reablement Prevention/Independent Living

This is aimed at minimising disability or deterioration from established health conditions or complex social care needs. The focus is on maximising people's functioning and independence through interventions such as rehabilitation/reablement services and joint case management of people with complex needs.

Supporting this broad continuum approach, CSED identified the importance and benefit of delivering bursts of reablement activity at transition points in people's lives in order to enable (re-able) independent living to be maintained or regained (2007; 2010). This Strategy has utilised the Citizen's Journey identified the critical transition Blocks most likely to deliver independent living outcomes:

Citizen's Journey; Blocks 1 & 2



Blocks 1 & 2 are identified as critical early stage intervention reablement opportunities. These have been overlooked by most local authorities in their single strand domiciliary reablement response, but delivering a reablement philosophy and approach at this earlier stage reduces and minimises the likelihood of crisis situations developing in the first place and the subsequent need for on-going service interventions.

Citizen's Journey; Block 5

Short term
Interventions and
reviews to
maximise
independent
living outcomes
(reablement)

Block 5 is important because it is at this point that citizen's potentially become customers and users of services. This Block represents a short-term targeted reablement intervention that has been the focus of most local authorities. This Strategy advocates that this intervention is offered before or as a core part of the assessment process. This pre-assessment intervention will be delivered free of charge.

Intermediate care fits into block 5 of the Local Authorities citizens journey but focusses on people who have a health need. "Halfway Home" states that the services that might contribute to the intermediate care function include:

- Rapid response teams to prevent avoidable hospital admissions for patients referred from Primary Care, A&E and other sources
- Acute care at home from specialist teams including some treatment such as administration of intravenous antibiotics
- Residential rehabilitation for people who do not need 24 hour consultant led medical care but do need a short period of therapy and rehabilitation ranging from one to eight weeks
- Supported discharge in a patient's own home with nursing and/or therapeutic support to allow recovery at home
- Day rehabilitation for a limited period in a day hospital or day centre possibility in conjunction with other forms of intermediate care support.

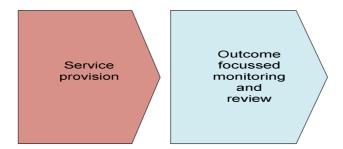
Best Practice Six

Wiltshire developed their 'Home to Live at Home Service' for older people and others who remain at home. Wiltshire has focused on outcomes that older people may wish to gain while at home. The responsibility for delivering an outcome based service has been driven by Personalisation agenda. The model created was a single entity that comprises of integrated equipment and telecare service and an out of hours response service.

A key aspect of this approach is to view the care delivery as a function which can be provided by a wide variety of community services and not stand alone teams.

Ideally the intermediate care and reablement activity across Wolverhampton would be integrated health and social care services. As a minimum the services will need to be aligned across health and social care and partnership agreements will need to be in place to ensure effective flow between the agencies preventing delays in transfer of care. The aim is to move towards a broader view of intermediate care with specialist health care services falling under an umbrella of bridging services between hospital and home and from illness to recovery.

Citizen's Journey; Blocks 11 & 12



Blocks 11 and 12 are identified as critical reablement intervention points.

Assertive outcome focussed reviews that are timely and include the potential for targeted reablement intervention are critical to the successful application of a person centred reablement philosophy and approach.

Developing a broader perspective, this plan also incorporates a range of health outcomes:

- An avoidance of unnecessary hospital admissions
- An increase in earlier hospital discharge
- Reduction in the length of hospital stay
- Increase in the number of independent living discharge route
- A decrease in the rate of readmissions following in-patient treatment
- The diversion away from hospital admissions
- An alignment to other strategies

In line with national evidence, numerous reviews have been undertaken which recognise that:

- A number of acute hospital beds are inappropriately occupied for long periods by a relatively small number of predominately older people who frequently have complex needs which could be more appropriately met in different care settings
- There is an increasing demand from people themselves that, wherever possible, care should be provided at home or as close to home as possible

Intermediate Care Best Practice Seven - Third Sector Involvement

British Red Cross's Care in the Home scheme is a third sector voluntary scheme that has a number of strands. The emergency admissions avoidance strand works with people who have a long term condition and need support to be able to stay in their own home.

Volunteers on the A&E discharge programme transport patient's home from hospital, settle them in, make a risk assessment, tell neighbours and relatives that the person is home, check on pets and help prepare a meal. A follow up home visit is made the next day. (HSJ, 2011)

Intermediate Care Best Practice Eight—Co-ordinated Care Bristol

The Intermediate Care service is managed under one umbrella and includes:

- Rapid response team to prevent admission to acute care
- Rehabilitation in peoples own home
- "Reconnect service" to facilitate discharge for people who need short term input but no therapy
- "React teams" working at the front of the hospital to prevent admissions
- In reach nurses to wards to identify patients who could be discharged to intermediate car
- Access through a single point of access.

Following the intervention 80% of people remained in their own homes.

(Halfway Home, 2009)

In summary, this plan promotes an all en-compassing philosophy and approach, including all adults and advocates that the single strand time limited domiciliary reablement focus applied by most local authorities is unnecessarily limiting and fails to recognise the true experience and needs of potential customers.

Intermediate Care Best Practice Nine – Joint Commissioning Tameside and Glossop

There is a jointly commissioned intermediate care service with a single point of access, 7 days a week between 8am and 10pm. The service receives over 200 referrals per month which are associated with avoiding hospital admissions and facilitating hospital discharge. 85% of those who received a service were discharged to their own homes and 60% required no further support.

(Halfway Home, 2009)

Better Care Fund

The Better Care Fund will ensure that the Wolverhampton health and social care economy is working in an integrated way to deliver the most efficient and effective response to the needs of all users and patients. It recognises and protects early stage interventions and the contribution they make to restoring and maintaining independence; reducing unnecessary hospital admissions; facilitating discharges back home and improving the quality of care for all.

Health and Social Care partners have agreed a vision for the delivery of the Better Care Fund under the heading 'Wolverhampton, One Ambition, Working as one, for Everyone'.

Strategic Objective	One Ambition	Working as One	For Everyone
What Are We Trying To Do?	Single Plan Sharing everything Prevention & Recovery	Integrated Pathways All Partners Working Together Shared Sustainable Outcomes	Each Individual Keeping People Well Self-caring Communities
	Right Care	Right Place	Right Time

This vision will be delivered through the Plan on the Page shown in Appendix Three, including the following focus on intermediate care:



Principles Framework

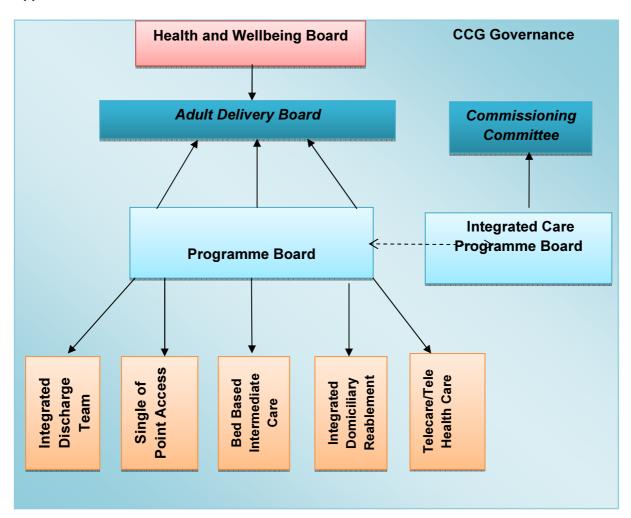
In order to deliver this Reablement/ Intermediate care strategy the Adult Delivery Board has agreed the following principles framework:

Principle One	Principle Two		
People with dementia will have full access	This reablement / intermediate care strategy		
entitlement to all reablement /intermediate	plan will apply to all adults with		
care services and opportunities	reablement/intermediate care needs		
Principle Three	Principle Four		
Providers of care from all sectors are	Reablement and Intermediate Care will be		
recognised as partners in the delivery of	an aligned, integrated, all-encompassing		
reablement and intermediate care activity,	philosophy and approach that is reflected in		
and engagement will take place with these	all customer pathways and journeys		
partners at all stages of the commissioning			
process			
Principle Five	Principle Six		
Reablement and intermediate care will focus	Reablement and intermediate care activity		
on building, improving and maintaining self-	will be a way of delivering person centred		
esteem and wellbeing	outcomes		
Principle Seven	Principle Eight		
No long term decision will be made for an	Reablement and intermediate care activity		
older person when they are in a crisis. Help	will be regarded as business as usual or, in		
and support will be provided to work through	short, it's 'what we do around here'		
the crisis before determining any longer-term			
outcomes			
Principle Nine			
Reablement and intermediate care will focus			
on delivering greater independence and			
choice for all			

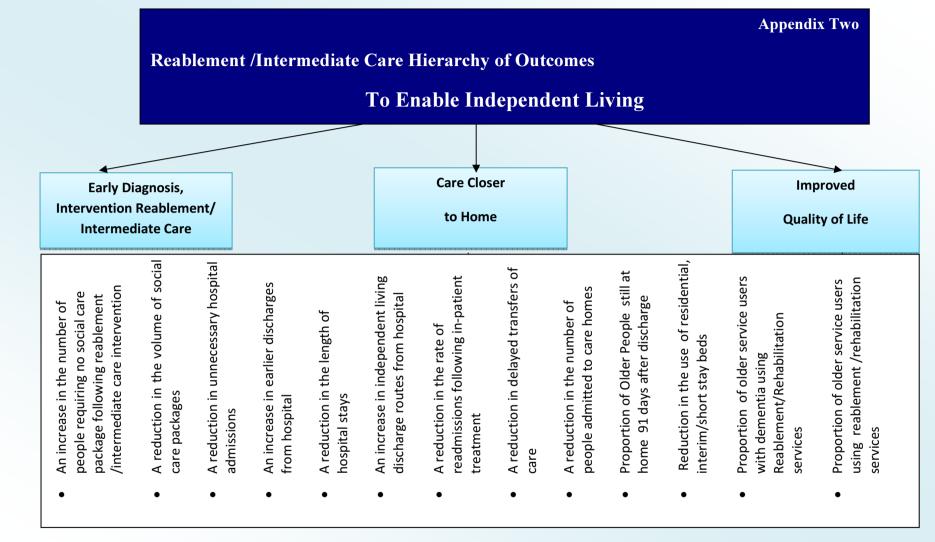
Governance and Next Steps

As shown in the governance structure below, the responsibility for delivering the overarching work programme will rest with the Intermediate Care Programme Board, which will be made up of subject matter experts from across all agencies and chaired by the Joint Commissioning Unit (JCU). The work programme will be broken into key projects and delivered through a project management approach by a number of Task and Finish Groups. The Intermediate Care Programme Board will work alongside the Integrated Care Programme Board within the CCG. Clear channels of communication will be put in place to ensure no duplication of work occurs.

Appendix One



Both the programme and the projects will be delivered in line with the overarching messages from the refresh workshops and the agreed hierarchy of outcomes framework – see Appendix Two.



13 Metrics

- An increase in the number of people requiring no social care package following reablement/intermediate care intervention
- A reduction in the volume of social care packages
- A reduction in unnecessary hospital admissions
- An increase in earlier discharges from hospital
- A reduction in the length of hospital stays
- An increase in independent living discharge routes from hospital

A reduction in the rate of readmissions following in-patient treatment

80

A reduction in delayed transfers of care

- A reduction in the number of people admitted to care homes
- An Increase in the number of Older People still at home 91 days after discharge
- Reduction in the use of residential, interim/short stay beds
- An increase in the number of people with dementia using Reablement/Rehabilitation services
- An increase in the number of people using Telecare/Telehealth



Reablement /Intermediate Care - Plan on a Page

Principles of Framework

Principle One

People with dementia will have full access entitlement to all reablement /intermediate care services and opportunities

Principle Two

This reablement / intermediate care strategy will apply to all adults with reablement/intermediate care needs

Principle Three

Providers of care from all sectors are recognised as partners in the delivery of reablement and intermediate care activity, and engagement will take place with these partners at all stages of the commissioning process

Principle Four

Reablement and Intermediate Care will be an aligned, integrated, all-encompassing philosophy and approach that is reflected in all customer pathways and journeys

Principle Five

Reablement and intermediate care will focus on building, improving and maintaining self-esteem and wellbeing

Principle Six

Reablement and intermediate care activity will be a way of delivering person centred outcomes

Principle Seven

No long term decision will be made for an older person when they are in a crisis. Help and support will be provided to work through the crisis before determining any longer-term outcomes

Principle Eight

Reablement and intermediate care activity will be regarded as business as usual or, in short, it's 'what we do around here'

Principle Nine

Reablement and intermediate care will focus on delivering greater independence and choice for all



Cabinet Meeting

25 June 2014

Report title Primary School Organisation

Decision designation AMBER

Cabinet member with lead

responsibility

d Councillor Phil Page Schools, Skills and Lear

sibility Schools, Skills and Learning

Key decision Yes

In forward plan Yes

Wards affected All

Accountable director Tim Johnson, Education and Enterprise

Originating service School Planning and Resources

Accountable employee(s) Bill Hague Service Manager School Places and

Transport

Tel 01902 556943

Email bill.hague@wolverhampton.gov.uk

Report to be/has been

considered by Children and Young People Scrutiny 19 June 2014

Panel

Recommendation(s) for action or decision:

The Cabinet is recommended to:

- 1. Approve the Primary School Organisation Strategy 2014 2017.
- 2. Approve the undertaking of required statutory processes in relation to the proposed schemes in the 2015 Primary School Expansion Programme.
- 3. Delegate authority to the Cabinet Member for Schools, Skills and Learning in consultation with the Strategic Director for Education and Enterprise, to consider the outcomes of initial consultation and to determine whether or not to proceed to Formal Consultation, in relation to qualifying schemes in the 2015 Primary School Expansion Programme.

Recommendations for noting:

The Cabinet is asked to note:

- 1. The outcome of consultation on the Primary School Organisation Strategy 2014 2017.
- 2. That the funding strategy to support the 2015 Primary School Expansion Programme is being developed and will be reported to both Cabinet (Resources) Panel and Council in the Autumn 2014.
- 3. The potential need to amend the 2015 Primary School Expansion Programme as a result of external influences and the potential resultant call on resources.

1.0 Purpose

1.1 This report introduces the Primary School Organisation Strategy 2014 - 2017 and details the proposed 2015 Primary School Expansion Programme.

2.0 Background

- 2.1 Local Authorities have a duty to ensure sufficiency of school places.
- 2.2 Levels of demand for primary school places in Wolverhampton have increased in recent years. In order to meet demand, the Council has recently invested in the provision of a significant number of additional primary school places in areas of high demand across the City.
- 2.3 Levels of demand are anticipated to continue to increase in the short term and projections suggest that additional school places will need to be introduced into the school estate in order to ensure that sufficient school places are available.

3.0 Primary School Organisation Strategy 2014-2017

- 3.1 The Primary School Organisation Strategy 2014-2017 outlines strategic policy with regard to primary school organisation and provides a framework to guide the future development of primary school provision in the City.
- 3.2 In light of the changing educational environment and the dynamic demographic position, strategic policy with regard to primary school organisation is subject to annual review.
- 3.3 The development of the Primary School Organisation Strategy 2014-2017 has been informed by contributions from senior representatives across Learning and Achievement and the maintenance of an issues log which highlighted potential changes to the predecessor strategy (Primary School Organisation Strategy 2013-2016).
- 3.4 In order to support the development of the Strategy key stakeholders including; Headteachers and Chairs of Governors of all Infant, Junior and Primary Schools in the City, all Ward Councillors, Trade Union Representatives, local Diocesan Authorities, local Educational Trusts, and Wolverhampton Schools' Improvement Partnership were consulted.
- 3.5 Please find a summary of consultation responses below:
 - Concern that a 'one size fits all' approach may be adopted and emphasis of the need to consider individual school circumstances when considering changes to the school estate
 - The need to ensure that the Local Authority takes account of the variety of provision to ensure that a range of provision is available.

- The need to ensure that proposed changes to schools are discussed with Diocesan Authorities in the first instance.
- 3.6 A copy of the Primary School Organisation Strategy 2014-2017 can be found at Appendix A.
- 3.7 The Strategy is aligned to the Council's School Improvement Strategy and seeks to secure sufficient school places where high quality education is provided that contribute to improved educational outcomes across the City. The Strategy details the structural solutions that the Council may consider proposing in order to improve standards in underperforming schools.
- 3.8 The Primary School Organisation Strategy 2014-2017 contains frameworks to support both the identification of schools for expansion and, in cases where there is considerable surplus capacity, the removal of provision.

4.0 2015 Primary School Expansion Programme

- 4.1 Levels of demand for primary school provision in the City have increased significantly in recent years. This upsurge has primarily been driven by an increase in the number of births to Wolverhampton residents.
- 4.2 Figure 1 below illustrates the projected size of future Reception cohorts in the City.

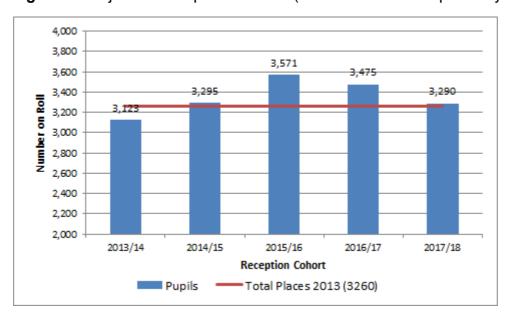


Figure 1: Projected Reception Cohorts (Source: Wolverhampton City Council)

Please note:

- The 2014 Primary School Expansion Programme is currently being implemented; this Programme will introduce 90 additional Reception places into the school estate with effect from September 2014.
- Projections will be subject to validation.

- 4.3 In order to ensure that the Council continues to meet its statutory duties and that an appropriate level of parental choice is available, the introduction of additional school places is required.
- 4.4 In line with the Primary School Organisation Strategy 2014-2017, the following factors were considered when prioritising school expansion schemes:
 - Parental Choice schools which are most popular with parents
 - School Performance schools judged as 'Good' or 'Outstanding' by Ofsted
 - Attainment schools whose end of key stage results consistently exceed floor standards
 - School Leadership schools with stable and proven leadership
 - Location schools located within areas of high demand
 - Viability for expansion schemes which can be most easily and efficiently implemented
 - Value for money schools that can most cost effectively be expanded.
- 4.5 The 2015 Primary School Expansion Programme proposes both permanent expansions and the introduction of bulge classes (time limited expansions of the capacity of individual year groups within schools). The introduction of bulge classes has been considered because of an anticipated peak in demand in the short term. Proposing the introduction of bulge classes, as opposed to proposing the permanent expansion of all schools in the Programme, supports the longer term sustainability of the school estate and offers a more efficient use of resources.
- 4.6 When undertaking any primary school reorganisation or development scheme the Council seeks to minimise disruption to pupils and parents and avoid any longer term detriment to pupils. It is recognised that making significant changes to individual establishments can have a disruptive effect on the delivery of education. Representatives would provide support to schools through any change process; School Support Groups would be organised and support packages tailored to schools' individual needs. In addition as with the 2014 Primary School Expansion Programme, school performance would be closely monitored during the expansion process via the regular review of a risk register and school performance would also be monitored by the Council's Schools Monitoring and Review Team.
- 4.7 Adopting a flexible approach is essential in order to undertake successful school place planning in the current environment. Given the potential for the both the establishment of new Free School provision in the City and the constantly changing demographics of the City, it is essential that the factors that can influence the Programme are monitored. Representatives are currently developing contingency plans in case the need to alter or expand the Programme is identified.
- 4.8 For the purposes of primary school place planning the City is divided into three planning areas; this enables a more precise identification of local circumstances and a clearer

- definition of local needs. The locations of these planning areas and the schools contained within them are illustrated in Appendix B.
- 4.9 Please note that a summary of all proposed schemes in the 2015 Primary School Expansion Programme is available at Appendix C.
- 4.10 The provision of additional primary school places would be supported by the undertaking of a variety of capital investment schemes including the refurbishment and adaptation of existing spaces, modular construction and traditional extensions. Feasibility work to assess the options on each proposed site is currently on-going.

5.0 Planning Area 1

- Planning Area 1 consists of the following Wards; Bushbury North, Bushbury South and Low Hill, Fallings Park, Heath Town, Oxley, Wednesfield North and Wednesfield South. Levels of demand for primary school provision in Planning Area 1 have increased significantly in recent years.
- 5.2 Figure 2 below illustrates the projected size of future Reception cohorts in Planning Area 1.

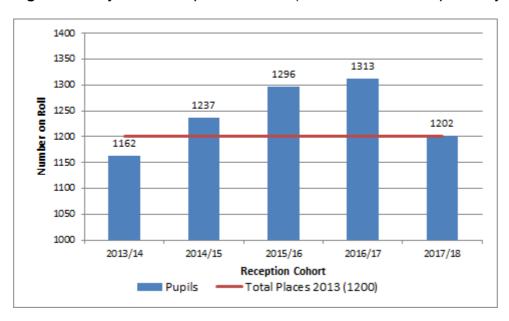


Figure 2: Projected Reception Cohorts (Source: Wolverhampton City Council)

Please note:

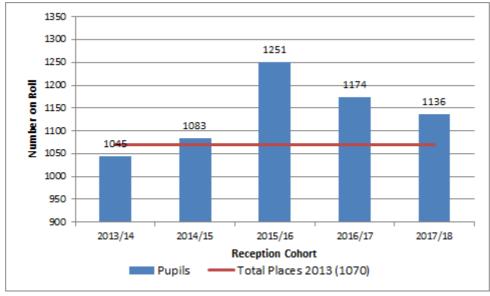
- The 2014 Primary School Expansion Programme is currently being implemented; this Programme will introduce 60 additional Reception places into schools in Planning Area 1 with effect from September 2014.
- Projections will be subject to validation.
- 5.3 Future levels of demand for primary school provision in Planning Area 1 are anticipated to be impacted upon by a number of significant local housing regeneration schemes.

- Housing regeneration schemes within Planning Area 1 that are anticipated to result in a pupil yield include the Goodyear site (Bushbury South & Low Hill Ward) and the development of the former Jennie Lee Centre (Wednesfield South Ward).
- 5.4 In order to meet the anticipated level of demand and to ensure that sufficient primary school places are available it is proposed that additional school places are introduced in Bushbury Hill Primary School (Fallings Park Ward).
- 5.5 Bushbury Hill Primary School
- 5.5.1 It is proposed that the number of Reception places available in Bushbury Hill Primary School is increased from 30 to 60 in both September 2015 and September 2016. These bulge cohorts would then flow through the school and the admission limit in Reception would revert to 30 in September 2017.
- 5.5.2 At Bushbury Hill Primary School's last full inspection by Ofsted in October 2012 the School was judged to 'Require Improvement'. The School has continued through Her Majesty's Inspectorate of Schools (HMI) monitoring process that is a consequence of a 'Requires Improvement' judgement. Positive feedback has been received during monitoring visits and projected outcomes for 2014 confirm this position.

6.0 Planning Area 2

- 6.1 Planning Area 2 consists of the following Wards; Bilston East, Bilston North, Blakenhall, East Park, Ettingshall, and Spring Vale. Levels of demand for primary school provision in Planning Area 2 have increased significantly in recent years.
- 6.2 Figure 3 below illustrates the projected size of future Reception cohorts in Planning Area 2.





Please note that the projections will be subject to validation.

- 6.3 Future levels of demand for primary school provision in Planning Area 2 are anticipated to be impacted upon by a number of significant local housing regeneration schemes. Housing regeneration schemes within Planning Area 2 that are anticipated to result in a pupil yield include the Bankfield Works development (Bilston East Ward), the Great Bridge Road development (Bilston East Ward) and the Ward Street development (Ettingshall Ward).
- 6.4 In order to meet the anticipated level of demand and to ensure that sufficient primary school places are available in Planning Area 2 it is proposed that additional school places are provided in the following schools:
 - Bilston CE Primary School (Ettingshall Ward)
 - Eastfield Primary School (East Park Ward)
 - Loxdale Primary School (Bilston East Ward)
 - Manor Primary School (Spring Vale Ward)
 - St Martin's CE Primary School (Bilston East Ward)
 - Stowlawn Primary School (Bilston North Ward).
- 6.5 Bilston CE Primary School
- 6.5.1 It is proposed that Bilston CE Primary School is permanently expanded. Bilston CE Primary School's Published Admission Number is currently 45. It is proposed that with effect from September 2015, the School's Published Admission Number is increased to 60.
- 6.5.2 At Bilston CE Primary School's last full inspection by Ofsted in July 2013 the School was judged to 'Require Improvement'. The School has continued through the HMI monitoring process that is a consequence of a 'Requires Improvement' judgement. Positive feedback has been received during the monitoring process and projected outcomes for 2014 confirm this position.
- 6.5.3 It should be noted that Bilston CE Primary School was included in the Council's 2012 Primary School Expansion Programme. The School's intake was increased from 30 to 45 in order to support the needs of the local community. At this time it was recognised that the School's Governing Body had ambitions to further increase the capacity of the School and the building works required to facilitate the initial expansion were designed in such a way that that the School could be further enlarged if required in the future.
- 6.5.4 Proposing an increase in the School's Published Admission Limit to 60 is in line with the Council's policy on vertical grouping. It is recognised, that whilst this organisational model works effectively in a number of schools across the City, that the employment of vertical grouping can mean that planning and delivering the curriculum is more complex.

- 6.6 Eastfield Primary School
- 6.6.1 It is proposed that Eastfield Primary School is permanently expanded. Eastfield Primary School's Published Admission Number is currently 45. It is proposed that with effect from September 2015, the School's Published Admission Number is increased to 60.
- 6.6.2 At Eastfield Primary School's last full inspection by Ofsted in January 2013 the School was judged to be 'Good'.
- 6.6.3 It should be noted that Eastfield Primary School was included in the Council's 2012 Primary School Expansion Programme. The School's intake was increased from 30 to 45 in order to support the needs of the local community.
- 6.6.4 Proposing an increase in the School's Published Admission Limit to 60 is in line with the Council's policy on vertical grouping. It is recognised, that whilst this organisational model works effectively in a number of schools across the City, that the employment of vertical grouping can mean that planning and delivering the curriculum is more complex.
- 6.7 Loxdale Primary School
- 6.7.1 It is proposed that the number of Reception places available in Loxdale Primary School is increased from 30 to 60 in both September 2015 and September 2016. These bulge cohorts would then flow through the School and the admission limit in Reception would revert to 30 in September 2017.
- 6.7.2 At Loxdale Primary School's last full inspection by Ofsted in November 2009 the School was judged to be 'Good'.
- 6.8 Manor Primary School
- 6.8.1 It is proposed that Manor Primary School is permanently expanded. Manor Primary School's Published Admission Number is currently 60. It is proposed that with effect from September 2015, the School's Published Admission Number is increased to 90.
- 6.8.2 At Manor Primary School's last full inspection by Ofsted in March 2008 the School was judged to be 'Outstanding'.
- 6.9 St Martin's CE Primary School
- 6.9.1 It is proposed that the number of Reception places available in St Martin's CE Primary School is increased from 30 to 60 in both September 2015 and September 2016. These bulge cohorts would then flow through the School and the admission limit in Reception would revert to 30 in September 2017.
- 6.9.2 At St Martin's CE Primary School's last full inspection by Ofsted in October 2013 the School was judged to be 'Good'.

- 6.10 Stowlawn Primary School
- 6.10.1 It is proposed that the number of Reception places available in Stowlawn Primary School is increased from 30 to 60 in September 2015. This bulge cohort would then flow through the School and the admission limit in Reception would revert to 30 in September 2016.
- 6.10.2 At Stowlawn Primary School's last full inspection by Ofsted in January 2013 the School was judged to be 'Good'.

7.0 Planning Area 3

- 7.1 Planning Area 3 consists of the following Wards; Graiseley, Merry Hill, Park, Penn, St Peter's, Tettenhall Regis and Tettenhall Wightwick. Levels of demand for primary school provision in Planning Area 3 have increased in recent years.
- 7.2 Figure 4 below illustrates the projected size of future Reception cohorts in Planning Area 3.

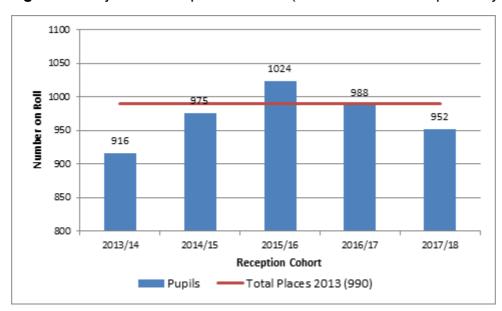


Figure 4: Projected Reception Cohorts (Source: Wolverhampton City Council)

Please note:

- The 2014 Primary School Expansion Programme is currently being implemented; this Programme will introduce 30 additional Reception places into Planning Area 3 with effect from September 2014.
- Projections will be subject to validation.
- 7.3 Future levels of demand for primary school provision in Planning Area 3 are anticipated to be impacted upon by a number of significant local housing regeneration schemes. Housing regeneration schemes within Planning Area 3 that are anticipated to result in a

- pupil yield include the Craddock Street development (St Peter's Ward) and the development of the former Adas site (Tettenhall Regis Ward).
- 7.4 In order to meet the anticipated level of demand and to ensure that sufficient primary school places are available in Planning Area 3 it is proposed that additional school places are provided in the following schools:
 - West Park Primary School (Park Ward)
 - Westacre Infant School (Tettenhall Wightwick Ward).
- 7.5 West Park Primary School
- 7.5.1 It is proposed that the number of Reception places available in West Park Primary School is increased from 30 to 60 in both September 2015 and September 2016. These bulge cohorts would then flow through the School and the admission limit in Reception would revert to 30 in September 2017.
- 7.5.2 At West Park Primary School's last full inspection by Ofsted in April 2014 the School was judged to be 'Good'.
- 7.6 Westacre Infant School
- 7.6.1 It is proposed that Westacre Infant School is permanently expanded. Westacre Infant School's Published Admission Number is currently 75. It is proposed that with effect from September 2015, the School's Published Admission Number is increased to 90.
- 7.6.2 At Westacre Infant School's last full inspection by Ofsted in November 2010 the School was judged to be 'Good'.
- 7.6.3 It should be noted that Westacre Infant School's corresponding Junior School is Uplands Junior School which has a Published Admission Number of 96.

8.0 Statutory Process

- When proposing significant prescribed alterations to schools, Local Authorities must follow statutory guidelines as detailed within The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.
- 8.2 Local Authorities must follow a statutory process when seeking to expand a school if;
 - The proposed enlargement to the premises of the school is permanent (longer than 3 years) and would increase the capacity of the school by:
 - o more than 30 pupils; and
 - o 25% or 200 pupils (whichever is the lesser).

8.3 Overview of statutory process:

Stage 1	Publication	Statutory Proposal Published – 1 day	
Stage 2 Representation		Formal consultation process (4 weeks)	
Stage 3	Decision	Decision maker must make a decision on the proposal within 2 months of the end of the Representation Period or the decision is referred to the Schools Adjudicator	
Stage 4	Implementation	Proposal implemented as specified in the published statutory notice	

- 8.4 The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 have removed the requirement for a prescribed 'pre-consultation' period. However, there is a strong expectation that proposers consult interested parties in developing their proposal prior to Publication as part of their duty under public law to act rationally. In line with this duty, it is proposed that interested parties including Governing Bodies, parents, school staff and local communities are consulted prior to reaching Publication.
- 8.5 Please note initial discussions have taken place with all schools proposed for inclusion in the 2015 Primary School Expansion Programme. The proposal has been outlined along with the democratic process and required consultation processes.
- 8.6 Statutory consultation is required for the following proposed school expansions as the criteria outlined in paragraph 8.2 have been met; Bushbury Hill Primary, Bilston CE Primary, Eastfield Primary, Loxdale Primary, Manor Primary, St Martin's CE Primary and West Park Primary. The following consultation and decision making timeline is proposed:
 - 1 July 2014 28 July 2014 (Initial Consultation)

 Consultation with stakeholders including parents, staff, Governors and the local community regarding the proposals.
 - August 2013 Individual Executive Decision Report
 Consideration given to the responses to initial consultation and a decision will be made whether or not to proceed to Stage 1 of the statutory process.
 - 29 September 2014 (Stage 1 Publication)
 If a decision is made to continue, a Public Notice would be published summarising the proposals.
 - 29 September 2014 26 October 2014 (Stage 2 Representation)
 Representation Period Offers stakeholders the opportunity to submit comments on the proposals to be taken into account by the decision-maker.

- 10 December 2014 (Stage 3 Decision)
 The Cabinet of the Council would consider the Representations which would inform the final decision on the proposals.
- 1 September 2015 (Stage 4 Implementation)
 If the proposals are approved then the expansion would be implemented.

Please note that schools have the option to consider conversion to Academy status; the process for an Academy to seek to expand differs significantly from that required for community school expansions, however, in both cases consultation is required.

- 8.7 The determination of admission arrangements into schools for September 2015 was part of statutory consultation undertaken in Autumn 2013. Subject to approval and in line with the requirements of the School Admissions Code, the Governing Body of each school would be consulted on the proposed change to the school's Published Admission Number.
- 8.8 Please note that not all schemes included within the 2015 Programme meet the defined criteria to follow the statutory consultation process. Westacre Infant School and Stowlawn Primary School do not meet the criteria whereby statutory consultation is required; Representatives of the Council will attend Full Governing Body meetings of these schools to outline the proposals and seek approval to change admission limits.

9.0 Financial implications

- 9.1 Feasibility work has yet to be undertaken but the costs for the Programme are estimated at £10-15 million. Please note that this estimate has been based solely upon a m² rate and is therefore subject to change.
- 9.2 The funding strategy for the Programme will be developed over the forthcoming months for reporting to Cabinet (Resources) Panel and Council in the Autumn. Sources of funding could include Basic Need and capital maintenance allocations from central Government, capital receipts ring fenced to the Building Schools for the Future (BSF) Programme that are for the benefits of the schools' estate, and prudential borrowing.
- 9.3 Increasing the admission numbers of schools will also have revenue budget implications. Subject to approval by Schools Forum, the additional revenue costs attached to these proposals would be 100% grant funded through the Dedicated Schools Grant (DSG) and therefore require no additional financial commitment from the Local Authority. [MF/02062014/H]

10.0 Legal implications

- 10.1 Local Authorities have a duty to ensure sufficiency of school places.
- 10.2 As detailed in Section 8, there is a requirement to undertake a statutory process when proposing significant changes to schools.

10.3 Any proposals to alter the structure of schools would need to comply with the provisions in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 to ensure that sufficient consultation is undertaken and that relevant stakeholders are notified of proposals and decisions in a timely manner. RB/03062014/X

11.0 Equalities implications

11.1 An Equality Analysis (Stage 1) has been undertaken with regard to the Primary School Organisation Strategy 2014 - 2017. This indicates that there are no reasons why it is not safe, in relation to the Public Sector Equality Duty and Equality Act 2010 to proceed as indicated in the recommendations.

12.0 Environmental implications

12.1 Any building work arising from these proposals would be geared to promote improvement to the physical environment. Specifications for building work would ensure that any materials, site works and equipment involved follow the Council's Environmental Policy and the Council's commitment to carbon reduction.

13.0 Human resources implications

13.1 Subject to final approval of proposals, there is likely to be a need for schools to employ additional staff to support the increased number of pupils. However, the future organisation of staff within schools is the responsibility of individual schools' Headteachers and Governing Bodies.

14.0 Corporate landlord implications

14.1 Subject to final approval of the proposals included in the 2015 Programme, the intention is to improve the Council's education portfolio through capital investment schemes likely to include, refurbishment and adaptation of existing spaces, modular construction and traditional extensions. All such works would be commissioned appropriately through the Corporate Landlord.

15.0 Schedule of background papers

- Children & Young People Scrutiny Panel (19 June 2014) Primary School Organisation.
- Meeting of the City Council (6 November 2013) 2014 Primary School Expansion Programme – Funding Strategy.
- Cabinet (Resources) Panel (24 September 2013) 2014 Primary School Expansion Programme – Funding Strategy (exempt report).
- Cabinet (19 June 2013) Primary School Organisation

APPENDIX A

PRIMARY SCHOOL ORGANISATION STRATEGY 2014 - 2017

1. Introduction

Background

This Strategy is a key feature of Wolverhampton City Council's approach to meeting its statutory duties as an advocate for parents and families, supporting vulnerable children and championing educational excellence.

Underpinning both the Council's Corporate Plan and Wolverhampton's Children and Young People's Plan, this document details the significant challenges that the Council faces with regard to the sufficiency and distribution of primary school places in the City and outlines a set of recommendations to guide the future development of primary school provision across Wolverhampton.

The Primary School Organisation Strategy, aligned with the Council's School Improvement Strategy, seeks to secure sufficient school places where high quality education is provided that contributes to improved educational outcomes across the City. The two Strategies recognise the Council's role in ensuring sufficiency of provision and in influencing the quality of education provided regardless of how schools are organised or governed.

The principles that have guided the development of this Strategy are:

- The right of every child to fulfil their potential
- The needs of local communities
- The value of partnership working
- The requirement to consider the sustainability of the school estate
- The need to ensure resources are used efficiently.

Context

Key Statutory Duties:

Councils are under a statutory duty to ensure that there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. They must also ensure that there are sufficient schools in their area, promote diversity and increase parental choice.

There is a legal requirement that any class containing infant aged children (five, six and seven year olds) will not exceed a maximum of 30 pupils with a single class teacher, other than when

an additional pupil admitted fits the criteria for an 'excepted' pupil (as defined in the School Admissions Code).

Demand:

The main challenge that the City faces, in relation to the organisation of primary school provision, is ensuring that sufficient high quality school places are available to meet the needs of local communities across the City.

Levels of demand for primary school provision across the City have increased significantly in recent years. This upsurge has been primarily driven by an increase in the number of births to Wolverhampton residents; a 26% increase between 2002 and 2012 (Office for National Statistics). As demand has increased, the number of surplus school places has reduced and levels of surplus within lower year groups are now constrained.

In order to meet demand, the Council has recently invested in the provision of additional primary school places in a number of areas of high demand across the City; however, additional primary school places will be required in order to meet future demand. Pupil projections suggest that the size of Reception cohorts across the City will increase in the short term.

Autonomous School System:

New central government policy initiatives, including the establishment of Free Schools and the conversion of schools to Academy status, have changed the landscape in which education is delivered and school organisation is undertaken.

Wolverhampton's primary school estate is likely to change significantly in the short to medium term as schools convert to Academy status and as groups propose the establishment of Free School provision in the City. However, the Council must continue to ensure that the needs of local communities across the City are met and that sufficient high quality primary school provision is available.

2. Primary School Organisation

This section details the key recommendations that the Council will use to guide the organisation of the primary estate:

School Size

In order to ensure the efficient use of resources, whilst avoiding the loss of a more personal primary ethos, it is recommended that primary schools in the City provide a minimum of 30 places per year group (one form entry) and a maximum of 90 places per year group (three form entry).

Larger primary schools (2 form entry and above) can potentially offer; greater opportunity for specialism, workforces to have a wider spectrum of experience and expertise, increased opportunity to offer a broad and balanced curriculum, greater flexibility to cover staff absence, increased potential to provide strategic leadership succession opportunities, the opportunity to

use resources more efficiently and an increased ability to respond to change more readily. This Strategy supports the development of larger schools, where appropriate.

Admission Limits

Admission limits will be managed in accordance with Infant Class Size Regulations and in order to promote the most efficient use of resources. This Strategy recommends that admission limits, which exceed a form of entry (i.e. 30 pupils), are either set as full forms of entry (multiples of 30) or half forms of entry (multiples of 15).

The Introduction of Additional School Places

In order to meet rising demand for primary school places the Council will continue to consider, where feasible, the expansion of existing schools across the City.

The following factors will be considered when prioritising potential school expansion schemes:

- Parental Choice schools which are most popular with parents
- School Performance schools judged as 'Good' or 'Outstanding' by Ofsted
- Attainment schools whose end of key stage results consistently exceed floor standards
- School Leadership schools with stable and proven leadership
- Location schools located within areas of high demand
- Viability for expansion schemes which can be most easily and efficiently implemented
- Value for money schools that can most cost effectively be expanded.

In order to safeguard the sustainability of the school estate, the expansion of existing schools will always be investigated in the first instance, prior to considering the introduction of new provision.

Bulge Classes

In specific circumstances, where local demand is predicted to rise and then fall within a short period of time, the Council will consider the introduction of bulge classes. These are time limited expansions of the capacity of individual year groups within a school, for example, a temporary increase of a school's admission limit by one form of entry in an individual year group to meet demand. Bulge classes would only be considered when the permanent expansion of a school to meet demand would not be sustainable.

Vertical Grouping

Vertical Grouping (or the employment of mixed age classes) is most commonly employed in primary schools with intakes of 45 or 75 and works successfully in a number of schools across the City. However, the use of this structure can increase the complexity of planning and delivering the curriculum.

When an opportunity or need arises consultation will be conducted with Headteachers and Governors to consider increasing or reducing admission limits in schools with existing 45 or 75

admission limits. This Strategy recommends that the introduction of additional 45 or 75 admission limits only be considered once other practical solutions have been exhausted.

Intervention

As identified within the Council's School Improvement Strategy, the Council will consider proposing the adoption of structural solutions (including both federation and sponsored academy status) in order to improve standards in underperforming schools.

Federations:

Federations offer schools the opportunity to share best practice and support one another.

The term federation is used to describe the creation of formal shared governance structures, which enable schools to raise standards and enhance provision by sharing resources, staff, expertise and facilities. There are a variety of federation models that allow schools to choose which model best suits their needs.

Regardless of the federation model adopted, individual schools retain their identity, continue to receive individual school budgets, have separate Ofsted inspections and report on performance individually.

Federating schools can have a number of benefits, including:

- Providing a structured way for schools to learn from each other and share best practice
- Offering opportunities for improved teaching and learning through increased specialism
- Building capacity across the federation
- Saving on planning and administration time
- Offering better support and development opportunities for School Governors
- Providing broader career opportunities across the federation
- Extending curriculum entitlement.

Sponsored Academies:

In certain circumstances, the Council will facilitate the sponsorship of schools to become academies or support eligible schools to convert to academy status. Such steps will only be taken to support the overall improvement of education in the City, including the raising of pupils' attainment and progress.

Where appropriate, the Council will work with other agencies to identify locally sourced sponsors to support the conversion of schools.

Specialist Provision

This Council recognises the value of some specialist provision being attached to primary schools. For example, sensory resource bases are the most appropriate way to meet the needs

of pupils with sensory needs and this Strategy requires that any primary school reorganisation does not detrimentally impact on such provision.

It should be noted that resource base provision across the City is commissioned by the Council and that service level agreements are in place with individual providers/schools.

Infant and Junior School Provision

This Strategy recommends that the Council invites responsible bodies (e.g. Governing Bodies or Trusts) to consider the merger or amalgamation of infant and junior schools whenever the Headship of a school becomes vacant. For merger to be considered, the leadership of the establishment that is proposed for expansion must be at least 'Good'.

Bringing infant and junior schools together offers a number of advantages, including:

- Reducing the number of major transitions that pupils face
- Reducing the likelihood of lost learning at the beginning of Key Stage 2
- Increasing the opportunity for specialist teachers to work with a wider range of pupils
- Providing the opportunity for a consistent approach to the curriculum to be adopted
- Ensuring the continuity of teaching, learning and achievement
- Cost savings through economies of scale.

Please note that, in this context:

- The 'merger' of infant and junior schools is the process of joining the schools together by discontinuing one establishment and expanding and altering the age range of the other.
- The term amalgamation relates to the process of joining the schools together by discontinuing both establishments and creating a new school.

Surplus Place Position

Surplus places are school places that have not been filled.

This Strategy recommends that a minimum level of surplus within each year group of 4% (against admission number) is available at a citywide level.

A level of surplus is essential in order to provide for parental choice, to allow for unexpected fluctuations in demand and to offer flexibility to cater for mid-year entrants. Too few surplus places can result in reduced parental choice, increased travel times, and increased class sizes. However, too great a number of surplus places can lead to the inefficient use of resources.

To ensure that pupils can access a local school and that pupils' travel times are reasonable this Strategy recommends that, where required, a primary school place is available within a maximum of two miles of each primary school pupils' home. An aspiration of this Strategy is to offer pupils a school place within their local community. In order to support this aspiration, the Council has recently introduced Planning Areas. The City has been divided into three planning

areas which will enable a localised approach to be adopted when developing solutions and reporting upon primary school organisation. This approach also recognises the differing pressures facing local communities across the City.

Removal of Maintained Provision

In certain circumstances the Council will consider the removal of maintained provision.

This Strategy requires that the Council considers the closure of a school if the school meets two or more of the following criteria:

- The school is judged Inadequate by Ofsted
- The performance of pupils at the school is unacceptably low
- The school has a significant number of surplus places
- There are significant suitability issues in respect of the school's accommodation and/or site
- Closure could be effected without denying any pupils access to at least one alternative school with available places within a maximum of two miles of their home.
- The substantive Headteacher has left or is leaving.

Prior to initiating any statutory processes to close a school, the Council will consult with the school's Headteacher and the Chair of the school's Governing Body to discuss how the criteria may apply to their school. As part of this process the Council will review and consult with schools' Governing Bodies regarding:

- The likely impact of a school's closure on other schools in the local area, taking account of numbers on roll and the capacity of schools to enhance provision for children and families
- Projected levels of future demand
- The importance of the school to the wider community
- The condition, suitability and sufficiency of school facilities.

Free Schools and Academies

The environment within which school place planning is undertaken is undergoing significant change as a result of central government policy initiatives including the introduction of Free Schools and the conversion of schools to Academy status.

Legislation dictates that, when considering the establishment of a new school, Free School/Academy proposals should be considered in the first instance.

The Council recognises the value of sustaining an effective partnership with all schools regardless of their status or governance arrangements. In order to support the Council with its duty to ensure the supply of sufficient school places within an increasingly autonomous school system, the Council will seek to establish and maintain a strong working partnership with any Free Schools, Academies, Trusts and Diocesan Authorities in the City.

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¹ If the closing school is denominational, then alternative denominational provision (Church of England or Catholic) should be available within a maximum of two miles of pupils' homes, where appropriate.

Opportunities to expand on the number of Free Schools in the City will be explored in order to meet basic need; however introducing additional Free School provision in geographically appropriate locations and in a timely manner presents a significant challenge.

In order to improve the quality of education across the City the Council will continue to recommend the adoption of structural solutions (including federations and sponsored academy status) and seek to influence the implementation of effective governance arrangements that promote school improvement.

Estate Management

It is recommended that a long term approach is taken to the management of educational assets in order to ensure that fluctuations in demand can be effectively and efficiently catered for. Where appropriate, sites should be reserved as contingency to cater for anticipated increases in demand, such as that resulting from new housing developments. However, it should be recognised that adopting a longer term approach will result in short-term budgetary pressures as sites must be secured and maintained.

Where circumstances arise that present the opportunity to use existing school accommodation in different ways, this Strategy would require that priority is given to the provision of statutory school places.

Change Management

Whilst any primary school reorganisation or development scheme seeks to minimise disruption to pupils and parents and avoid any longer term detriment to pupils, it is recognised that making significant changes to individual establishments can have a disruptive effect on the delivery of education.

This Strategy requires that schools are effectively supported through the change process. The method of support required would need to be tailored to schools' individual needs, but would be agreed at an early stage via a School Support Group which would be organised and chaired by the School Place Planning Team.

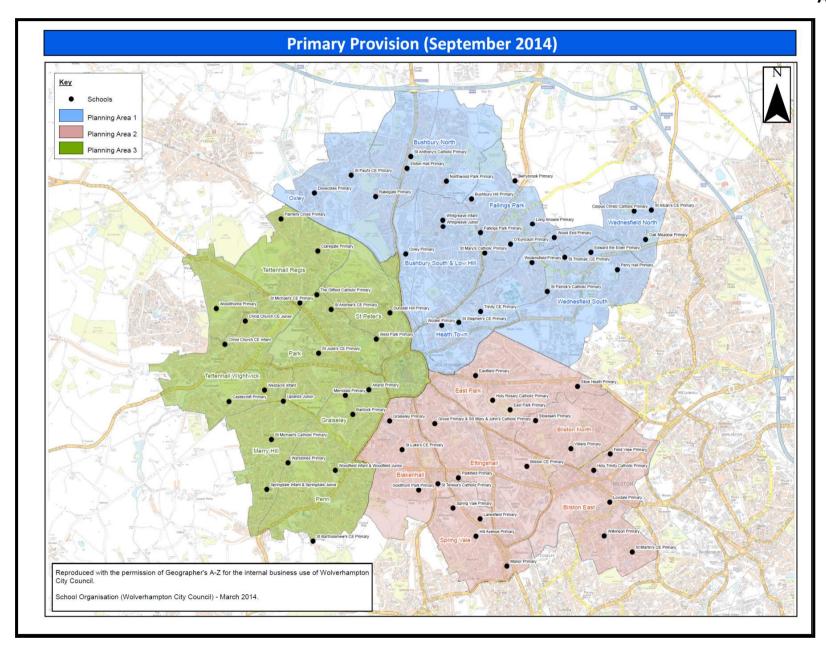
Other Considerations

This strategy requires that when considering primary school organisation:

- The Council works closely with Diocesan Authorities to ensure that an appropriate balance of denominational and community places are available.
- That, if at all possible, the need for compulsory redundancy is avoided.
- Equal opportunities are promoted and that particular groups of children are not disadvantaged.

Strategy Review

The Strategy will be subject to review on an annual basis.



APPENDIX C

2015 Primary School Expansion Programme - Summary

Planning Area	School	Ward	Permanent Expansion/ Bulge	Published Admission Number 2014/2015	Proposed Published Admission Number 2015/2016
1	Bushbury Hill Primary	Fallings Park	Bulge	30	60
2	Bilston CE Primary	Ettingshall	Permanent	45	60
	Eastfield Primary	East Park	Permanent	45	60
	Loxdale Primary	Bilston East	Bulge	30	60
	Manor Primary	Spring Vale	Permanent	60	90
	St Martin's CE Primary	Bilston East	Bulge	30	60
	Stowlawn Primary	Bilston North	Bulge	30	60
3	West Park Primary	Park	Bulge	30	60
	Westacre Infants	Tettenhall Wightwick	Permanent	75	90

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