

**City of Wolverhampton Council – Decisions taken by the Cabinet on Wednesday, 27 March 2019**

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| <b>Title</b>  | Our Council Plan 2019-2024  |
| <b>Status</b>   | Forward to Council  |
| <b>Record of Decision</b>   | <p>Council is recommended to:</p> <ol style="list-style-type: none"> <li>1. Approve the Council’s Our Council Plan 2019-2024.</li> </ol> <p>Cabinet resolved:</p> <ol style="list-style-type: none"> <li>1. That it be noted that the Council Plan priorities emerged following extensive consultation with over 3,000 people and that the draft plan was available for public consultation to ensure it is reflective of our City’s needs.</li> </ol>  |
| <b>Options Considered</b>   | <p>The draft Council Plan 2019-2024 was open for consultation with residents, employees, Councillors, businesses, the voluntary and community sector and other partners to ensure their voices have been heard and to solidify their buy-in and commitment to working together to achieve these joint aims. The consultation process on the draft plan closed on 20 February 2019.</p> <p>It is vital that we continue to engage with our residents, the voluntary and community sector and other partners, employees, Councillors and businesses going forward to check and challenge our priorities and performance, this will take place as part of an ongoing City Conversation. Performance will also be monitored through the Corporate Performance Framework, which will be reported to Cabinet (Performance Management Panel) on a quarterly basis.</p> |
| <b>Reasons for Decision</b>                                       | <p>The current iteration of the City of Wolverhampton Council’s Corporate Plan concludes in 2019. The Council Plan 2019-2024 was co-designed, to ensure it is reflective of what our City needs most, and that local people are a key partner in both its creation and delivery.</p>  |
| <b>Record of Conflicts of Interest</b>                            | None  |
| <b>Dispensation Granted</b>                                       | N/A   |
| <b>Decision available for implementation (subject to call-in)</b> | N/A   |

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| <b>Title</b>  | Wolverhampton Strategic Economic Plan  |
| <b>Status</b>   | Forward to Council   |
| <b>Record of Decision</b>   | Council is recommended to:<br><br>Adopt the Wolverhampton Strategic Economic Plan.   |
| <b>Options Considered</b>   | Wolverhampton SEP outlines the key actions to deliver economic growth including an enterprising city; a working and inclusive city; a vibrant city; and a future city. Options included retaining the existing City Strategy, however there have been significant changes to the context since that document was approved. |
| <b>Reasons for Decision</b>                                       | The decision to produce a Wolverhampton SEP was in light of significant changes to the external landscape and particular challenges the City faces despite significant achievements since the City Strategy was developed.   |
| <b>Record of Conflicts of Interest</b>                            | None   |
| <b>Dispensation Granted</b>                                       | N/A  |
| <b>Decision available for implementation (subject to call-in)</b> | N/A  |

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| <b>Title</b>              | Wolverhampton Homes Business Plan 2019-2023  |
| <b>Status</b>             | Forward to Council   |
| <b>Record of Decision</b> | <p>Council is recommended to:</p> <ol style="list-style-type: none"> <li>1. Approve the Wolverhampton Homes Business Plan 2019-2023.</li> </ol> <p>Cabinet resolved:</p> <ol style="list-style-type: none"> <li>1. That it be noted that this four-year Business Plan replaces the Delivery Plan which has previously been provided annually.</li> </ol>   |
| <b>Options Considered</b> | <p>The Council entered into a 15-year Management Agreement with Wolverhampton Homes in 2013 to continue to deliver housing management services on behalf of the Council.</p> <p>In 2018, at the first five-year break point in the contract, the Council’s Managing Director and Director of Finance conducted a review of Wolverhampton Homes to ensure that the organisation remained high-performing, well-governed and was delivering a housing service in line with the Council’s strategic objectives.</p> <p>The review included discussions with the Chair, Vice-Chair of the Board and Chief Executive of Wolverhampton Homes on performance and delivery plan achievements as well as the future direction of the service. This was set out in the annual Delivery Plan 2018-2019.</p> <p>The Business Plan 2019-2023 provides a longer-term plan for Wolverhampton Homes; setting out how it will operate services and contribute to the Councils strategic objectives for the next four years. This Business Plan takes Wolverhampton homes up to the next ‘break clause’ in the Management Agreement. A Review during 2019-23 will take place to consider options for the Management of Landlord Management Services during this plan period.</p> <p>A formally adopted Business Plan is a requirement of Wolverhampton Homes under the terms of the Management Agreement in place with the Council. This is also part of the Council’s constitution.</p> |

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| <b>Reasons for Decision</b>                                       | <p>In the Review of Wolverhampton Homes conducted in 2017 (reported March 2018), the organisation was deemed to be performing above average and governance was found to be acceptable. Wolverhampton Homes continued to be a key partner in the delivery of the housing service, providing the vast majority of operational services. The Council concluded that Wolverhampton Homes had satisfied the requirements of the review.</p> <p>In light of the review, Wolverhampton Homes continue to operate under the terms of the Management Agreement for the five-year period; 2018-2023.</p> <p>Monitoring of Wolverhampton Homes continues under a thorough, proportionate and efficient set of performance monitoring arrangements.</p> <p>Council employees and representatives from Wolverhampton Homes have worked in partnership to develop the Wolverhampton Homes Business Plan 2019-2023, which is a requirement of the Management Agreement.</p> |
| <b>Record of Conflicts of Interest</b>                            | None   |
| <b>Dispensation Granted</b>                                       | N/A  |
| <b>Decision available for implementation (subject to call-in)</b> | N/A  |

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| <b>Title</b>              | Review of Senior Management Structure - April 2019   |
| <b>Status</b>             | Forward to Council   |
| <b>Record of Decision</b> | <p>Council is recommended to approve:</p> <ol style="list-style-type: none"> <li>1. The Director of Pensions post to be regraded from Grade 14 to Grade 15.</li> <li>2. The Assistant Director – Investment and Pensions post to be regraded from Grade 13 to Grade 14.</li> </ol> |

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3. The establishment of an Assistant Director – Pensions post Grade 14 subject to appointment by a Special Appointments Committee.
4. The Service Director for City Environment post is redesignated to Director for City Environment and the post be regraded from Grade 13 to Grade 14.
5. The Service Director for Housing post is redesignated to Director for City Housing and the post be regarded from Grade 13 to Grade 14.
6. The Head of Communications post is redesignated to Director of Communications and External Relations and the post be regraded from Grade 12 to Grade 14.
7. The Director of Black Country Transport post be regraded from Grade 13 to Grade 14.

Cabinet resolved:

1. That the structural changes outlined within this report be approved to further increase opportunities for creative solutions and increased performance of the Council's business activities.
2. That authority be delegated to the Managing Director to undertake any final consultations with employees and trade unions to implement the changes contained within this report.
3. That it be approved that the fixed term arrangements for the current interim Strategic Director of Place will cease on 31 March 2019, and the post be subsequently deleted.
4. That it be approved that the Director of Commercial Services post is deleted, the current post holder left the Council on 21 December 2018.
5. That it be approved that the Service Director for Strategy and Change post is deleted, the current post holder left the Council on 27 January 2019.
6. That it be approved that the Assistant Director – Schools Standards vacant post is deleted.
7. That it be noted that the structural changes contained within this report will be implemented,

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|  | <p>subject to approval with effect from 1 April 2019, unless otherwise stated within this report.</p> <ol style="list-style-type: none"><li>8. That it be noted that a further delegated review of operational structures will take place by the Managing Director/Strategic Executive Board following the appointments approved within this report.</li><li>9. That it be noted that job evaluation takes place, as appropriate where roles have changed as a result of the Senior Management restructure.</li><li>10. That it be noted that there are net savings arising from these recommendations to the General Fund in the region of £350,000.</li><li>11. That it be noted that the current interim Strategic Director for Place role may remain with the Council to complete some project based work beyond the current contract end date of 31 March 2019.</li><li>12. That it be noted that the line management arrangements currently aligned to the Strategic Director for Place are changed as detailed within this report.</li><li>13. That it be noted that the line management arrangements currently aligned to the Director of Commercial Services are changed as detailed within this report.</li><li>14. That it be noted that the Head of Corporate Landlord post remains vacant until the review of the service has been completed.</li><li>15. That it be noted that the Head of Visitor Economy post remains vacant until the review of the service has been completed.</li><li>16. That it be noted that the line management arrangements currently aligned to the Service Director for Strategy and Change were changed as detailed within this report with effect from 28 January 2019.</li><li>17. That it be noted that a number of services, detailed within this report have transferred to the Director of Governance with effect from 28 January 2019.</li></ol> |
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18. That it be noted that, as a consequence of the above recommendation, that the Head of Public Service Reform be redesignated Head of Governance and has also transferred under the line management of the Director of Governance, with effect from 28 January 2019.
19. That it be noted that the Head of Business Management will be redesignated the Head of Business Change and assume responsibilities for services as detailed within this report with effect from 28 January 2019.
20. That it be noted that the creation of a Head of Strategy post will have responsibility for the services as detailed within this report.
21. That it be noted that the Head of Human Resources will change reporting lines from the Managing Director to the Deputy Managing Director.
22. That it be noted that the Head of Strategic Commissioning left the Council on 3 March 2019 and the post has been deleted.
23. That it be noted that the Strategic Commissioning Team has been devolved back into each individual service (Children's, Adults and Public Health), to enable Directors to prioritise commissioning resources in a more agile and flexible way.
24. That it be noted that the Head of People post will be deleted, and a Head of Children's Improvement and Head of Adults Improvement will be created.
25. That it be noted that the Head of Customer Service post has been deleted following the departure of the postholder on 30 September 2018.
26. That it be noted that, following the review of Customer Services, the function will report to the Director of City Environment.
27. That it be noted that a further review of the structure at the West Midlands Pension Fund will take place following the senior manager changes.

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| <b>Options Considered</b>   | <p>The development of the proposal included consultation with senior managers to explore alternative proposals.</p> <p>To continue with existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and improvements to strengthen the senior management structure of the Council. Therefore, this option was rejected.</p> |
| <b>Reasons for Decision</b>                                       | The recommendations in this report are designed to strengthen the Council’s Senior Management Structure whilst making cost savings.  |
| <b>Record of Conflicts of Interest</b>                            | Kate Martin, Service Director of Housing, declared a pecuniary interest in item 8 – Review of Senior Management Structure - April 2019.  |
| <b>Dispensation Granted</b>                                       | No   |
| <b>Decision available for implementation (subject to call-in)</b> | N/A  |

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| <b>Title</b>              | Senior Pay Policy Statement 2019-2020  |
| <b>Status</b>             | Forward to Council   |
| <b>Record of Decision</b> | <p>Council is recommended to:</p> <ol style="list-style-type: none"> <li>1. Approve the Senior Pay Policy Statement for 2019 - 2020.</li> <li>2. Approve the publication of the Senior Pay Policy Statement in line with the requirements of the Localism Act 2011.</li> <li>3. Note that the Service Director and Director grades become a single grade 13 recognising the parity of the roles and responsibilities of the postholders.</li> <li>4. Note that the Senior Pay Policy Statement 2019-2020 now incorporates a delegation to the Leader of the Council, in consultation with the Head of Paid Service, to approve additional</li> </ol> |

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|   | <p>payments to senior management, upon cessation of employment, in addition to redundancy payments where these amount to less than £100,000 in total.</p> <p>5. Note that the constitution will require some changes to comply with legislation and this Senior Pay Policy. These will be reported to a future Governance Committee.</p> |
| <b>Options Considered</b>   | The authority is required to prepare and publish a Pay Policy in accordance with the Localism Act 2011.  |
| <b>Reasons for Decision</b>                                       | To ensure that the authority complies with the relevant legislation and best practice guidance.  |
| <b>Record of Conflicts of Interest</b>                            | Tim Johnson, Mark Taylor, Claire Nye, John Denley, Richard Lawrence and Kate Martin declared a pecuniary interest in item 9 – Senior Pay Policy Statement 2019-2020.   |
| <b>Dispensation Granted</b>                                       | No   |
| <b>Decision available for implementation (subject to call-in)</b> | N/A  |

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| <b>Title</b>              | Employee Offer, Pay Model and Collective Agreement  |
| <b>Status</b>             | Recommendations Approved  |
| <b>Record of Decision</b> | <ol style="list-style-type: none"> <li>1. That the proposed amendments to the NJC pay Model be approved as detailed in the Collective Agreement March 2019.</li> <li>2. That the amendments to terms and conditions be approved as detailed in the Collective Agreement March 2019.</li> <li>3. That the implementation of above with an effective date of 1 April 2019 be approved.</li> <li>4. That authority be delegated to the Cabinet Member for Governance, in consultation with the Deputy Managing Director, to approve a collective agreement with Soulbury employees to</li> </ol> |

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|   | implement a mandatory unpaid leave scheme.  |
| <b>Options Considered</b>   | <p>Alternative options included not making changes to the NJC pay model and terms and conditions of employment. Failure to implement the national negotiated NJC pay award would be outside the national conditions of service (the green book).</p> <p>Alternative options included not making changes to the terms and condition of employment this would result in not achieving the projected budget reductions aligned to changes to terms and conditions.</p> |
| <b>Reasons for Decision</b>                                       | Changes ensure that the national NJC pay model is implemented and cost savings are achieved.  |
| <b>Record of Conflicts of Interest</b>                            | None  |
| <b>Dispensation Granted</b>                                       | N/A   |
| <b>Decision available for implementation (subject to call-in)</b> | 3 April 2019  |

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| <b>Title</b>              | Analysis of the Gender Pay Gap on 31 March 2018   |
| <b>Status</b>             | Recommendations Approved  |
| <b>Record of Decision</b> | <ol style="list-style-type: none"> <li>1. That the attached report on the City of Wolverhampton Council's Gender Pay Gap for 31 March 2018 be approved.</li> <li>2. That it be noted that the median pay gap for 31 March 2018 is 0.00%.</li> <li>3. That it be noted that the Gender Pay Gap data will be published on the Gender Pay Gap reporting on the GOV.UK site together with the attached report.</li> </ol> |

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| <b>Options Considered</b>   | There are no alternative options to consider as government has defined the requirements of the report.   |
| <b>Reasons for Decision</b>                                       | If the Council fails to endorse the report, we will be unable to meet the government deadline of publishing data which will result in a fine of £20,000. |
| <b>Record of Conflicts of Interest</b>                            | None   |
| <b>Dispensation Granted</b>                                       | N/A  |
| <b>Decision available for implementation (subject to call-in)</b> | 3 April 2019   |

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| <b>Title</b>              | Our People Strategy 2019-2024  |
| <b>Status</b>             | Recommendations Approved   |
| <b>Record of Decision</b> | <ol style="list-style-type: none"> <li>1. That the new Our People Strategy 2019-2024 content and action plans, which forms one strand of the new Council Plan, be approved.</li> <li>2. That the use of employee working groups to configure appropriate change aligned to the action plans in the strategy be endorsed, in accordance with the restorative approach the Council is seeking to embed.</li> <li>3. That the introduction of the Our People Employee Forum which will be the governance process for the strategy, set up to measure the success of initiatives and update where appropriate, be endorsed.</li> <li>4. That it be noted that this strategy and the associated actions plans have been written for employees, using employees' feedback. It is written in the second person so employees can relate to it directly.</li> </ol> |

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| <p><b>Options Considered</b></p>   | <p>Following the feedback from employees at the face to face engagement workshops and the questionnaire analysis, it was quite evident that there were areas in which the Council could improve its support for employees and managers.</p> <p>Option 1 – do nothing. This would not provide any improvement for employees working within the service areas across the Council, as it is unlikely that appropriate change would take place. There is a need to change the way services deliver and employees work, which will not happen under some of the current processes.</p> <p>Option 2 – the Organisational Development Team, Public Health and Human Resources to create and manage development change. Although this is possible it is not in keeping with the restorative approach the Council is aiming to embed through the Our People Strategy.</p> <p>Option 3 – launch the Our People Strategy as an integral part of the Council Plan, embedding the review and working groups into ‘business as usual’. It is important that employees are included in decision-making and ideas for change to ensure that culture change is driven from within and not just top down.</p> |
| <p><b>Reasons for Decision</b></p> | <p>The Our People Strategy has a clear message for the organisation, in that the workforce will need to work in different ways going forward. This will support and develop employees to enable them to deliver the services needed by the City, and enable the Council to address current challenges in a constrained financial context. Following the engagement workshops, it was evident that employees want to be part of creating a great place to work and a successful Council for the residents of the city. The Our People action plans give guidance and ideas to start to make changes and the working groups</p> <p>will provide a mechanism to achieve it. The Our People Forum will enable a record of the journey to be created and for employees to have their say on the work being carried out.</p> <p>The outcomes of the Employee Forums will be a quarterly updated Our People document, highlighting where actions have been delivered, or new ideas are suggested. Case studies will also form part of the document so that good practice can be showcased.</p>   |

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|   | Each strand will be set up on the project management system Verto and a highlight report generated for internal review regularly. |
| <b>Record of Conflicts of Interest</b>                            | None  |
| <b>Dispensation Granted</b>                                       | N/A   |
| <b>Decision available for implementation (subject to call-in)</b> | 3 April 2019  |

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| <b>Title</b>                | Scrutiny Review of Flood Risk Preparation and Response   |
| <b>Status</b>               | Recommendations Approved   |
| <b>Record of Decision</b>   | That the recommendations of the review group be approved as detailed in Appendix 2 to the report.  |
| <b>Options Considered</b>   | <p>The review group were presented with evidence for consideration when agreeing their findings and recommendations. The minutes and other documents considered at the evidence sessions are available on request.</p> <p>The Flood and Water Management Act 2010 requires each LLFA to “develop, maintain, apply and monitor a strategy for local flood risk management in its area”. In addition, there are specific strategic and operational responsibilities on LLFA to work with partners to mitigate the impact of flooding.</p> <p>A key responsibility of a Lead Local Flood Authority under (S19) of the Act is to investigate flooding incidents.</p> |
| <b>Reasons for Decision</b> | <p>CWC has specific legislative duties and responsibilities for emergency resilience planning and flood risk management.</p> <p>CWC published a Multi-Agency Flood Plan in January 2018 which identifies areas in</p>  |

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|   | <p>Wolverhampton considered to be at risk of flooding. The document also defines the roles and responsibilities of the Council and partner organisations in the event of a flooding incident within Wolverhampton.</p> <p>CWC has obligations in relation to the Civil Contingencies Act 2004. The CWC Resilience Team supports the Council in response to and recovery from (major) incidents or Business Continuity incidents.</p> |
| <b>Record of Conflicts of Interest</b>                            | None   |
| <b>Dispensation Granted</b>                                       | N/A  |
| <b>Decision available for implementation (subject to call-in)</b> | 3 April 2019   |

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| <b>Title</b>              | MiFriendly City implementation   |
| <b>Status</b>             | Recommendations Approved   |
| <b>Record of Decision</b> | <ol style="list-style-type: none"> <li>1. That the acceptance of the grant of £388,000 awarded to the council from Urban Innovative Actions, a body of the European Regional Development Fund to deliver MiFriendly Cities activities in Wolverhampton, be approved.</li> <li>2. That a budget of £388,000 within City Housing be approved for the MiFriendly Cities project on the understanding that this is funded by the grant from the European Regional Development Fund.</li> <li>3. That authority be delegated to the Cabinet Member for City Assets and Housing, in consultation with the Service Director of Housing, to award a contract/individual contracts following a tender process for projects related to MiFriendly Cities.</li> <li>4. That the requirement for the Council to contribute twenty percent of the total project cost equal to £97,000 of match funding be noted. This will be from existing approved budgets in the form</li> </ol> |

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|                             | <p>of employee time.</p> <p>5. That the overall work undertaken in Wolverhampton in relation to new communities, including work to date on the MiFriendly Cities project in Wolverhampton, be noted.</p> <p>6. That the work on the development of an operational group to have oversight of new community projects be noted.</p>  |
| <b>Options Considered</b>   | <p>Alternative option 1: Do not approve expenditure to enable the MiFC programme to progress. This would have an adverse impact to the Council and local voluntary sector partners.</p> <p>To decline to participate in the project would lose the Council the opportunity to gain £388,000 of grant funding. Implications of this option on the city would be to miss out on a large amount of grant funding that would be used to improve integration in the ethnically diverse city. There are several projects in the city that are aimed at the same demographic with similar objectives. MiFriendly Cities will build on this and offer an additional range of support to new communities in Wolverhampton; thereby providing a holistic package of support beyond existing council services. Furthermore, MiFriendly Cities offers opportunities to trial innovative projects that may not otherwise be tested within the scope of council provision.</p>             |
| <b>Reasons for Decision</b> | <p>Approval for the implementation of the project will allow Wolverhampton to have the status of one of Europe’s few migrant friendly cities as well as resource to deliver innovative projects.</p> <p>As this is a European funded project, a budget is required to enable expenditure to be incurred prior to being reimbursed from grant funding.</p> <p>Participants supported as a result of this project will be assisted to make a positive contribution to the city via the range of new services, qualifications and experiences available.</p> <p>Currently there are steering groups for the projects (Appendix 1) which have formed at different times for different purposes. It is suggested that a strategic, multi-agency forum be established to have oversight of the various strands of work that are all connected to migrant populations.</p> <p>This will help to ensure a coordinated response across the different workstreams and in doing so,</p> |

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|   | enable stakeholders who are involved in this agenda be fully sighted and up to date on what is happening. Cabinet is asked to recommend that this arrangement is explored, including terms of reference for such a forum including governance structures. |
| <b>Record of Conflicts of Interest</b>                            | None  |
| <b>Dispensation Granted</b>                                       | N/A   |
| <b>Decision available for implementation (subject to call-in)</b> | 3 April 2019  |

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| <b>Title</b>                           | Black Country Reducing Reoffending Strategy 2019-2022  |
| <b>Status</b>                          | Recommendations Approved   |
| <b>Record of Decision</b>              | That the Black Country Reducing Reoffending Strategy 2019-2022 be endorsed and its implementation supported.   |
| <b>Options Considered</b>              | Initial consideration was given to developing a Wolverhampton Reducing Reoffending Strategy, however, an offer was made to include the rest of the Black Country to realise efficiencies and strengthen the Black Country's collective position. A streamlined meeting structure for the Black Country has also been established, addressing capacity concerns identified by partners organisations. |
| <b>Reasons for Decision</b>            | There is a statutory requirement to formulate a strategy to reduce reoffending by adults and young offenders. Development of the Black Country Reducing Reoffending Strategy fulfils this requirement. Additionally, key benefits arise from adoption of a Black Country approach, as detailed in section 2.6 of this report.  |
| <b>Record of Conflicts of Interest</b> | None   |
| <b>Dispensation Granted</b>            | N/A  |

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