

City of Wolverhampton Council – Decisions taken by the Cabinet on Wednesday, 18 October 2017

Title	Digital Transformation Programme 2017-19
Status	Recommendations Approved
Record of Decision	<p>That Council be recommended to approve:</p> <ol style="list-style-type: none"> 1. The implementation of future phases of the Digital Transformation Programme over the period 2017-18 to 2019-20. 2. The allocation of projected capital resources totalling £3.0 million for the delivery of the next phase, Phase 2, of the City of Wolverhampton Council's Digital Transformation Programme over the period 2017-18. 3. The allocation of additional capital resources totalling £1.0 million for the further rollout of the ICT capital programme during 2017-18. <ol style="list-style-type: none"> 1. That it be noted that future phases of the Digital Transformation Programme over the period 2018-19 and 2019-20, is anticipated to have a total projected capital cost of £11.0 million and will be subject to Council approval. 2. That it be noted that future funding for the ICT capital programme over the period 2018-19 and 2019-20, is anticipated to have a total projected capital cost of £5.0 million and will be subject to Council approval. 3. That it be noted that the Digital Transformation Programme will build internal capability to support continuous improvement of digital services once the programme itself has been completed. 4. That it be noted that Scrutiny Board have been asked to review the contents of this report and provide feedback to Cabinet ahead of making these decisions to implement future phases of the Digital Transformation Programme.

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Options Considered	<p>The alternative to continuing the delivery of the Digital Transformation Programme as outlined in the report would be:</p> <ul style="list-style-type: none"> • Deliver a subset of the workstreams. The sum is much greater than its parts. This option would result in the loss of critical components that enhance the benefits of having a full integrated end to end digital solution. The customer experience would become inconsistent and unreliable resulting in a reduction in take-up, adoption and utilisation of the services provided; • Stop the digital transformation programme. This option would result in the service areas not being able to deliver their contribution to the Council financial savings target. Digital transformation is a key enabler for the C3 transformation programmes.
Reasons for Decision	<p>The Digital Transformation Programme is an enabler for the Council's Confident, Capable Council (C3) transformation programme which underpins its drive to improve services and transform the way the council works. It is a requirement to enable us to deliver on our Corporate Plan.</p> <p>End to end digitalisation of Council services will enable new ways of working and support better customer outcomes whilst meeting our financial challenge and delivering on our strategic priorities for the city 'a stronger economy, stronger communities, supported by a Confident, Capable Council.'</p> <p>The Digital Transformation Programme will enable us to meet the changing behaviours, demands and expectation of customers who have become used to the convenience of digital technologies. At the same time, we will leverage the self-service opportunities that allow us to deliver services at a reduced cost.</p> <p>The investment will enable the Council to better utilise the data it holds to inform decision making by providing actionable insight to the right people, in the right format at the right time.</p> <p>The solution will enable the Council to comply with security and data protection legislation, including the new General Data Protection Regulation (GDPR) minimising the risk of data loss,</p>

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	<p>data breaches and the associated penalties.</p> <p>The investment will mean that the programme can enable the delivery of savings targets that are dependent on digital transformation. For example:</p> <ul style="list-style-type: none"> • Customer Services Transformation Programme is reliant on DTP to enable its savings target to be achieved; • Digital enablement is required in order to begin the transformation of the Registrars services and achieve both operational efficiency and expected savings; • Agile, flexible and mobile working is dependent on the delivery of follow me telephony in order to be fully operational. Future Space programme savings are dependent on a digitally enabled workforce.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	Not applicable

Title	Governance of West Midlands Fire Service
Status	Recommendations Approved
Record of Decision	<ol style="list-style-type: none"> 1. That the governance review and scheme be approved. 2. That it be agreed to move forward to public consultation for the scheme and proposed governance model. 3. That it be approved to delegate authority to the Leader of the Council, in consultation with the Managing Director, to make minor amendments to the Governance review and scheme on

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	<p>completion of the Local Authority approval process and prior to public consultation.</p> <p>4. That it be approved to support/lead on the public consultation in the City of Wolverhampton region on behalf of the WMCA.</p> <p>5. That the timeline of governance route to Mayoral West Midlands Combined Authority be noted.</p>
Options Considered	The route to future Mayoral WMCA governance was agreed by WMFRA on the 20 February 2017 and full details are listed within the Governance Review.
Reasons for Decision	At the WMCA meeting on 8 September 2017 it was agreed that there was a requirement for all constituent authorities to approve the content of the review and scheme, pursuant to section 113 (3) Local Democracy, Economic Development and Construction Act 2009.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	24 October 2017

Title	Draft Budget and Medium Term Financial Strategy 2018-19 - 2019-20
Status	Recommendations Approved
Record of Decision	<p>1. That the reprofiling of previously approved Waste and Recycling Service budget reduction targets totalling a cumulative £2.1 million in 2018-2019 to 2019-2020, to reflect the anticipated implementation date of service changes, be approved.</p> <p>2. That it be approved that Financial Transaction and Base Budget Revisions totalling a net reduction of £12.5 million in 2018-2019 be incorporated into the 2018-2019 draft budget.</p> <p>3. That it be approved that authority be delegated to the responsible Cabinet Member and the Cabinet Member for Resources, in consultation with the responsible Director and the Director</p>

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	<p>of Finance to implement financial transactions at the earliest opportunity where the proposal is not reliant on the outcome of formal budget consultation.</p> <ol style="list-style-type: none">4. That a one-off base budget revision to the Treasury Management budget totalling £1.0 million for 2018-2019 be approved, due to an anticipated reduction in the forecast revenue implications arising from known capital programme requirements totalling £270,000 and the application of Treasury Management Equalisation reserves totalling £730,000 to support re-phasing in the capital programme.5. That the one-off use of £700,000 from the Job Evaluation reserve in 2018-2019 be approved.6. That the use of capital receipts totalling £2.7 million to fund the revenue cost of transformational projects that are anticipated to deliver efficiencies be approved.7. That it be approved that work continues to identify additional recurring budget reduction opportunities that will work towards the remaining budget challenge to be delivered by 2019-2020. An update on progress on the budget strategy will be incorporated into the Final Budget report to be presented to Cabinet in February 2018.8. That it be approved that authority be delegated to the Cabinet Member for Resources in consultation with the Director of Finance to approve the final budget consultation arrangements.9. That it be approved that the Council opts-up from retail to professional status with regards to investment opportunities under the Financial Conduct Authority regulations, with the institutions that the Council currently uses as part of its Treasury Management Strategy. This will enable the continued use of the current instruments post 3 January 2018.10. That it be noted that, of the total £12.5 million financial transaction and base budget revisions identified in July 2017 for 2018-2019, £5.0 million are ongoing opportunities, as detailed in Appendix B, whilst £7.5 million are one-off opportunities, as detailed in Appendix C. Therefore, a significant element of the budget reduction proposals relate to one-off opportunities that can be achieved in 2018-2019. Taking this into account, the remaining
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	<p>cumulative budget challenge to be identified by 2019-2020 stands at £15.5 million.</p> <p>11. That it be noted that the updated projected deficit assumes the achievement of budget reduction proposals amounting to £33.8 million over the three year period to 2019-2020. Over the last seven financial years the Council has identified budget reductions in excess of £200.0 million. This continues to be the most significant financial challenge that the Council has ever faced.</p> <p>12. That it be noted that, due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.</p> <p>13. That it be noted that the 2018-2019 budget timetable will, as in previous years, include an update on all budget assumptions and the Provisional Local Government Settlement which be presented to Cabinet (Resources) Panel by January 2018, with the final budget report due to be approved by Full Council in March 2018.</p>
Options Considered	<p>In determining the proposed amendments to the Draft Budget and Medium Term Financial Strategy, consideration has been made to the deliverability of budget reduction and income generation proposals and budget pressures. If we were to not implement the budget strategy as proposed in this report, alternative options would be required in order to set a balanced budget in 2018-2019. This may therefore potentially impact upon service provision.</p>
Reasons for Decision	<p>It is recommended that the budget strategy for 2018-2019 and 2019-2020 including financial transaction and base budget revisions, as set out in the report, is approved by Cabinet. In approving this strategy, the Council will be able to set a balanced budget for 2018-2019 and will be working towards identifying further budget reductions to contribute towards the Council's projected medium term budget deficit, which stands at £15.5 million to be identified by 2019-2020.</p>
Record of Conflicts of Interest	<p>None</p>
Dispensation Granted	<p>Not applicable</p>

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Decision available for implementation (subject to call-in)	24 October 2017
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Title	Housing Enforcement and Charging Policy
Status	Recommendations Approved
Record of Decision	<ol style="list-style-type: none"> 1. That the revisions to the Council's housing enforcement policy be approved. 2. That the adoption of the use of Civil Penalties in respect of certain breaches of statutory housing responsibilities be approved. 3. That the discount to be applied to the fee in respect of housing licence applications for landlords/agents achieving a Three Star and above rating under the Council's Rent with Confidence (RwC) programme be approved. 4. That it be approved to delegate the issuing of Civil Penalties to the relevant Head of Service/Director in consultation with the Director of Governance. 5. That it be approved to delegate authority to the Cabinet Member for City Assets and Housing in consultation with the relevant Director to approve the matrix for the amount of the Civil Penalties, and any subsequent amendments. 6. That it be approved to delegate authority to the Service Manager Private Sector Housing to make the reduction in enforcement charges where landlords/agents sign up to the Rent with Confidence scheme. 7. That it be noted that the Houses in Multiple Occupation (HMO) licensing scheme is proposed to be revised by the Department for Communities and Local Government to include a wider range of properties. The licence fees including any discounts for all properties will be refreshed at the time that the revisions are enacted.

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Options Considered	The alternative option would be to do nothing. This would leave the existing housing enforcement policy in place. The existing policy is not up to date in that it does not take into account both changes to statutory provisions nor the Council's recent changes to the approach to the private rented sector, and in particular the launch of the Rent with Confidence Scheme. This would leave housing enforcement at odds with the Council's strategy of supporting the responsible private rented sector and potentially alienate responsible landlords from working with the Council to address issues such as homelessness and wider public health outcomes.
Reasons for Decision	The revision of the housing enforcement policy will ensure that the Council complies with its legal obligations and that support is given to make further improvements to the City Housing Offer, whilst maintaining transparency on when and how enforcement actions will be undertaken. This will complement the Rent with Confidence programme which aims to support responsible private housing businesses in the City and improve quality and choice for those having their housing needs and aspirations met through this housing tenure.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	24 October 2017

Title	Housing Allocation Policy - Immediately Available Homes
Status	Recommendations Approved
Record of Decision	That the inclusion of the Immediately Available Homes scheme as part of the City of Wolverhampton Councils Housing Allocation Policy be approved.
Options Considered	As discussed in section 2.0, a number of strategies have previously been put in place to tackle low demand properties, including reviewing the Allocations Policy, making changes to stock, removing age restrictions and increased marketing through Homes in the City.

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	<p>Despite this, certain property types can at times be hard to let. Typically, these include bedsits, one and two bedroom flats, one bedroom bungalows, three bedroom maisonettes and occasionally certain three bedroom houses. However, with continued changes to the welfare system, they type and size of properties likely to be in demand will change.</p> <p>The number of properties advertised as Immediately Available to let was low during the pilot period and this is considered a positive. It is unlikely that the scheme will let a considerable number of properties, based on the pilot period it is estimated that between 20-30 properties may be let through the scheme; 2% of properties available to let each year.</p> <p>The Immediately Available Homes scheme is also likely to make a positive contribution to the wider environment and community; as properties are let more quickly, they are less likely to be associated with anti-social behaviour, graffiti and damage to the property.</p>
<p>Reasons for Decision</p>	<p>The Immediately Available Homes scheme will provide a valuable tool and a formal process for effectively letting a small number of properties in low demand which will minimise void time and rental loss.</p> <p>It is recommended that the Immediately Available Homes scheme be adopted as part of the Councils Housing Allocation Policy.</p> <p>The inclusion of the Immediately Available Homes scheme will follow Section 16, Selection of Offers, in the Housing Allocations Policy. Legal advice has been received on the wording of the scheme in the Policy:</p> <p>Difficult to Let Properties</p> <p>A property will be considered difficult to let if;</p> <ul style="list-style-type: none"> • There are no bids received when the property is advertised • The property is not let despite bids being made after the shortlist is exhausted due to refusals, withheld offers or withdrawn offers

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	The property will be advertised as an immediate available property and let on a first come first-served bases. The applicant needs to be eligible for the property type and evidences provided as outlined in Section 16 Selection of Offers. Should the property be a three-bedroom house, families eligible for a two-bedroom house will be considered, subject to an assessment of affordability.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	24 October 2017

Title	Financial Support to Foster Carers for the Purchase of a Large Vehicle
Status	Recommendations Approved
Record of Decision	<p>1. That the Policy for Financial Support to Foster Carers for the Purchase of a Large Vehicle be approved.</p> <p>2. That it be approved to delegate authority to the Director of Children’s Services to approve amounts of up to £10,000 to support purchasing larger vehicles to enable carers to transport larger sibling groups.</p>
Options Considered	<p>The option proposed is to agree the policy, which would ensure that there is an appropriate procedure for providing financial support to carers to support purchasing a large vehicle to enable them to care for a larger sibling group. Without this support siblings may not be able to live together in one placement, which would be detrimental to their ongoing sibling relationship.</p> <p>The only alternative option would not be to approve this policy. Without positive approval of the policy, there would be no agreed process for approval or governance of this element of financial support to foster carers.</p>

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Reasons for Decision	A positive decision to approve this policy will ensure that Looked after Children who are placed together in foster placements are supported to be able to continue living together, by supporting their foster carers in being able to travel as a family. In addition, the policy will enable appropriate oversight and governance of this aspect of financial support.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
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Title	Hot Food Takeaway Supplementary Planning Document
Status	Recommendations Approved
Record of Decision	<ol style="list-style-type: none"> 1. That the draft Hot food takeaway Supplementary Planning Document (SPD) and associated Sustainability Appraisal Report and Strategic Environmental Assessment Screening Report be approved for consultation. 2. That it be approved to delegate authority to the Cabinet Members for City Economy and Public Health and Wellbeing, in consultation with the Service Directors for City Economy and Public Health and Wellbeing, to approve the Council's response to representations received on the draft SPD. 3. That it be approved to delegate authority to the Cabinet Members for City Economy and Public Health and Wellbeing, in consultation with the Service Directors for City Economy and Public Health and Wellbeing, to make amendments to the SPD following consultation and subsequently adopt the SPD.
Options Considered	Not producing this SPD will mean there is less clarity in terms of guidance to applicants and developers within the City. This may result in proposals which do not properly deal with planning requirements and result in poorer quality schemes being submitted. The current "case-by-case

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	basis” approach towards A5 hot food takeaways has no control on new A5 applications or changes of use to A5 outside of several distinct centres with specific policies. There is also no approach taken towards new applications within close proximity to secondary schools. Therefore, it will be more beneficial for both population health and the viability and vitality of local centres to adopt planning guidance that addresses these issues.
Reasons for Decision	As outlined in the report, it is felt that introducing a whole city approach to planning guidance for hot food takeaways will help to address both population health and viability issues through planning decision making. It will contribute towards the City’s Obesity Call to Action by offering a planning approach to promoting healthy weight environments.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
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Title	Exclusion of press and public
Status	For Determination
Record of Decision	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 relating to any individual, information which was likely to reveal the identity of an individual and/or information relating to the business affairs of any particular person (including the authority holding that information).
Options Considered	Not applicable

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Reasons for Decision	Not applicable
Record of Conflicts of Interest	Not applicable
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	Not applicable

Title	I9 Office Scheme – Development and Investment Proposal
Status	Recommendations Approved
Record of Decision	1. That the recommendations be approved as detailed in the exempt report.
Options Considered	As outlined in the exempt report.
Reasons for Decision	As outlined in the exempt report.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
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Title	Cricket Provision Capital Report
Status	Recommendations Approved
Record of Decision	1. That the recommendations be approved as detailed in the exempt report.
Options Considered	As outlined in the exempt report.
Reasons for Decision	As outlined in the exempt report.
Record of Conflicts of Interest	None
Dispensation Granted	Not applicable
Decision available for implementation (subject to call-in)	24 October 2017