

# Confident, Capable Council

## Scrutiny Panel

16 November 2016

**Time** 6.00 pm      **Public Meeting?** YES      **Type of meeting** Scrutiny  
**Venue** Committee Room 3 - 3rd Floor - Civic Centre

### Membership

**Chair** Cllr Rita Potter (Lab)  
**Vice-chair** Cllr Andrew Wynne (Con)

#### Labour

Cllr Alan Bolshaw  
Cllr Jacqueline Sweetman  
Cllr Mary Bateman  
Cllr Caroline Siarkiewicz  
Cllr Harbans Bagri  
Cllr Dr Michael Hardacre  
Cllr Payal Bedi-Chadha  
Cllr Louise Miles  
Cllr Paula Brookfield  
Cllr Ian Brookfield

#### Conservative

Cllr Udey Singh

Quorum for this meeting is three Councillors.

### Information for the Public

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

**Contact** Earl Piggott-Smith  
**Tel/Email** Tel: 01902 551251 or [earl.piggott-smith@wolverhampton.gov.uk](mailto:earl.piggott-smith@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 2nd floor, St Peter's Square,  
Wolverhampton WV1 1RL

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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**
- 2            **Declarations of interest**
- 3            **Minutes of previous meeting (14 September 2016)** (Pages 5 - 8)  
[To approve the minutes of the previous meeting as a correct record]
- 4            **Matters arising**  
[To consider any matters arising from the minutes]

### DISCUSSION ITEMS

- 5            **Budget Review - Draft Budget 2017/18** (Pages 9 - 16)  
[Mark Taylor, Director of Finance, to present report]
- 6            **Draft Budget and Medium Term Financial Strategy 2017/18 - 2019/20** (Pages 17 - 24)  
[Mark Taylor, Director of Finance, to present report]
- 7            **Future Works - Digital Transformation Programme Update** (Pages 25 - 44)  
[Andy Hoare, Head of Service ICT, will present update report on the Digital Transformation Programme]
- 8            **Terms of Reference and Nominations for Specific Reserves Working Group**  
(Pages 45 - 48)  
[Claire Nye, Chief Accountant, to present report to establish the terms of reference for a working group to review the Council's specific reserves and to agree the membership of the working group.]

## Attendance

### Members of the Confident, Capable Council Scrutiny Panel

Cllr Alan Bolshaw  
Cllr Jasbir Jaspal  
Cllr Jacqueline Sweetman  
Cllr Mary Bateman  
Cllr Caroline Siarkiewicz  
Cllr Andrew Wynne (Vice-Chair)  
Cllr Rita Potter (Chair)  
Cllr Dr Michael Hardacre  
Cllr Payal Bedi-Chadha  
Cllr Louise Miles

### In Attendance

Cllr Andrew Johnson                      Cabinet Member for Resources

### Employees

Earl Piggott-Smith	Scrutiny Officer
Sue Martin	Head of Revenue and Benefits
Mark Taylor	Director of Finance
Tracey Richards	Recovery Manager

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## Part 1 – items open to the press and public

*Item No.*      *Title*

- 1 Apologies**  
Apologies were received from the following members of the panel:  
  
Cllr Harbans Bagri
- 2 Declarations of interest**  
There were no declarations of interest recorded.
- 3 Minutes of previous meeting (29 June 2016)**  
Corrections  
  
Future Works – ensuring that we have a right IT infrastructure and business

The reference in the minutes about the level of digital exclusion was incorrect – the figure of 55 per cent to 65 per cent should have stated that this refers to the level of digital inclusion in Wolverhampton.

The reference in the resolution 2 should have stated – The Head of Service to include details of the current number of people using new Council services compared to the expected number.

Cllrs Udey Singh and Cllr Bedi-Chadha submitted their apologies for the meeting but were not listed as attending.

That the minutes of the meeting held on 28 June 2016, subject to the agreed changes, be approved as a correct record and signed by the Chair.

4 **Matters arising**

Minute 6: Future Customer - Improving Customer Service

Mark Taylor, Director of Finance, presented a briefing paper in response to a request for more information about the budget issues linked to the transfer of staff to City Direct as part of the Customer Services Transformation Programme.

The panel noted the information.

5 **Outcome of the Local Government Association Finance Peer Review**

Cllr Andrew Johnson, Cabinet Member for Resources, introduced the report and commented that the findings present a favourable review of the Council. The report also acknowledges the progress made by the Council to achieve financial stability. The Cabinet Member commented on the work done by corporate finance and audit to respond to the recommendations.

The Cabinet Member referred to the reference in the review report that it would be timely for the Council to take stock and reflect on its overall financial. The Cabinet Member suggested that members of the panel may wish to consider setting up a working group to undertake this work. The finding and recommendations of the review would be presented to a future meeting of Cabinet. The panel supported the idea and agreed to nominate members.

The Cabinet Member commented on discussions with Deputy Chief Executive of Leeds to look at how the Council can build on its achievements. The Cabinet Member wanted to formally record his thanks to the team for the work done to prepare for the peer review and also to members of the LGA Peer Review team for their work.

The panel discussed the reference in the report about the need for the capital programme to be made more robust.

The Cabinet Member for Resources commented that comment refers to the issue of slippage in the capital programme and the need for more realistic forecasting. The Cabinet Member supported this approach and highlighted the importance of good forward financial planning.

The panel queried the recommendation in the report to reviewing the plan for addressing the projected budget deficit. The Cabinet Member accepted the recommendation and commented that this was work in progress, but also advised the panel that this was a peer review and not a financial audit of the Council finances.

Resolved:

1. The panel welcomed the report and wanted to also record their congratulations on the positive comments detailed in the LGA peer review about the performance of the Council.
2. The panel agreed to set up a working group to review the Council's overall financial strategy as suggested in the LGA Peer Review report. The findings to be reported to a future meeting of Cabinet.

The following members to be part of the review group

Cllr Potter (Chair)  
Cllr Wynne  
Cllr Miles  
Cllr Udey Singh  
Cllr Sweetman

The terms of reference and date of meeting to be agreed in discussion with the Director of Finance.

## 6 **Budget Update and Review**

Cllr Andrew Johnson, Cabinet Member for Resources, introduced the report about the Council's finances and invited panel comments on the findings.

The panel queried the reasons for the increase in the overall deficit figure of £9.9 million in the Collection Fund. The Director of Finance explained that the Council has to make provision to meet successful appeals about business rates. The Director of Finance that making adequate provision to meet the cost of successful business rates appeals is a challenge for all local authorities.

The panel queried the £3.4 million underspend within the Children and Young People Service. The Cabinet Member for Resources commented that the term 'underspend' is not an accurate description - the sum of £3.4 million are early savings linked to the success of a range of intervention programmes, for example investment in funding extra social workers has delivered significant savings in other areas.

The panel queried the Council's debt write off policy. The Director of Finance, Mark Taylor, explained the work done to recover outstanding debts and that he has delegated authority to write off debts of less than £5,000. The Director of Finance explained that this would be done only after all attempts to recover the debt would have been attempted.

Resolved:

The panel welcomed the report and progress made

7 **Debt Management Update Report**

Cllr Andrew Johnson, Cabinet Member for Resources, introduced the report and congratulated the work of Sue Martin and members of her service in successfully improving the debt collection performance rate. Tracey Richards, Recovery Manager, briefed the panel on the progress made and the changes made to deliver a better customer service experience. The service is looking at issues from the customer viewpoint. The Recovery Manager explained the Council's write off policy.

The Recovery Manager explained that the team had received training from the CAB on providing debt advice and will signpost customers to organisations such as Christians against Poverty, a charity offering financial advice, where appropriate.

The panel discussed the different options available to recover a debt. The Recovery Manager explained that the team understand the legal options available to the Council to pursue the recovery of a debt. The team will explain the impact on a debtor of not paying a priority debt – for example, non-payment of council tax. The service will in certain circumstances accept smaller payments to settle a debt.

Resolved:

The panel welcomed the report and congratulated the service on the improved performance in recovering debts owing to the Council.

The meeting closed at 6.40pm.

# Confident Capable Council Scrutiny Panel

16 November 2016

<b>Report title</b>	<b>Budget Update and Review</b>	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Claire Nye Tel Email	Chief Accountant 01902 550478 Claire.Nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>		

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## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Scrutinise the arrangements for:
  - a. Ensuring adequate identification and management of budget risks;
  - b. Budget planning and forecasting for future years.

## **1.0 Purpose**

- 1.1 To bring to the Panel's attention, information about the Council's finances that has been reported to either the Cabinet and/or Cabinet (Resources) Panel since the last update, including:

Reports relating to the Council's Budget and Medium Term Financial Strategy

- Fees and Charges Review 2017/18
- Financial Plan and Efficiency Strategy
- 100% Business Rates Retention Pilot
- Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20

## **2.0 Background**

- 2.1 As set out in the Confident Capable Council Scrutiny Panel work plan, regular updates on the budget and medium term financial strategy will be received throughout the year. This is the third report of this nature during 2016/17.
- 2.2 Since the last update on 14 September 2016, three reports focussing on the Council's finances have been received by Cabinet, as set out below:

Cabinet, 19 October 2016

- Financial Plan and Efficiency Strategy
- Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20
- 100% Business Rates Retention Pilot

- 2.3 In addition, since the last update, one report focussing on the Council's finances has been received by Cabinet (Resources) Panel, as set out below:

Cabinet (Resources) Panel, 4 October 2016

- Fees and Charges Review 2017/18

In order to minimise printing costs, the Panel Chair has agreed that full versions of the reports will not be circulated again. It is recommended, however, that Panel members review the reports ahead of the meeting, and are requested to please bring the full versions that were circulated with the relevant Cabinet and Cabinet (Resources) Panel agenda papers to the meeting. Summaries of the relevant reports are shown below together with, for each report, a link to the original document.



### **3.0 Financial Plan and Efficiency Strategy**

- 3.1 This report was considered by Cabinet on 19 October 2016 and is [available via this link](#).
- 3.2 The purpose of the report was to review the Councils draft Financial Plan and Efficiency Strategy before its consideration for approval by Full Council on 9 November 2016
- 3.3 The updated Financial Plan and Efficiency Strategy provided further evidence to support the Council's submission for a four year central government funding settlement which would enable the authority to operate with increased financial certainty in the medium term.
- 3.4 Cabinet was asked to note that the submission to Secretary of State had now been made for the four year settlement. Confirmation of the Council's submission had been received and the Council was now awaiting further details from the Department for Communities and Local Government.
- 3.5 It was resolved that authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to agree the final amendments to the Financial Plan and Efficiency Strategy prior to presentation to Full Council in November, where approval for publication would be sought.

### **4.0 Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20**

- 4.1 This report, which was considered on 19 October 2016, provided Cabinet with an update on progress towards identifying additional opportunities to address the projected £22.2 million budget deficit for 2017/18 and to seek approval to progress the budget reduction and income generation proposals to the formal budget consultation and scrutiny stages of the budget process. The report is [available via this link](#).
- 4.2 The projected Budget Challenge of £22.2 million at March 2016 has now been revised to £23.5 million. This was due to a number of proposals being refiled or removed. The Council has currently identified £13.5 million Budget Reduction and Income Generation proposals and £10.0 million Financial Transactions and Base Budget Revisions for 2017/18. A balanced budget is now projected for 2017/18. Work continues to identify additional budget reduction and income generation opportunities to address the projected budget deficit in 2018/19 and 2019/20, amounting to £30.4 million, in order to ensure that a balanced budget can be set over the medium term.
- 4.3 The Budget Reduction and Income Generation proposals will progress to formal budget consultation and scrutiny stages of the budget process during October 2016 to January 2017, with the proposals relevant to this scrutiny panel being discussed also at this meeting.

- 4.4 It was resolved that authority be delegated to the responsible Cabinet Member and the Cabinet Member for Resources, in consultation with the responsible Director and the Director of Finance to implement financial transactions and base budget revisions at the earliest opportunity where the proposal is not reliant on the outcome of formal budget consultation.
- 4.5 Cabinet approval was also sought to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance to explore the option of making further pension contributions to the West Midlands Pension Fund in 2017/18, in order to reduce the total costs and secure on-going budget reductions to support the budget challenge that the Council would face in future years.
- 4.6 Cabinet recommended that Council note that:
1. The updated projected deficit already assumes the achievement of previously agreed budget reduction and income generation proposals amounting to £37.4 million over the four year period to 2019/20. Having identified budget reductions in excess of £175 million over the last six financial years, the extent of the financial challenge over the medium term continues to represent the most significant that the Council had ever faced.
  2. An initial review of the assumptions and projections built into the Draft Budget and MTFS 2017/18 - 2019/20 had been undertaken, with further work to be completed during the 2017/18 budget setting process. The review of projections includes assessing the option for making further pension contributions to the West Midlands Pension Fund in order to secure on-going budget reductions, in addition to assessing the successful delivery of previously approved proposals.
  3. Due to a range of external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council. Specific known issues including the Apprenticeship Levy, the Improved Better Care Fund Government funding and the West Midlands Combined Authority are currently being investigated. An update on any impact that these factors have on the MTFS would be reported in due course to Cabinet.
  4. The 2017/18 budget timetable would, as in previous years, include updated reports presented to Cabinet in January 2017 detailing the outcome of the Provisional Local Government Settlement and the budget consultation and scrutiny, with the final budget report due to be presented to Cabinet in late February and then Full Council in March 2017 for final approval.
  5. The overall level of risk associated with the Draft Budget and Medium Term Financial Strategy 2017/18 to 2019/20 continued to be assessed as Amber.

## **5.0 100% Business Rates Retention Pilot**

- 5.1 This report, which was considered by Cabinet on 19 October 2016 and is [available via this link](#).
- 5.2 The purpose of this report was to provide the Cabinet an update on the 100% Business Rates Retention Pilot and approval was sought for the Council to participate in the Pilot.
- 5.3 The Government has announced that it intends to introduce a national scheme for the full local retention of all business rates, potentially from 2020/21 onwards. Areas that have agreed a Devolution Deal have the opportunity to be involved in a 100% business rates retention pilot, which will begin from 1 April 2017.
- 5.4 The City of Wolverhampton Council is one of seven constituent members of West Midlands Combined Authority that has agreed a Devolution Deal. Subject to approval by each local authority and by Ministers, each of the seven West Midlands Metropolitan District Councils could be involved in a pilot should they wish. The Government have confirmed that pilots will operate on a no financial detriment principle.
- 5.5 It was resolved that City of Wolverhampton Council, as one of the Constituent Members of the West Midlands Combined Authority, participates in a business rates retention pilot from April 2017, on a no detriment basis and in accordance with the terms outlined in this report.
- 5.6 Birmingham City Council will act as the lead authority in order to co-ordinate arrangements and liaise with Department for Communities and Local Government over all matters relating to the pilot and that a fee is payable in recognition of any costs incurred relating to this role.
- 5.7 Cabinet approval was sought to delegate authority to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve any changes to the terms outlined in the report, which may be necessary as the negotiation of the detailed terms of the pilot are progressed by the Combined Authority.
- 5.8 Cabinet were also asked to note that the agreement to participate is subject to each individual constituent member authority's decision on whether to proceed with the pilot.

## **6.0 Fees and Charges Review 2017/18**

- 6.1 This report, which was considered by Cabinet (Resources) Panel on 4 October 2016, [available via this link](#).
- 6.2 The purpose of the report was to approve the fees and charges to take effect from 1 November 2016 (or as soon as possible thereafter).

- 6.3 The Council makes a wide range of fees and charges for many of its services. Some are discretionary and others are either specified or restricted by legislation or Government policy.
- 6.4 It was resolved that the fees and charges as set out in Appendices A to D within the report be approved to take effect from 1 November 2016 (or as soon as possible thereafter).
- 6.5 The Cabinet was recommended to approve that in some instances, as set out in further detail in the report, authority be delegated to the responsible Strategic Director in consultation with the Director of Finance, to vary fees and charges during the financial year where needed.
- 6.6 Cabinet was also recommended to approve that some instances, as set out in further detail in the report, authority be delegated to the responsible Cabinet Member for the service and Cabinet Member for Resources, in consultation with the relevant Strategic Director or the Director of Finance as appropriate, to vary existing fees and charges during the financial year where needed.
- 6.7 It was resolved that, where there is an opportunity to secure an act or event or utilise available rooms or halls for hire within Visitor Economy services and the projected net cost of the act, event or room hire generates a commercial return (including taking account of secondary spend from catering and sales), authority shall be delegated to the Head of Service - Visitor Economy to vary the fees and charges be approved. Any such variations will be recorded, along with the reason, as part of the normal evidencing process for audit purposes. Details of any variations should to be reported to Strategic Finance in a format agreed by the Director of Finance.
- 6.8 It was resolved that should any amendment be made to the VAT treatment of specific fees and charges, authority to vary those fees and charges be delegated to the Cabinet Member for Resources, together with the responsible Cabinet Member, in consultation with the Director of Finance and the responsible Strategic Director.
- 6.9 Cabinet approval was sought to delegate authority to the Cabinet Member for Children and Young People in consultation with the Strategic Director of People to approve new fees and charges for venue hire across the Strengthening Families Hubs within Children and Young People Services.
- 6.10 It was resolved that any variations to fees and charges made must be properly documented and appropriate records retained to ensure that there are robust records for the purpose of independent audit.
- 6.11 The Cabinet was asked to note that in accordance with delegated authority, as approved by Cabinet (Resources) Panel on 20 October 2015, a policy for charging parents for the placement costs of Looked After Children who are subject to a Full Care Order or a S20 Voluntary arrangement, was approved by the Cabinet Member for Children and Young People in consultation with the Strategic Director of People for implementation and application from 1 October 2016.

## **7.0 Financial implications**

- 7.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel.  
[MH/08112016/T]

## **8.0 Legal implications**

- 8.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel.  
[RB/08112016/D]

## **9.0 Equalities implications**

- 9.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel.

## **10.0 Environmental implications**

- 10.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel.

## **11.0 Schedule of background papers**

Financial Plan and Efficiency Strategy, report to Cabinet, 19 October 2016.

100% Business Rates Retention Pilot, report to Cabinet, 19 October 2016.

Draft Budget and Medium Term Financial Strategy 2017/18 - 2019/20, report to Cabinet, 19 October 2016.

Fees and Charges 2017/18, report to Cabinet (Resources) Panel, 4 October 2016.

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# Confident, Capable Council Scrutiny Panel

16 November 2016

<b>Report title</b>	Draft Budget and Medium Term Financial Strategy 2017/18 - 2019/20	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
	Councillor Milkinder Jaspal Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Mark Taylor	Director of Finance
	Tel	01902 554410
	Email	Mark.Taylor@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>		

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## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the Draft Budget 2017/18, in particular those elements that are relevant to this Scrutiny Panel, including specifically:
  - a) the Budget Reduction and Income Generation Proposals summarised at Appendix A.
  - b) the Financial Transactions and Base Budget Revisions summarised at Appendix B.
  - c) the other underlying assumption to the 2017/18 Draft Budget as detailed at Appendix C.
2. Approve that the Scrutiny Panel response be finalised by the Chair and Vice-Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek the Panel's feedback on the Draft Budget 2017/18 including the related Budget Reductions and Income Generation Proposals, Financial Transactions and Base Budget Revisions and underlying Medium Term Financial Strategy (MTFS) assumptions that was approved by Cabinet to proceed for formal consultation and scrutiny stages of the budget process, as appropriate, on 19 October 2016.

## **2.0 Background**

- 2.1 At its meeting on 19 October 2016, the Cabinet considered the Draft Budget for 2017/18. Cabinet approved this as the basis for budget consultation and scrutiny over the forthcoming months.
- 2.3 The Cabinet report recommended that Budget Reduction and Income Generation Proposals amounting to £13.5 million in 2017/18 proceed to the formal consultation and scrutiny stages of the budget process. The proposals that fall within the scrutiny remit of this Panel are shown at Appendix A.
- 2.4 The Cabinet report further identified that £10.0 million of Financial Transaction and Base Budget Revisions be incorporated into the 2017/18 Draft Budget. The Revisions that fall within the scrutiny remit of this Panel are shown at Appendix B.
- 2.5 Included at Appendix C is the other underlying assumption that impacts on the 2017/18 Draft Budget, that falls within the remit of this Panel, for example inflationary, demographic and pay related pressures.
- 2.6 It is important to note that any budget reduction and income generation proposals approved as part of prior year budget setting processes have already been scrutinised and approved by Cabinet and are therefore, already included in the MTFS.
- 2.7 As detailed in the Cabinet report, the 2017/18 Draft Budget will be considered by Scrutiny Panels during the November/December round of meetings and the feedback from those meetings will be reported to Scrutiny Board on 13 December 2016, which will consolidate that feedback in a formal response to Cabinet on 18 January 2017. The feedback provided to Scrutiny Board will include questions asked by Panel members, alongside the responses received. Cabinet will take into account the feedback from Scrutiny Board when considering the final budget setting report in February 2017, for approval by Full Council in March 2017.
- 2.8 In order to limit the volume of paper used as part of the budget reporting process, the Cabinet report has not been appended to this covering report. Panel members are instead requested to bring their copy of the Draft Budget and Medium Term Financial Strategy 2017/18 - 2019/20 report, which was circulated with the 19 October 2016 Cabinet agenda.



Detail of all the Council's individual savings proposals, including the latest to be considered by Cabinet on 19 October 2016, can be found on the council's website at: <http://www.wolverhampton.gov.uk/budgetsavings>

### **3.0 Proposals relating to the work of this Panel**

- 3.1 Included in the Draft Budget strategy are budget reduction and income generation proposals and financial transaction and base budget revisions relating to the remit of this Panel. These are listed at Appendices A and B. The Panel is requested to provide and record its comments on these proposals, for submission to Scrutiny Board and then Cabinet.
- 3.2 In addition to commenting on these specific savings, the Panel may also request additional information or clarification in relation to the budget and MTFS. Any such requests will be noted separately, either for consideration by the Panel at a future date, or for information to be forwarded to the Panel members concerned.

### **4.0 Financial implications**

- 4.1 The financial implications are discussed in the body of the report, and in the report to Cabinet.  
[MH/08112016/E]

### **5.0 Legal implications**

- 5.1 The legal implications are discussed in the report to Cabinet.  
[RB/08112016/F]

### **6.0 Equalities implications**

- 6.1 The equalities implications are discussed in the report to Cabinet.

### **7.0 Environmental implications**

- 7.1 The environmental implications are discussed in the report to Cabinet.

### **8.0 Human resources implications**

- 8.1 The human resources implications are discussed in the report to Cabinet.

### **9.0 Schedule of background papers**

- 9.1 Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20, report to Cabinet, 19 October 2016

**Budget Reduction and Income Generation Proposals by Cabinet Portfolio**

**Resources**

Details	2017/18 £000	2018/19 £000	2019/20 £000
<p><b>Cease Printing Residual Pay Slips</b> To phase out printed payslips and replace with a self-serve alternative that is accessible to all employees.</p>	(20)	-	-
<p><b>Audit Services, Insurance and Health &amp; Safety Restructure</b> To restructure the service area in order to ensure that it remains modern and cost-effective.</p>	(50)	-	-
<p><b>Procurement Restructure</b> Restructure of Procurement team to reduce management costs through the deletion of a vacant post.</p>	(50)	-	-
<p><b>Corporate Administration Review</b> To achieve efficiencies in administration processes across the Council.</p>	(50)	(250)	-

**Budget Reduction and Income Generation Proposals by Cabinet Portfolio**

**Governance**

Details	2017/18 £000	2018/19 £000	2019/20 £000
<p><b>Organisational Development</b> Reduction in the cost of providing Organisational Development (OD) function through the use of different delivery models and alternative management structures.</p>	(500)	-	-
<p><b>Further Development of YOO Recruit</b> Entering into a management partnership to further the development and trading of Yoo Recruit.</p>	(200)	-	-
<p><b>Governance Service Restructure</b> Rationalisation of staffing arrangements.</p>	(80)	-	-
<p><b>Review of External Legal Fees</b> The proposal is to review Legal Service's current external legal fees which are charged to other organisations/partners, so that they are in line with other local authorities and the private sector. This will in turn generate income.</p>	(70)	-	-
<p><b>School Admission Appeal Fees</b> Maximise income opportunities through appeals for academies and review the Service Level Agreement (SLA).</p>	(20)	-	-

**Appendix B**

**Financial Transactions and Base Budget Revisions**

**Resources**

<b>Details</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Revenues & Benefits – grant income	(100)	100	-
Special Dividend – Birmingham Airport	(3,500)	3,500	-
ICTS Contract Efficiencies	(100)	-	-
Revised assumptions regarding Pension Auto-enrolment – re-phasing to 2018/19	(1,000)	1,000	-
Revision to Pension Cost assumptions including further pension contributions in 2017/18 in order to secure on-going savings	2,088	1,000	-
Adjustment to assumptions around PFI savings	(220)	-	-
Revisions to incremental pay provision	(1,250)	(1,000)	(750)
Re-profile insurance inflation provision	(200)	200	-
Revisions to inflation contingency	(1,000)	-	-
Reassessment of the impact of interest rates on the Treasury Management Budget	(1,890)	(640)	-
Senior Management increments voluntarily foregone	(30)	-	-
Removal of budgeted contribution to the Bad Debt Provision	(200)	-	-

**Appendix B**

**Financial Transactions and Base Budget Revisions**

<b>Details</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Senior Management Restructure</b>	(200)	-	-

2017/18 Draft Budget Assumptions

Details	2017/18 £000	2018/19 £000	2019/20 £000
<b>Budget Growth</b>			
<b>Pay Related Pressures</b> – including pay award, increments and pension costs.	13,256	2,092	4,150
<b>Treasury Management</b> – including interest costs and the provision for the redemption of debt, also referred to as Minimum Revenue Provision (MRP).	2,455	14,309	164
<b>Insurance Arrangements</b> – forecast increase in Insurance Premiums in 2017/18.	200	-	-
<b>West Midlands Integrated Transport Authority Levy</b>	135	137	-
<b>Anticipated rise in NNDR</b>	145	145	-
<b>Anticipated rise in gas prices</b>	68	68	-
<b>Anticipated rise in electricity prices</b>	94	94	-
<b>Corporate Inflation Contingency</b> – linked to Financial Transaction and Base Budget Revision above.	1,500	1,500	4,000
<b>Apprenticeship Levy</b> – the forecast additional cost arising from the introduction of the Apprenticeship Levy in April 2017.	600	-	-

# Confident Capable Council Scrutiny Panel

16 November 2016

<b>Report title</b>	Future Works – Digital Transformation Programme Update	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson, Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Corporate Services	
<b>Originating service</b>	Information and Communication Technology (ICT)	
<b>Accountable employee(s)</b>	Andy Hoare	Head of Service, ICT
	Tel	01902 554044
	Email	<a href="mailto:Andy.Hoare@wolverhampton.gov.uk">Andy.Hoare@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	C3 Scrutiny Panel	

---

## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Note progress against delivery of the Future Works Digital Transformation Programme.

## **1.0 Purpose**

- 1.1 The purpose of this report is to update the Confident Capable Council Scrutiny Panel on progress against delivery of the Digital Transformation Programme.

## **2.0 Background**

- 2.1 The Council's Digital Transformation Programme was sanctioned by Cabinet Resources Panel on 20 October 2015. The programme consists of four integrated digital enablement projects with the following high-level deliverables:
- Customer engagement platform built on Microsoft's Dynamics CRM 2016 platform to enable convenient, intuitive customer digital self-service which supports the council's cost savings initiatives.
  - Single view of council data utilising Visionware's Multivue solution to provide a unified view of customer/citizens, businesses and property to enable a joined up approach to service delivery.
  - Business intelligence harnessing the power of Qlik's Qlikview dashboarding solution to allow timely provisioning of information that enables the council to make informed decisions and early interventions that will have a positive impact for residents, businesses and Council employees.
  - Business change to facilitate the redesign of Council services into digital services and to promote the adoption of the digital services by Council employees and the public of Wolverhampton.
- 2.2 The Digital Transformation Programme's vision is to fundamentally revolutionise the services delivered to citizens, transforming customer experiences and outcomes by enabling better service delivery through the use of digital technology channels and automation. Thus enabling citizens to engage and transact with the Council at their convenience and in a similar way they now engage with banks, travel companies and online shopping.
- 2.3 The programme's objective is to create a digitally enabled customer centric Council able to make informed decisions and early and/or predictive interventions that lead to action that will have a positive impact for residents, businesses and Council employees while delivering operational efficiency and cost savings.
- 2.4 The Digital Transformation Programme is a citizen focused programme that is disruptive of traditional practices and enabling of new ways of delivering public services. The programme challenges current working practices and ideas, delivering better customer outcomes through business change, by adopting 'digital by design' principles rather than 'digital by default'; the programme is not a 'channel shift' programme.
- 2.5 Since November 2015, the Digital Transformation Programme has successfully replaced the Council's legacy CRM solution, delivered a Council wide single view of the customer/citizens and provisioned three Business Intelligence applications to support informed decision making across all levels of the Council.



2.6 The Digital Transformation Programme is enabling the delivery of further benefits of the Customer Services Transformation Programme. The automating of previously manual activities, such as the sending of confirmation, progress update and closure emails, using the Customer Engagement Platform, is a simple example of efficiency improvements.

### **3.0 Programme delivery approach**

3.1 The overarching programme is managed by the Programme Director in conjunction with the Council's Head of Service for ICT. Project Managers have been engaged to manage each of the project streams at a detailed level, working with a Business Change Manager to liaise with the individual services. A Programme Planner works with the Project Managers and Business Change Manager to develop detailed plans for each of the project streams and business change activities, resulting in a programme plan with the mapping of dependencies across the streams of activities. Support is provided by the Programme Office who maintain and regularly review the risks, issues, actions and decisions logs.

3.2 A Programme Board, chaired by the Programme Director, consisting of key programme resources, business stakeholders and Council ICT specialists, meets on a weekly basis to review progress, priorities, plans, finances and governance arrangements across the programme. Project planning sessions, stakeholder workshops, 'show and tell' feedback sessions and technical review groups also form part of the weekly/fortnightly programme governance cycle.

3.3 The programme has divided each project into a number of phases with each phase having a set of defined outcomes and timescales; the outcomes and timescales being different for each project. Each phase for each project is further sub-divided into a number of short burst work packages. Each short burst of work usually lasts for a two-week period. Progress against planned activity is tracked and reported during this period (Appendix 5).

3.4 A blend of Council employees, specialised contract resources and third party implementation partners have been engaged to support the delivery of the programme. The specialised contract resources and implementation partners have been utilised to provide specialist technical capability or support the programme governance. Skills and knowledge transfer are taking place to ensure the Council is self-sufficient with regards to on-going support activities following the completion of the programme.

### **4.0 Current position**

4.1 Tables 1.1, 1.2 and 1.3 summarises by each of the project streams what the Digital Transformation Programme has delivered to date:

**Table 1.1 - Business Intelligence**

Deliverable	Enabled	Delivered
Reporting of archived Payroll and Finance mainframe data	<p>Teams in the Hub, such as Payroll, Finance, Creditor Payments etc. are able to run dynamic queries against historical information dating back 5 years or more providing instant results.</p> <p>Significantly reduced the time taken to respond to enquiries from employees and businesses regarding historical transactions and preventing duplicate payments in some instances.</p>	February 2016
Reporting platform, standards and development capability	<p>A robust and resilient reporting and analysis platform for providing deeper insights into the data the Council holds through the production of rich, guided analytical applications or dashboards.</p> <p>Training delivered to establish Council capability for creating new reports and utilising the analytical tools available to interrogate the Council's data.</p> <p>Reporting standards, templates and governance introduced to support report creators in the production of reporting applications and dashboards.</p>	April 2016
Finance dashboard application	<p>Revenue budget visibility and actionable insights provided to all Council budget holders in an efficient and timely manner. Information displayed in a format that enables budget holders to make informed decisions, comparisons across reporting period, rectify data quality matters, create informed forecasts and make early interventions to avoid revenue budget issues (Appendix 1).</p> <p>Improved revenue budget forecasting allowing budget managers and the Council's Finance team to strengthen budgetary controls.</p>	May 2016
HR dashboard application (1 <sup>st</sup> release)	Line managers provided with enhanced visibility of appropriate and up to data HR information on employees reporting into them. This includes visibility and the	July 2016

	ability to drill down to employees reporting at any level of the organisation structure for which the manager has responsibility.	
HR dashboard application (2 <sup>nd</sup> release)	<p>Sickness and management of attendance visibility and actionable insight provided to all line managers in an efficient and timely manner. Information displayed in a format that enables line managers to make informed decisions, comparisons across reporting period, rectify data quality matters and make early interventions to avoid management of attendance issues (Appendix 2).</p> <p>Greater visibility of sickness and management of attendance information enables managers to monitor and respond to sickness patterns more effectively.</p>	September 2016
Customer Services dashboard application (1 <sup>st</sup> release)	<p>A digital performance reporting dashboard displaying the monthly Customer Services report based on the existing Customer Services key performance indicators.</p> <p>Reduced the time taken by 3 days a month for the Customer Services team to produce the performance dashboard.</p>	October 2016

**Table 1.2 - Master Data Management**

Deliverable	Enabled	Delivered
Platform for matching and merging data records	Intelligent data matching software tools, processes and roles to support the automated matching and merging of data items held by the Council, based on business rules and tolerance thresholds, to assist in improving the quality of the Council's data.	February 2016
Single view of the citizen	260,000 plus records containing citizen contact information taken from Social Care, Housing and Revenues and Housing Benefits systems, matched and merged to create 200,000 golden citizen records.	March 2016

	<p>Customer Engagement Platform customer database populated with golden citizen records to improve the identification of citizens when contacting Customer Services.</p> <p>Initiated data quality improvements to citizen data to support future analysis dashboards.</p>	
Single view of businesses	<p>Contact information matched and merged from the Council's Business Rates and Financial Management systems to generate 20,000 plus golden business records.</p> <p>Customer Engagement Platform information enhanced following the addition of golden business records to enable better identification when businesses contact Customer Services.</p>	October 2016

**Table 1.3 - Customer Engagement Platform**

Deliverable	Enabled	Delivered
Customer Engagement Platform	<p>A resilient multi-contact channel platform, available 24x7x365 for capturing citizen contacts, managing and progressing citizen requests and managing the exchange of information with back-office service functions to assist in fulfilling citizen requests (Appendix 3).</p> <p>Simplified knowledge management for Customer Service Operatives through an integrated fully searchable Knowledge Base Articles database, improving the quality and speed of response to citizen requests.</p> <p>Automated notifications to citizens to keep them informed and updated on progress with their requests.</p> <p>Real time reporting and views of current activity and performance allowing Customer Services management to make informed and immediate changes to</p>	March 2016

	service provision, responding to fluctuations in demand and improving the responsiveness to citizens.	
Healthy Lifestyles Service	<p>A platform for Public Health Healthy Lifestyle Advisors to record and manage citizen interactions and requests for support and advice from potential and current Healthy Lifestyles service users (Appendix 4).</p> <p>Provision of a mobile working platform to allow Healthy Lifestyle Advisors to manage their workload, maximising their availability to the community whilst providing visibility of activity to service managers.</p>	October 2016

4.2 Tables 2.1, 2.2 and 2.3 summarises the work currently in progress by each of the project delivery streams:

**Table 2.1 - Business Intelligence**

Deliverable	To Enable	Delivery Date
Customer Services application (2 <sup>nd</sup> release)	<p>A dynamic real time performance dashboard with direct connections to the various data sources which contribute to the production of the dashboard so as to further reduce the time and effort spent by Customer Services in the production of the dashboard.</p> <p>Establishing capacity for analysing and acting on the findings of the analysis to improve service delivery and customer outcomes.</p> <p>Improve the visibility of all appropriate Customer Services information across the Council including executive summaries with drill down options.</p>	November 2016
HR application (3 <sup>rd</sup> release)	Visibility of additional Management of Attendance (MOA) features, appraisals and mandatory training information.	December 2016

**Table 2.2 - Master Data Management**

Deliverable	To Enable	Delivery Date
Integration with the Customer Engagement Platform	<p>Change of circumstance information relating to citizens captured by Customer Services shared with the data owners of the source systems to enable updates to the data in the source systems.</p> <p>Changes to source system data detected and automatically fed through to update citizen information stored in the Customer Engagement Platform.</p> <p>Improvements to the quality of citizen data to assist with the future authentication of citizens registering to use the Council's 'My Account' function on the website.</p>	November 2016
Single view of properties	Matching and merging of records regarding Council owned properties to assist with the strategic decision making of the future use of the properties.	December 2016

**Table 2.3 - Customer Engagement Platform**

Deliverable	To Enable	Delivery Date
Transactional web portal (citizen forum release)	<p>A transactional web portal to allow citizens to transact with the Council at a time and using a device of their choice.</p> <p>Citizen's able to register on-line, creating a 'My Account' using an email address and password of their choice.</p> <p>Access to on-line services through the 'My Account' to request Bulky Waste collections, Tip Permits or to make a selection of payments such as the payment of Council Tax.</p> <p>Anonymous or guest access provided to some services where appropriate.</p> <p>Customer Services Operatives able to support the on-line journey of a citizen at any point in the transaction through</p>	November 2016

	<p>visibility of the request in the Customer Engagement Platform.</p> <p>Initial feedback on the release to be received from approximately 60 citizens before full public release so that the customer journey and experience can be optimised.</p>	
Transactional web portal (public release)	Transactional 'My Account' web portal released for full public registration and use.	January 2017

4.3 Tables 3.1, 3.2 and 3.3 summarises the planned future work for each of the project delivery streams:

**Table 3.1 - Business Intelligence**

Deliverable	To Enable	Anticipated Delivery Date
Finance capital budget application	<p>Finance team members and budget managers responsible for managing the Council's capital budgets will have the ability to interrogate real time information relating to expenditure on capital programmes.</p> <p>Budget managers will be able to compare actuals to budgeted, filter and summarise detailed transactional information, provide insights to assist in making informed decisions and be able to take evidenced based actions early in order to avoid capital budget issues.</p>	Spring 2017
Finance commitments budget application	<p>Finance team members and budget managers responsible for managing the Council's revenue budgets will have the ability to interrogate real time information relating to order commitments to suppliers.</p> <p>Filtering and summaries will be provided to assist with decision making and taking evidence based actions in order to avoid revenue budget issues.</p>	Spring 2017
Building asset application	A dashboard application incorporating the single view of properties to provide filtered and summarised views of Council	Spring 2017

	property assets for Corporate Landlord and tenants of Council owned properties.	
--	---	--

**Table 3.2 - Master Data Management**

Deliverable	To Enable	Anticipated Delivery Date
Enriched single view of the citizen	<p>Enhance the single view of citizen contact information with externally collected citizen contact information, such as data collected by Experian and other such organisations.</p> <p>Improve citizen engagement and consultation through the use of effective contact channels.</p>	To be confirmed depending on agreed scope
Citizen authentication	Capture citizen known facts to enhance authentication information to support the expansion of the Council's 'My Account' transactional web portal with digital services of a sensitive or confidential nature.	To be confirmed depending on agreed scope

**Table 3.3 - Customer Engagement Platform**

Deliverable	To Enable	Anticipated Delivery Date
Report it self-service (1 <sup>st</sup> release)	<p>Expansion of the 'My Account' web transaction portal to allow the reporting of the following by citizens using photographs and geolocation information:</p> <ul style="list-style-type: none"> <li>• Fly tipping</li> <li>• Abandoned vehicles</li> <li>• Graffiti</li> <li>• Dead animals</li> <li>• Faeces, vomit and blood</li> <li>• Fly posting</li> <li>• Dog fouling</li> <li>• Street lighting</li> <li>• Drains and gullies</li> <li>• Leaves</li> <li>• Missed bins</li> </ul>	February 2017



Find my nearest self-service (1 <sup>st</sup> release)	Expansion of the 'My Account' web transaction portal to automatically provide information to the authenticated citizen based on post code or geolocation: <ul style="list-style-type: none"> <li>• Local Councillor</li> <li>• GP</li> <li>• Dentists</li> <li>• Opticians</li> <li>• Pharmacies</li> <li>• Hospitals</li> <li>• Metro stops</li> <li>• Railway station</li> <li>• Bus Stops</li> <li>• Recycling points/tips</li> <li>• Libraries</li> <li>• WV Active centres</li> </ul>	February 2017
FOI self-service	A platform for the Council's Freedom of Information team to capture and manage the progress of Freedom of Information requests to ensure requests are fulfilled and compliance with the statutory requirements for the provision of the requested information.	February 2017
Request it self-service (1 <sup>st</sup> release)	Expansion of the 'My Account' web transaction portal so citizens can request and pay for (when appropriate) the following services: <ul style="list-style-type: none"> <li>• Pest control</li> <li>• Registrars (appointments and duplicate birth, death and marriage certificates)</li> <li>• Green garden waste</li> <li>• Street light</li> </ul>	March 2017
Report it self-service (2 <sup>nd</sup> release)	Further expansion of the 'My Account' web transaction portal to allow the reporting of the following by citizens using photographs and geolocation information: <ul style="list-style-type: none"> <li>• Potholes</li> <li>• Emptying litter bins</li> <li>• Grit bins</li> <li>• Street name plates</li> </ul>	March 2017

	<ul style="list-style-type: none"> <li>• Guard rails</li> <li>• Excavation in highways</li> <li>• Road markings</li> </ul>	
Find my nearest self-service (2 <sup>nd</sup> release)	<p>Further expansion of the 'My Account' web transaction portal to automatically provide information to the authenticated citizen based on post code or geolocation:</p> <ul style="list-style-type: none"> <li>• Colleges</li> <li>• Universities</li> <li>• ESOL providers</li> <li>• Adult Education</li> <li>• Bus stations</li> <li>• Kerbside winter grit bins</li> <li>• Winter gritting routes</li> <li>• Youth centres</li> <li>• Community centres</li> <li>• Radar keys/ disabled toilets</li> <li>• Free computer access</li> <li>• Parks</li> <li>• Volunteering</li> <li>• Gyms</li> <li>• Car parks</li> <li>• Taxi ranks</li> <li>• Motorcycle parking</li> <li>• Cemeteries and crematoria</li> <li>• Licensed ceremony venues</li> <li>• Museums</li> <li>• Galleries</li> <li>• Theatres</li> <li>• Music and art centres</li> </ul>	March 2017
Apply for it self-service (1 <sup>st</sup> release)	<p>Further expansion of the 'My Account' web transaction portal to allow citizens to apply on-line for services. The range of services is still being captured and prioritised, but may include:</p> <ul style="list-style-type: none"> <li>• Foster care</li> <li>• Blue badges</li> <li>• School admissions</li> </ul>	March / April 2017 for first set of priority services

	<ul style="list-style-type: none"><li>• Housing Benefits</li><li>• Council Tax discounts</li><li>• Jobs on-line</li><li>• Register to vote</li><li>• Private rented property licences</li><li>• Assisted collections</li></ul>	
--	--	--

## **5.0 Financial implications**

5.1 A capital budget of £3.5 million has been set aside for the Digital Transformation Programme, split over three financial years to 2017/18. Costs incurred have been closely monitored against budgets throughout the duration of the programme. The latest forecast, incorporated in the Quarter 2 Capital Programme Monitoring report going to Cabinet on 30 November 2016, is that the Programme will be delivered within the existing resource. [Finance Code: SR/04112016/X]

## **6.0 Legal implications**

6.1 There are no legal implications in implementing the recommendations in this report. Digital Transformation Programme deliverables and desired outcomes will need to be considered by Information Governance in relation to the impact on policies, information risk, information security and information sharing protocols and statutory legislation concerning the storing, processing and disclosure of data and information. [Legal Code: TS/08112016/C]

## **7.0 Equalities implications**

7.1 An equality analysis was completed at the commencement of the Digital Transformation Programme. There are no equalities implications as a consequence of this report.

## **8.0 Environmental implications**

8.1 There are no environment implications in implementing the recommendations in this report.

## **9.0 Human resources implications**

9.1 There are no HR implications in implementing the recommendations in this report.

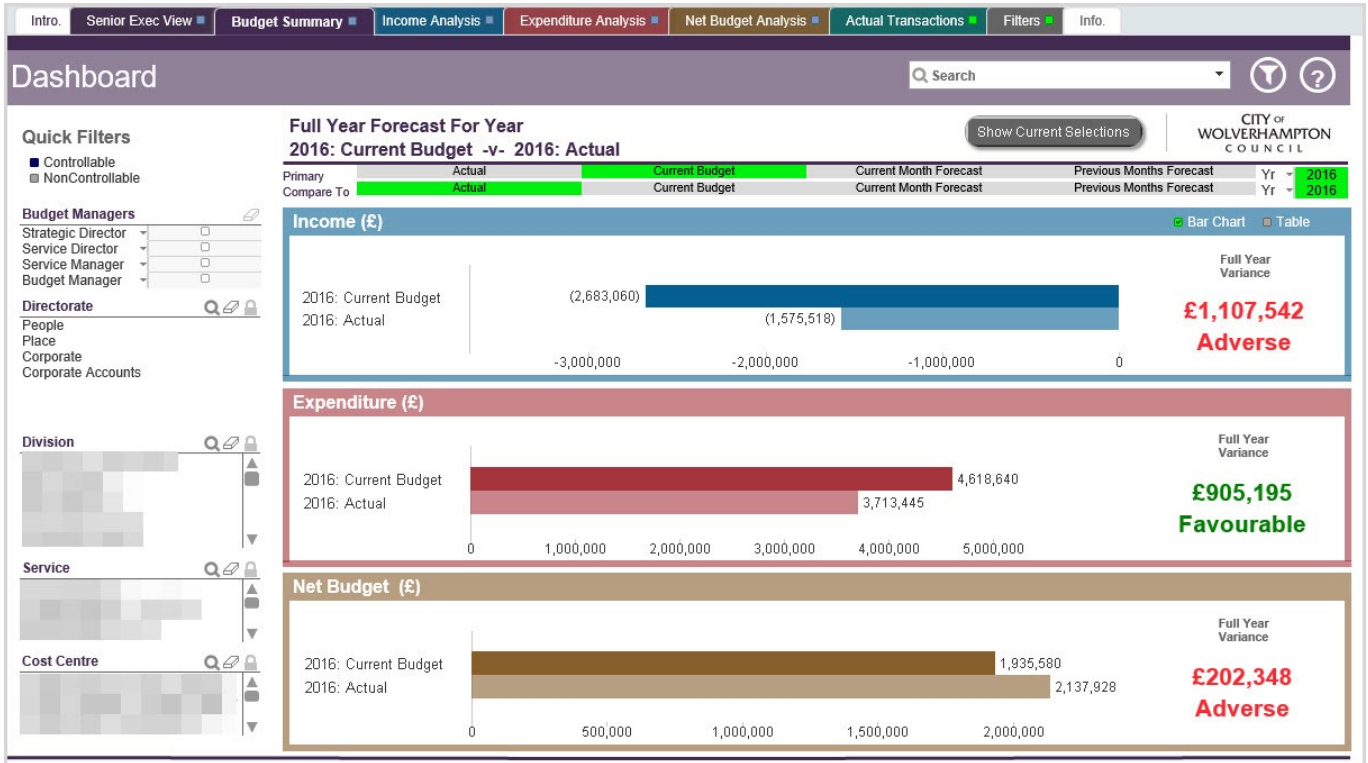
## **10.0 Corporate landlord implications**

10.1 There are no direct implications in implementing the recommendations in this report. Future Works and the Digital Transformation Programme supports the rationalisation of the council's property assets.

## **11.0 Schedule of background papers**

- 11.1 Report to Cabinet (Resources) Panel on 20 October 2015 – Digital Transformation Programme.
- 11.2 Report to Confident Capable Council Scrutiny Panel 28 June 2016 – Future Works - ensuring that we have the right IT infrastructure and business processes.

Appendix 1: Business Intelligence – Finance Application



Intro Senior Exec View Budget Summary Income Analysis Expenditure Analysis Net Budget Analysis Actual Transactions Filters Info

### Actual Transactions

Search [ ]

City of WOLVERHAMPTON COUNCIL

Primary Actual Current Budget Current Month Forecast Previous Months Forecast Yr 2016  
Compare To Actual Current Budget Current Month Forecast Previous Months Forecast Yr 2016

2016: Actual -- Transaction Detail

Trans Period	Cost Centre	Date	Voucher No.	Order	Supplier	Customer	Detail	Actual £
<b>Total</b>	<b>Total</b>							<b>1,213,812.13</b>
		25/04/2016	165	0				900.47
			174	0				2,160.59
			175	0				76.73
			177	0				6,530.27
		26/04/2016	184	0				366.07
			187	0				(900.47)
			189	0				900.47
		11/04/2016	338	0				(20,000.00)
			306	170				2,318.00
		15/03/2016	314	153				497.04
			315	153				803.31
		18/03/2016	414	175				3,535.72
		22/03/2016	133	154				220.00
		24/03/2016	343	162				225.00
		29/03/2016	017	170				462.00
		30/03/2016	333	136				75.00
		31/03/2016	018	147				4,749.50
			562	141				165.00

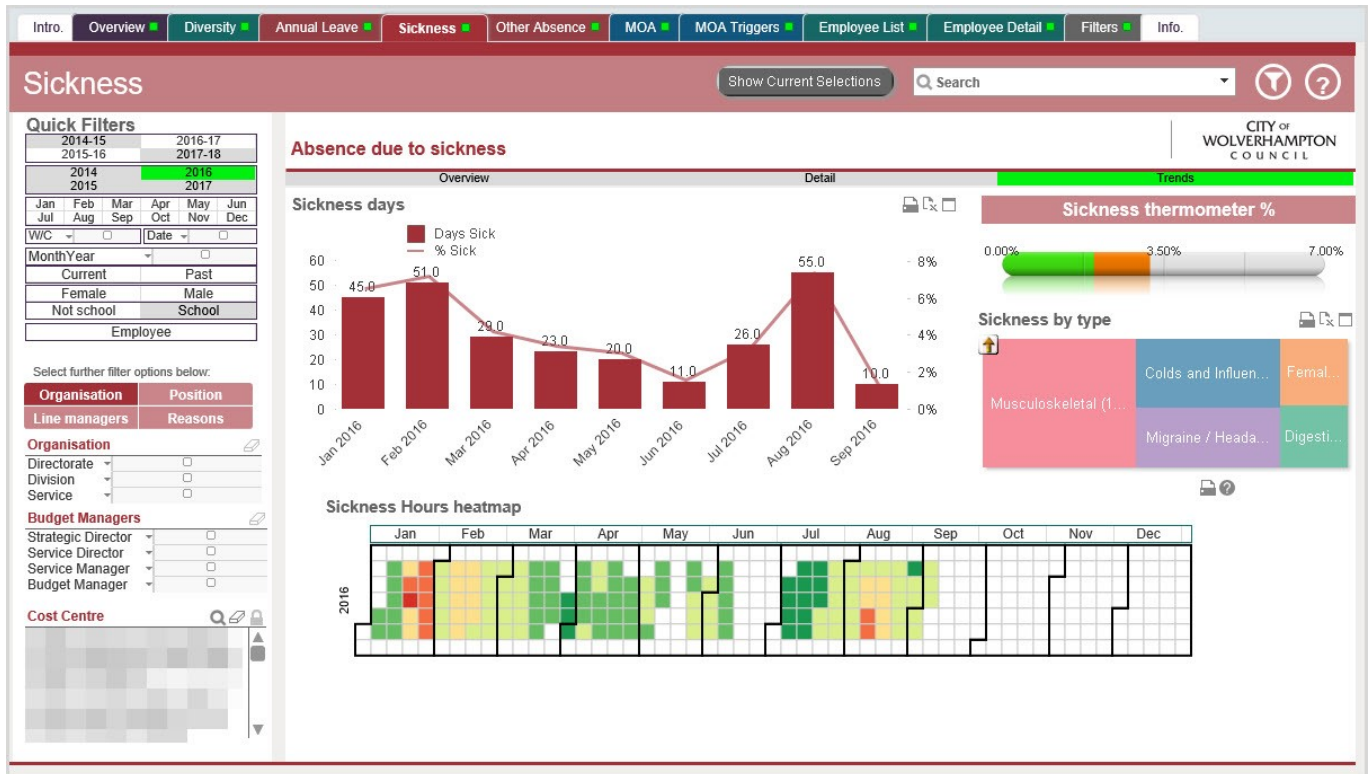
Quick Filters

Budget Holder Hierarchy  
 Strategic Director   
 Service Director   
 Service Manager   
 Budget Manager

Cost Centre Hierarchy  
 Directorate   
 Division   
 Service   
 Group   
 Cost Centre

Account Code Groupings  
 Level 1   
 Level 2   
 Level 3   
 Level 4   
 Account Code

Appendix 2: Business Intelligence – HR Application



Date From	Date To	Post Description	Cost Centre Name(Code)	Contracted Hours	Days AL	Hours AL	Number of records in Aggresso
14/01/2016	15/01/2016			66.0	11.0	66.00	5
				12.0	2.0	12.00	1
02/06/2016	02/06/2016			6.0	1.0	6.00	1
03/06/2016	03/06/2016			6.0	1.0	6.00	1
23/06/2016	24/06/2016			12.0	2.0	12.00	1
27/06/2016	01/07/2016			30.0	5.0	30.00	1

### Appendix 3: Customer Engagement Platform

**CONTACT** Vince Clarke

Contact No: CON-000229

#### Summary

Details		Address		Contact Information	
Contact No	CON-████████	Customer Type *	Residential	Email	vince@erasure.net
Title *	Mr	Property	████████████████████	Home Phone	019028-████████
First Name *	Vince	Street	████████████████████	Mobile Phone	07889-████████
Last Name *	Clarke	Street 2/ Area	--	Work Phone	--
Initial	V	Town	WEDNESFIELD	Extension	--
Nickname	--	Postcode	██████████	Preferred Method of Contact	Mobile
Date of Birth	--	County	WEST MIDLANDS	Disclosure to a Third Party	<input type="checkbox"/>
Language	--	Address options	In Area	Power Of Attorney	<input type="checkbox"/>
Deceased	No	Tenancy	--	Company	--

#### Further Details

Personal Notes	Special Needs	Contact Preferences
	Visually Impaired <input type="checkbox"/>	Contact Method: Mobile
	Hearing Impaired <input type="checkbox"/>	Mailing List: No
	Physically Disabled <input type="checkbox"/>	Email: Allow
	No Special Needs <input type="checkbox"/>	Bulk Email: Allow

#### Cases

Case Title	Case No	Enquiry Type	Customer	Owner	Status	Created On
Public Realm -	CAS-000689	Telephone Enquiry	Vince Clarke	Public Realm - Service Team	Active	11/04/2016 09:52
Electoral Registration - Electoral Registration	CAS-000432	Telephone Enquiry	Vince Clarke	Electoral Registration - Service Team	Resolved	04/04/2016 15:24
Public Protection - Public Protection	CAS-000407	Telephone Enquiry	Vince Clarke	Public Protection - Service Team	Active	09/03/2016 11:03
Blue Badge - Blue Badge	CAS-000406	Reception Enquiry	Vince Clarke	Blue Badge - Service Team	Resolved	09/03/2016 11:01
Public Realm -	CAS-000388	Telephone Enquiry	Vince Clarke	Simon Brickwood	Active	01/03/2016 16:56
Blue Badge -	CAS-000387	Telephone Enquiry	Vince Clarke	Simon Brickwood	Active	01/03/2016 16:17

## Appendix 4: Healthy Lifestyles Service

CITY OF WOLVERHAMPTON COUNCIL
CEP | Service | Dashboards | Sue | Search CRM data

---

+ NEW | DEACTIVATE | DELETE | ASSIGN | SHARE | EMAIL A LINK | RUN WORKFLOW
↑ ↓ ↻

REFERRAL : INFORMATION

### Sue [REDACTED] -REF-000032

Name Sue Peters-REF-000032	Referral Number REF-000032	Referral Status New
-------------------------------	-------------------------------	------------------------

**About the Service**

Explain what service can offer	Yes
Client want support from service?	Yes
Tried to change behaviour previously	No
Locality	South West
Confidence level	5

**Client Needs**

Eat Well	<input checked="" type="checkbox"/>	Drink Less	<input type="checkbox"/>
Move More	<input type="checkbox"/>	Healthy Weight	<input type="checkbox"/>
Be Smoke Free	<input type="checkbox"/>	Healthy Mum and Baby	<input type="checkbox"/>
NHS Health Check	<input type="checkbox"/>		

**Preferred Method of Engagement**

Text	<input type="checkbox"/>	Email	<input type="checkbox"/>
Face-to-face	<input type="checkbox"/>	Group Session	<input type="checkbox"/>
App	<input type="checkbox"/>	Telephone	<input checked="" type="checkbox"/>

**Trainer Assessment**

Diet	<input checked="" type="checkbox"/>	Weight Management	<input type="checkbox"/>
Physical Activity	<input checked="" type="checkbox"/>	Alcohol	<input type="checkbox"/>
Smoking	<input type="checkbox"/>	Positive Pregnancy and E	<input type="checkbox"/>
NHS Health Check	<input type="checkbox"/>	Walking for Health	<input type="checkbox"/>
Multiple – require assess	<input type="checkbox"/>		

**How Did You Hear**

How Did You Hear: Refer a friend card

**Triage Additional Information**

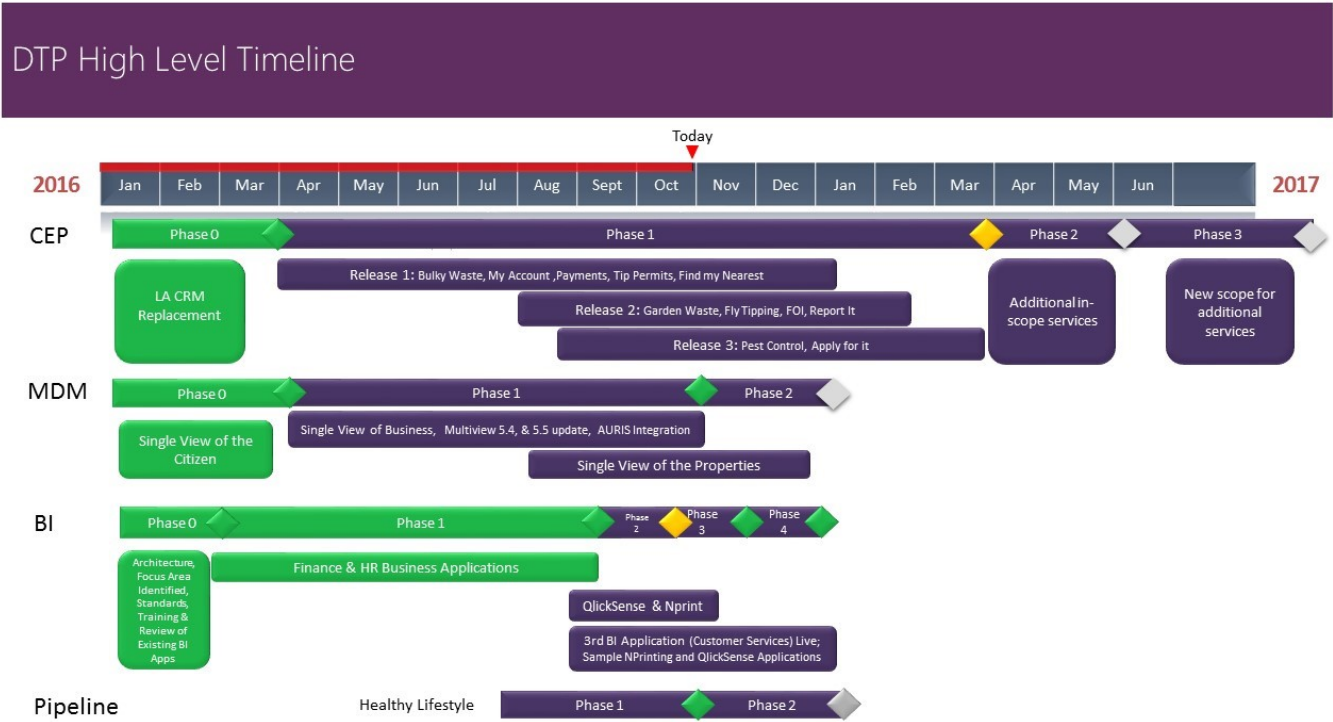
Triage Additional Information: --

**Add Services**

Referral	Name ↑	Service outco...	Created On



## Appendix 5: Programme Timeline



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# Confident, Capable Council Scrutiny Panel

16 November 2016

<b>Report title</b>	Terms of Reference and Nominations for Specific Reserves Working Group	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Claire Nye Tel Email	Chief Accountant 01902 550478 claire.nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>		

---

## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Approve the terms of reference for the specific reserves working group.
2. Accept nominations for and approve the membership of the specific reserves working group.

## **1.0 Purpose**

- 1.1 The purpose of the report is to establish the terms of reference for a working group to review the Council's specific reserves and to agree the membership of the working group which meets annually for this purpose.

## **2.0 Background**

- 2.1 Specific reserves are made up of revenue resources which have been voluntarily set aside by the Council in previous financial years in order to fund specific items of expenditure in the future.
- 2.2 Under the Council's financial procedure rules, the establishment or dissolution of specific reserves requires the approval of the Cabinet. Use of specific reserves requires the approval of the Cabinet (Resources) Panel. Specific reserves must also be reviewed for relevance and adequacy at least twice per financial year, as part of the outturn and budget preparation processes.
- 2.3 These reserves are currently being reviewed as part of the 2017/18 budget process. As in previous years, it is proposed that a specific reserves working group is established to scrutinise the reserves and seek the views and observations of members of the working group as to the appropriateness of the specific reserves that are held by the Council. It is proposed that this working group meet on 28 November 2016 in order that any comments can be considered for the final 2017/18 budget report.

## **3.0 Specific Reserves Working Group.**

- 3.1 The proposed terms of reference are provided at Appendix 1.
- 3.2 The panel is requested to make nominations for the specific reserves working group and agree the membership of the group.

## **4.0 Financial implications**

- 4.1 There are no direct financial implications arising from this report although the establishment of the working group contributes to the financial transparency and governance of the council.  
[MH/02112016/E]

## **5.0 Legal implications**

- 5.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs.  
[RB/03112016/S]

## **6.0 Equalities implications**

6.1 There are no direct equalities implications arising from this report.

## **7.0 Environmental implications**

7.1 This report has no direct implications for the council's environmental policies.

## **8.0 Human resources implications**

8.1 There are no direct Human Resources implications

## **9.0 Schedule of background papers**

Specific Reserves Working Group 14 November 2016

Appendix 1

## **Specific Reserves Working Group Terms of Reference**

### **1. Background**

- 1.1 A specific reserve is an amount of money set aside voluntarily by the Council to fund or partially-fund future expenditure plans on a specific project or item. Under the Council's financial procedure rules, the establishment or dissolution of specific reserves requires the approval of the Cabinet. Use of specific reserves requires the approval of the Cabinet (Resources) Panel. Specific reserves must also be reviewed for relevance and adequacy at least twice per financial year, as part of the outturn and budget preparation processes.

### **2. Terms of Reference**

- 2.1 To receive a detailed report on specific reserves.
- 2.2 To review and scrutinise the balances and movements of the council's specific reserves to ensure that they are appropriately established and required.
- 2.3 To make recommendation or comment to Cabinet on matters arising from the review and scrutiny of specific reserves.