

Time	5.00 pm	Public Meeting?	YES	Type of meeting	Executive
Venue	Committee Room 3, Third Floor - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH				

Membership

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

Labour

Cllr Steve Evans
Cllr Val Gibson
Cllr Louise Miles
Cllr Hazel Malcolm
Cllr Lynne Moran
Cllr John Reynolds
Cllr Sandra Samuels OBE
Cllr Paul Sweet

Quorum for this meeting is five Councillors.

Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

Contact Philippa Salmon
Tel/Email Tel: 01902 555061 or philippa.salmon@wolverhampton.gov.uk
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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**

- 2 **Declaration of interests**

- 3 **Minutes of the previous meeting** (Pages 5 - 14)
[For approval]

- 4 **Matters arising**
[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 5 **Our Council Plan 2019-2024** (Pages 15 - 68)
[To approve the Our Council Plan 2019-2024.]

- 6 **Wolverhampton Strategic Economic Plan** (Pages 69 - 96)
[To approve the Wolverhampton Strategic Economic Plan.]

- 7 **Wolverhampton Homes Business Plan 2019-2023** (Pages 97 - 154)
[To approve the Wolverhampton Homes Business Plan 2019-2023.]

- 8 **Review of Senior Management Structure - April 2019** (Pages 155 - 184)
[To approve Review of Senior Management Structure – April 2019.]

- 9 **Senior Pay Policy Statement 2019-2020** (Pages 185 - 202)
[To approve the Senior Pay Policy Statement 2019-2020.]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 10 **Employee Offer, Pay Model and Collective Agreement** (Pages 203 - 218)
[To approve the Employee Offer, Pay Model and Collective Agreement.]

- 11 **Analysis of the Gender Pay Gap on 31 March 2018** (Pages 219 - 230)
[To consider the analysis of the Gender Pay Gap on 31 March 2018.]
- 12 **Our People Strategy 2019-2024** (Pages 231 - 274)
[To approve the Our People Strategy 2019-2024.]
- 13 **Scrutiny Review of Flood Risk Preparation and Response** (Pages 275 - 316)
[To endorse a report of the findings and recommendations of a review.]
- 14 **MiFriendly City implementation** (Pages 317 - 332)
[To approve the delivery of the MiFriendly City Project and the role of City of Wolverhampton Council.]
- 15 **Black Country Reducing Reoffending Strategy 2019-2022** (Pages 333 - 362)
[To approve the Black Country Reducing Reoffending Strategy 2019-2022.]

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CITY OF WOLVERHAMPTON COUNCIL	Meeting of the Cabinet Minutes - 20 February 2019
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Attendance

Members of the Cabinet

Cllr Roger Lawrence (Chair)
Cllr Peter Bilson (Vice-Chair)
Cllr Steve Evans
Cllr Val Gibson
Cllr Louise Miles
Cllr Hazel Malcolm
Cllr Lynne Moran
Cllr John Reynolds
Cllr Sandra Samuels OBE
Cllr Paul Sweet

Employees

Tim Johnson	Managing Director
Mark Taylor	Strategic Director - People
Claire Nye	Director of Finance
Kevin O'Keefe	Director of Governance
John Denley	Director of Public Health
Kate Martin	Director of City Housing
Adrian Leach	Head of SEND
Jaswinder Kaur	Democratic Services Manager
Philippa Salmon	Democratic Services Officer

Part 1 – items open to the press and public

- | <i>Item No.</i> | <i>Title</i> |
|-----------------|--|
| 1 | Apologies for absence
No apologies for absence were received. |
| 2 | Declaration of interests
Councillor Val Gibson declared a non-pecuniary interest in Item 5 - Capital programme 2018-2019 to 2022-2023 quarter three review and 2019-2020 to 2023-2024 Budget Strategy and Item 14 - Secondary School Expansion Programme 2019-2020 Update and Future Primary and Secondary Provision as a governor of South Wolverhampton and Bilston Academy. |

Councillor Louise Miles declared a non-pecuniary interest in Item 5 - Capital programme 2018-2019 to 2022-2023 quarter three review and 2019-2020 to 2023-2024 Budget Strategy and Item 14 - Secondary School Expansion Programme 2019-2020 Update and Future Primary and Secondary Provision as an employee of the University of Wolverhampton.

3 **Minutes of the previous meeting**

That the minutes of the previous meeting held on 23 January 2019 be approved as a correct record and signed by the Chair.

4 **Matters arising**

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

5 **Capital programme 2018-2019 to 2022-2023 quarter three review and 2019-2020 to 2023-2024 Budget Strategy**

Councillor Louise Miles presented the Capital programme 2018-2019 to 2022-2023 quarter three review and 2019-2020 to 2023-2024 Budget Strategy for approval and recommendation to Full Council. The report provided an update on the 2018-2019 financial performance of the General and Housing Revenue Account (HRA) capital programmes and the revised forecast for 2018-2019 to 2023-2024 as at quarter three 2018-2019. Revisions to the current approved General capital programme were recommended, covering the period 2019-2020 to 2023-2024.

Resolved:

Council is recommended to:

1. Approve the City of Wolverhampton Council Capital Strategy.
2. Approve the revised medium term General capital programme of £337.8 million, a reduction of £1.3 million from the previously approved programme and the change in associated resources.

Cabinet resolved:

1. That the virements for the General capital programme be approved as detailed at Appendix 5 of the report for;
 - i. Existing projects totalling £1.8 million;
 - ii. New projects totalling £5.7 million.
2. That both delegations to the Cabinet Member for Resources, in consultation with the Director of Finance, be approved to continue to approve the allocation of;
 - i. The Corporate Contingency to individual projects in order that corporate priorities may be addressed in a more agile and timely manner;
 - ii. The Transformation Development Efficiency Strategy to individual transformation projects in order to benefit from the capital receipts flexibility announced in the Autumn Statement 2015 and in line with the Medium Term Financial Strategy.
3. That authority be delegated to the Cabinet Member for Adults and Cabinet Member for City Assets and Housing, in consultation with the Director of Finance, to approve the allocation of the Disabled Facilities Grants budget to individual projects to enable the grant to be utilised in a timely and agile manner.
4. That it be noted that there are four new projects requiring internal resources for Secondary School Expansion Programme included in this report, but which are subject to a separate detailed project report also on this agenda. The inclusion of these projects is for budget approval purpose and is on the assumption that the approval to progress with the projects is given. As the progression is dependent

on that decision, if the projects are not approved, the capital programme will be reduced accordingly. The names of the projects are:

- Highfields School;
- Ormiston SWB Academy;
- St Edmund's Catholic Academy;
- West Midlands University Technical College (UTC).

6 **Treasury Management Strategy 2019-2020**

Councillor Louise Miles presented the Treasury Management Strategy 2019-2020 for approval and recommendation to Full Council. The strategy incorporated six elements: the Treasury Management Strategy, the Annual Investment Strategy, the Prudential and Treasury Management Indicators, Minimum Revenue Provision (MRP) Statement, the Disclosure for Certainty Rate and the Treasury Management Policy. The Council's Treasury Management Strategy was set in accordance with national guidelines and statutory guidance.

Resolved:

Council is recommended to:

1. Approve the authorised borrowing limit for 2019-2020 to support the capital strategy as required under Section 3(1) of the Local Government Act 2003 be set at £1,141.5 million (PI3, Appendix 3 to this report); the forecast borrowing is below the authorised borrowing limit.
2. Approve the Treasury Management Strategy Statement 2019-2020 as set out in Appendix 1 to this report.
3. Approve the Annual Investment Strategy 2019-2020 as set out in Appendix 2 to this report.
4. Approve the Prudential and Treasury Management Indicators as set out in Appendix 3 to this report.
5. Approve the Annual Minimum Revenue Provision (MRP) Statement setting out the method used to calculate MRP for 2019-2020 as set out in Appendix 4 to this report.
6. Approve the Treasury Management Policy Statement and Treasury Management Practices as set out in Appendix 6 to this report.
7. Approve the continuation of delegated authority to the Director of Finance to amend the Treasury Management Policy and Practices and any corresponding changes required to the Treasury Management Strategy, the Prudential and Treasury Management Indicators, the Investment Strategy and the Annual MRP Statement to ensure they remain aligned. Any amendments will be reported to the Cabinet Member for Resources and Cabinet (Resources) Panel as appropriate.
8. Approve the removal of the Local Prudential Indicator LPI 2 – HRA limit on indebtedness from the 2018-2019 Prudential and Treasury Management Indicators approved by Council on 7 March 2018.
9. Note that the MRP charge for the financial year 2019-2020 will be £15.4 million; it is forecast to increase to £18.2 million in 2020-2021 (paragraph 2.14 of the report).
10. Note that Cabinet or Cabinet (Resources) Panel and Council will receive regular Treasury Management reports during 2019-2020 on performance against the key targets and Prudential and Treasury Management Indicators in the Treasury Management Strategy and Investment Strategy as set out in paragraph 2.12 and Appendices 2 and 3 to this report.

11. Note that the statements for 2019-2020 reflect the new Code of Practice on Treasury Management and the Prudential Code and also the revised guidance on Local Government Investments issued by the Ministry of Housing, Communities & Local Government.

Cabinet resolved:

1. That it be noted that the financial information included in this report is based on the Capital programme 2018-2019 to 2022-2023 quarter three review and 2019-2020 to 2023-2024 budget strategy' report also on the agenda for this meeting. The capital report is subject to a report being separately approved by Cabinet also at this meeting. Therefore, if this approval is not obtained, a revised version of this report will be presented to Council on 6 March 2019.

7 **2019-2020 Final Budget and Medium Term Financial Strategy 2019-2020 to 2023-2024**

Councillor Louise Miles presented the 2019-2020 Final Budget and Medium Term Financial Strategy 2019-2020 to 2023-2024 for approval and recommendation to Full Council. The report outlined the progress made in the previous financial year towards the projected budget challenge, the current budget pressures and changes to the Council Tax rates and Business Rates. The report also outlined the breakdown of the Local Government Finance Settlement for 2019-2020 and other grant funding. The budget had been set in a challenging climate for Local Authorities with increasing demands on services.

Resolved:

Council is recommended to:

1. Approve the net budget requirement for 2019-2020 of £234.9 million for General Fund services (as set out at paragraph 18.1 of this report).
2. Approve the Medium Term Financial Strategy 2019-2020 to 2023-2024 as detailed in Table 10 and the budget preparation parameters underpinning the MTFS as detailed in Appendix 1 to this report.
3. Approve a Council Tax for Council services in 2019-2020 of £1,617.06 for a Band D property, being an increase of 4.99% on 2018-2019 levels, which incorporates the 2% increase in relation to Adult Social Care (as set out at paragraph 7.5 of this report).
4. Approve that work start on developing budget reductions and income generation proposals for 2020-2021 onwards in line with the Five Year Financial Strategy (as set out at paragraph 14.3 of this report) and progress be reported to Cabinet in July 2019 (as set out at paragraph 18.8 of this report).
5. Approve the revision to the Council Tax Charges on Empty Properties and Second Homes Policy with effect from 1 April 2019 to introduce additional charges (as set out at paragraph 8.3 of this report).

Cabinet resolved:

1. That the changes to the 2019-2020 draft budget for General Fund services, since the draft budget was last reported to Cabinet on 17 October 2018, as detailed in sections 3 to 17 of this report be approved.
2. That the implementation of the new budget reduction, income generation and efficiency proposals totalling £4.0 million, subject to consultation where necessary (as set out at paragraph 15.3 of this report) be approved.
3. That it be approved that work towards the development of budget efficiencies, budget reduction and income generation proposals towards the target of £500,000

- (as set out at paragraph 15.6 of this report) commence immediately and progress will be reported back to Councillors in July 2019.
4. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the calculation and allocation of growth in the central share of business rates for 2019-2020 and future years to be passported to the West Midlands Combined Authority (as set out at paragraph 9.6 of this report).
 5. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to respond to the consultation on the Business Rates Retention Scheme and the Review of Relative Needs and Resources, and any future related consultation papers.
 6. That approval be delegated to the Cabinet Member for Education and Cabinet Member for Resources, in consultation with Director of Finance and Director of Education, to approve changes to the local funding formula for Schools including method, principles and rules adopted (as set out at paragraph 17.4 of this report).
 7. That it be noted that the budget for 2019-2020 is in balance without the use of general reserves (as set out at paragraph 18.1 of this report).
 8. That it be noted that, in the opinion of the Director of Finance (Section 151 Officer), the 2019-2020 budget estimates are robust (as set out at paragraph 18.1 of this report).
 9. That it be noted that, in the opinion of the Director of Finance (Section 151 Officer), the proposed levels of reserves, provisions and balances is adequate in respect of the forthcoming financial year (as set out at paragraph 19.6 of this report).
 10. That it be noted that a further £27.3 million needs to be identified for 2020-2021 and £40-50 million over the medium term in order to address the projected budget deficit (as set out at paragraph 18.5 of this report).
 11. That it be noted that, due to external factors, budget assumptions remain subject to significant change, which could, therefore, result in alterations to the financial position facing the Council (as set out at paragraph 4.3 of this report).
 12. That it be noted that, a number of assumptions have been made with regards to the level of resources that will be available to the Council. It is important to note that there continues to be a considerable amount of uncertainty with regards to future funding streams for local authorities over the forthcoming Comprehensive Spending Review period. At the point that further information is known it will be incorporated into future reports to Councillors. Any reduction in the Government's allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term (as set out at paragraph 18.7 of this report).
 13. That it be noted that, having identified significant budget reductions over the last eight financial years, the extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced (as set out at paragraph 18.9 of this report).
 14. That it be noted that the overall level of risk associated with the 2019-2020 Budget and Medium Term Financial Strategy 2019-2020 to 2023-2024 is assessed as Red (as set out at paragraph 20.1 of this report).
 15. That it be noted that Councillors must have due regard to the public sector equality duty (Section 149 of the Equality Act 2010) when making budget decisions (as set out at paragraph 25.2 of this report).

- 8 **Wolverhampton Joint Health and Wellbeing Strategy 2018-2023**
Councillor Hazel Malcolm presented the Wolverhampton Joint Health and Wellbeing Strategy 2018-2023 for approval, and referred to the amended version of Appendix 1 provided in the supplement pack. Public consultation had provided insight from 1230 people in relation to the things they felt were important in improving health and wellbeing across the City of Wolverhampton. The findings from the consultation had been used to shape the new Joint Health and Wellbeing Strategy 2018-2023.

Resolved:

That the final version of the Wolverhampton Joint Health and Wellbeing Strategy 2018-2023 be approved.

- 9 **School Admission Arrangements 2020-2021**
Councillor Lynne Moran presented the School Admission Arrangements 2020-2021 for approval. Each Local Authority was required to draw up a scheme (or schemes) for co-ordinating admission arrangements for all mainstream, maintained schools (community, voluntary controlled, voluntary aided, foundation and academies) within their area. A full consultation had been undertaken in 2015 and there were no proposals for changes to the admission arrangements for 2020-2021.

Resolved:

1. That the Co-ordinated Admission Schemes for secondary and primary school admissions at the normal year of entry for 2020-2021 be approved and that the Secretary of State be notified by 28 February 2019.
2. That the proposed admission arrangements for community and voluntary controlled schools for 2020-2021 be approved.

- 10 **Green Park School - Significant Change Proposal**
Councillor Lynne Moran presented the Green Park School - Significant Change Proposal for approval. The report sought approval to commence pre-publication consultation on the proposed permanent expansion of Green Park School, to create additional capacity and provide extra spaces to meet an increasing level of demand in the City.

Resolved:

1. That the commencement of a period of Pre-publication Consultation on the proposed permanent expansion of Green Park School be approved.
2. That authority be delegated to the Cabinet Member for Education and Skills, in consultation with the Director of Education, to consider the outcome of Pre-publication Consultation and determine whether to proceed to Representation.

- 11 **Exclusion of press and public**
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 the financial or business affairs of any particular person (including the authority holding that information).

12 **Westside Delivery Strategy Update**

Councillor John Reynolds presented the Westside Delivery Strategy Update for approval, subject to the addition of a recommendation to read 'that it be noted that the detail of the deal structure, the outcome of the agreements referred to above and any supplementary budgets will be reported to Cabinet'. Councillor John Reynolds referred to the amended information provided in the supplement pack.

The report was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That it be approved that the Council enter into a such an agreement as is necessary to close off the current Development Agreement to facilitate a new financing model allowing commencement of the scheme with Urban&Civic.
2. That the principle of the Council entering into an income strip head lease as detailed in sections 5, 6 and 9 of this report be approved and which will include:
 - i. Entering an agreement for lease and sublease back to the Council for a term to be determined with respect to the Westside development.
 - ii. Entering into a Rent Guarantee Agreement.
 - iii. Entering into any ancillary agreements necessary to facilitate the agreements referred to above.
3. That authority be delegated to the Cabinet Members for Finance and City Economy in consultation with the Director of Finance and Director of Regeneration to approve the detail of the deal structure, the agreements referred to above and any supplementary budgets required in the best interests of the Council and subject to the criteria set out in paragraph 9.4 being met.
4. That it be noted that the detail of the deal structure, the outcome of the agreements referred to above and any supplementary budgets will be reported to Cabinet.
5. That the changes to the format and content of the Westside scheme as detailed in the report be noted.
6. That the benefits statement including the number of jobs created and the increased business rates generated by the scheme be noted.
7. That it be noted that, as the finances of the deal cannot be set until full designs and costs are established and the funding market will only provide a quote within six months of a scheme drawing down funding, this report establishes principles to safeguard the Council's commitment to invest should the cost of borrowing increase or the cost of delivering the scheme inflates.

13 **Walsall to Wolverhampton Growth Corridor**

Councillor Peter Bilson presented the Walsall to Wolverhampton Growth Corridor for approval, that was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That the involvement of the City of Wolverhampton Council in the proposed West Midlands Combined Authority 'Housing and Land Fund' programme, as set out in this report, be endorsed.

2. That the proposed Walsall to Wolverhampton Growth Corridor Governance arrangements, set out in the report at Appendix 2, up to 31 March 2021 be approved.
3. That the principle that the City of Wolverhampton Council will Chair the proposed Walsall to Wolverhampton Growth Corridor Partnership Board until 31 March 2020 be approved.
4. That authority be delegated to the Cabinet Member for City Assets and Housing, in consultation with the Service Director of Housing and the Director of Finance, for agreement to submit bids to the West Midlands Combined Authority and to enter into any legal and/or financial agreements supporting this grant funding and investment arrangement.
5. That the allocation as set out in section 11 of this report from the Development Reserve to provide programme support resources for the City of Wolverhampton until 31 March 2021, be approved to enable and secure the inward grant investment and deliver new housing developments and growth for the City.
6. That the use of procurement arrangements of the West Midlands Combined Authority and/or Homes England be authorised for pre-development commissions, where these have been reviewed to ensure they comply with the necessary regulations, noting that individual development schemes will be further reported for approvals.
7. That the proposed Walsall to Wolverhampton Growth Corridor Communications Protocol, be approved as set out at Appendix 5 to this report.
8. That it be agreed to receive a further report in the financial year 2019-2020 setting out more details of the Phase 1 Development proposals and any longer-term funding requirements when further information about the WMCA Housing and Land Fund administration is available.
9. That it be noted that the progress since June 2018, to develop the Growth Corridor investment concept, development proposals and governance arrangements with Walsall Metropolitan Borough Council, the West Midlands Combined Authority, Homes England and delivery partners.

14

Secondary School Expansion Programme 2019-2020 Update and Future Primary and Secondary Provision

Councillor Lynne Moran presented the Secondary School Expansion Programme 2019-2020 Update and Future Primary and Secondary Provision for approval, that was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That the increase in Year 7 pupil places at Colton Hills Community School from 161 to 210 for September 2019 and September 2020 be approved, as the City of Wolverhampton Council are the admitting authority.
2. That the increase in Year 7 pupil places at St Matthias School from 161 to 190 for September 2019 and September 2020 be approved, as the City of Wolverhampton Council are the admitting authority.
3. That authority be delegated to the Cabinet Member for Education and Skills, in consultation with the Strategic Director of People, the Director of Education and the Director of Finance, to approve the allocation of the Expansion Programme budgets to individual capital projects in order that they may be progressed in a timely manner.

4. That the proposal to provide capital funding to the West Midlands University Technical College be approved, to enable the age range to be lowered and provision of additional school places from September 2020.
5. That the current status of the Secondary School Expansion Programme 2019-2020 that involves both temporary and permanent solutions to meet short and medium-term demand be noted. This approach has been taken to ensure that an oversupply of school places is not created. Future demand may be influenced as a consequence of the United Kingdom leaving the European Union, and through the establishment of free schools within the City.
6. That it be noted that there has been interest in Wave 13 of the Free School Programme to establish a new all-through school in Wolverhampton.
7. That the updated position in regard to proposed Primary Free School provision in the City be noted.

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Our Council Plan 2019-2024	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader of the Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Tim Johnson, Managing Director	
Originating service	Managing Director	
Accountable employee	Mark Taylor Tel Email	Deputy Managing Director 01902 556609 mark.taylor@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board Leader's Meeting Cabinet Council	26 February 2019 11 March 2019 27 March 2019 3 April 2019

Recommendation for decision:

The Cabinet recommends that Council:

1. Approves the Council's Our Council Plan 2019-2024.

Recommendation for noting:

The Cabinet is recommended to:

1. Note 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.

1.0 Purpose

- 1.1 The City of Wolverhampton Council has developed a Council Plan for 2019-2024, to replace the existing Corporate Plan 2016-2019. The plan will build on the Council's transformation journey with a focus on delivering improved outcomes for the City.

2.0 Background

- 2.1 The current Corporate Plan 2016-2019 focused on improving service delivery in line with the Council's core objectives of a: Stronger Economy, Stronger Communities and Confident, Capable Council.
- 2.2 We have made many great strides to improve our services and outcomes for local people whilst at the same time managing continued financial pressures. Since 2010, we have reduced our spend by £220 million as a result of funding reductions from Government, whilst balancing increased demand on our services. These challenges will continue. Moving forwards we must continue to review how we operate, to ensure we are sustainable financially and still able to provide those services our local people most need. This will be guided by our core principles:

- Focus on core business
- Promoting independence and wellbeing
- Deliver inclusive economic growth
- Balancing risk
- Commercial approach

- 2.3 Extensive engagement with a wide array of stakeholders has shaped and informed our Council Plan 2019-2024 priorities. Over the past six months, we have engaged with around 3,000 people including residents, young people, the voluntary and community sector and other partners, employees, Councillors and businesses across the City. The engagement process was designed so that as many views and thoughts could be heard from a wide and diverse group of people. Many of these sessions were conducted as 'world cafes' which involved splitting people into small groups and asking them targeted questions around what their priorities are for the City, what the strengths of Wolverhampton are, and how they would like the City to look in the future. Online consultation also took place to further expand the reach to gain more stakeholders views.
- 2.4 This item was considered as pre-decision scrutiny on 6 February 2019 by Confident, Capable Council Scrutiny Panel and their comments have been incorporated where appropriate.

3.0 Our Council Plan

- 3.1 Our Council Plan 2019-2024 sets out how we will deliver our contribution to Vision 2030 and how we will work with our partners and communities to be a city of opportunity. The plan includes six strategic priorities which have been developed through engagement with the people of our City to ascertain their key priorities and the outcomes they want to

see, to enable us to work together to deliver what matters most to local people. The six priorities come together to deliver the overall Council Plan outcome of 'Wulfrunians will live longer, healthier and more fulfilling lives', by benefiting from the priorities identified below:

Priorities	Strategic Executive Board Lead
1. Children and young people get the best possible start in life	Emma Bennett Director of Children's Services
2. Well skilled people working in an inclusive economy	Meredith Teasdale Director of Education
3. More good jobs and investment in our city	Richard Lawrence Director of Regeneration
4. Better homes for all	Kate Martin Service Director of Housing
5. Strong, resilient and healthy communities	John Denley Director of Public Health
6. A vibrant, green city we can all be proud of	Ross Cook Service Director of City Environment

- 3.2 We will continue to build and develop our relationships with our communities, the voluntary and community sector and other partners across the City. It is vital that we work together to maximise resources and ensure that local people have the opportunity to reach their potential and support their community. We can only do this by working collaboratively with local people and partners to understand their priorities and embed those outcomes in all that we do. This supports Wolverhampton for Everyone's partnership approach, developed by the voluntary and community sector and key partners in the city, including the Council.
- 3.3 Wolverhampton for Everyone is a way of working in partnership, which supports local people to unlock potential within their communities and create positive change within the city. Its core belief is that 'our city will be more vibrant and inclusive if it is powered by people who live and work here, working together inclusively'.
- 3.4 The delivery of the Council Plan 2019-2024 will also be supported by the new Strategic Economic Plan 2019-2024. Wolverhampton's Strategic Economic Plan aims to support economic growth locally contributing to the delivery of the West Midlands Industrial Strategy. The priorities included in the Council Plan and Strategic Economic Plan are aligned and support the delivery of Vision 2030.
- 3.5 The C3 Programme will be taken forward as the Our Council Programme. The Our Council Programme will enable our organisation to deliver the outcomes in the new Council Plan by continuing to drive through efficiencies and align resources to priority outcomes. The programme will need to focus on activity that supports the Council's medium-term financial strategy and continues to evolve the organisation. The new workstreams within Our Council Programme focus on:

Our Council Programme	Leadership Lead
Our Assets	Mark Taylor Deputy Managing Director
Our Data	Charlotte Johns Head of Local Economy
Our Money	Claire Nye Director of Finance
Our People	Meredith Teasdale Director of Education
Our Technology	Mark Taylor Deputy Managing Director

3.6 During the internal consultation sessions with employees and Councillors, we took the opportunity to review the existing PRIDE values, which determine how we behave and support the delivery of the Council priorities. Based on the feedback provided, the revised PRIDE values are as follows:

- P – Put people first
- R – Raise the city’s profile and reputation
- I – Inspire trust and confidence
- D – Deliver together
- E – Empower people to innovate

4.0 Evaluation of alternative options

4.1 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.

4.2 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.

5.0 Reasons for decision

5.1 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.

6.0 Financial implications

- 6.1 The Council has been faced with significant funding reductions in recent years, coupled with increasing demand on services, and it is envisaged that these challenges will continue. The Council Plan sets out how the Council will operate moving forward, to ensure financial sustainability and the ability to provide those services local people most need. The Council will continue to build and develop relationships with partners and communities across the City, as it is vital that we work together to maximise resources. This can only be achieved by working collaboratively with local people and partners to understand their priorities and embed those outcomes in all that we do.
- 6.2 All costs associated with consultation and preparation of the Council Plan will be accommodated within existing budgets.

[MH/13022019/T]

7.0 Legal implications

- 7.1 There are no direct legal implications arising from this report.

[TS/14012019/R]

8.0 Equalities implications

- 8.1 The Council Plan 2019-2024 is relevant to all residents of Wolverhampton. Consideration was given to the engagement and consultation process to ensure accessibility and inclusivity. Wolverhampton Equality and Diversity Partnership was invited to feedback its key priorities during the first phase of consultation and comment on the draft plan.

9.0 Environmental implications

- 9.1 There are no direct environmental implications arising from this report. All Council projects/ activities will consider environmental implications as a key priority throughout the planning and delivery process.

10.0 Human resources implications

- 10.1 There are no direct human resource implications arising from this report. The Our People Council Programme and any HR policies and procedures will address human resource implications.

11.0 Corporate landlord implications

- 11.1 Corporate Landlord implications will be addressed through the delivery of the Our Assets workstream within the Our Council Programme.

12.0 Health and Wellbeing Implications

- 12.1 The Council Plan activities over the next five years aim to deliver the long-term outcome: 'Wulfrunians will live longer, healthier and more fulfilling lives', delivered through the six Council Plan priorities:

- Children and young people get the best possible start in life
- Well skilled people working in an inclusive economy
- More good jobs and investment in our city
- Better homes for all
- Strong, resilient and healthy communities
- A vibrant, green city we can all be proud of

13.0 Appendices

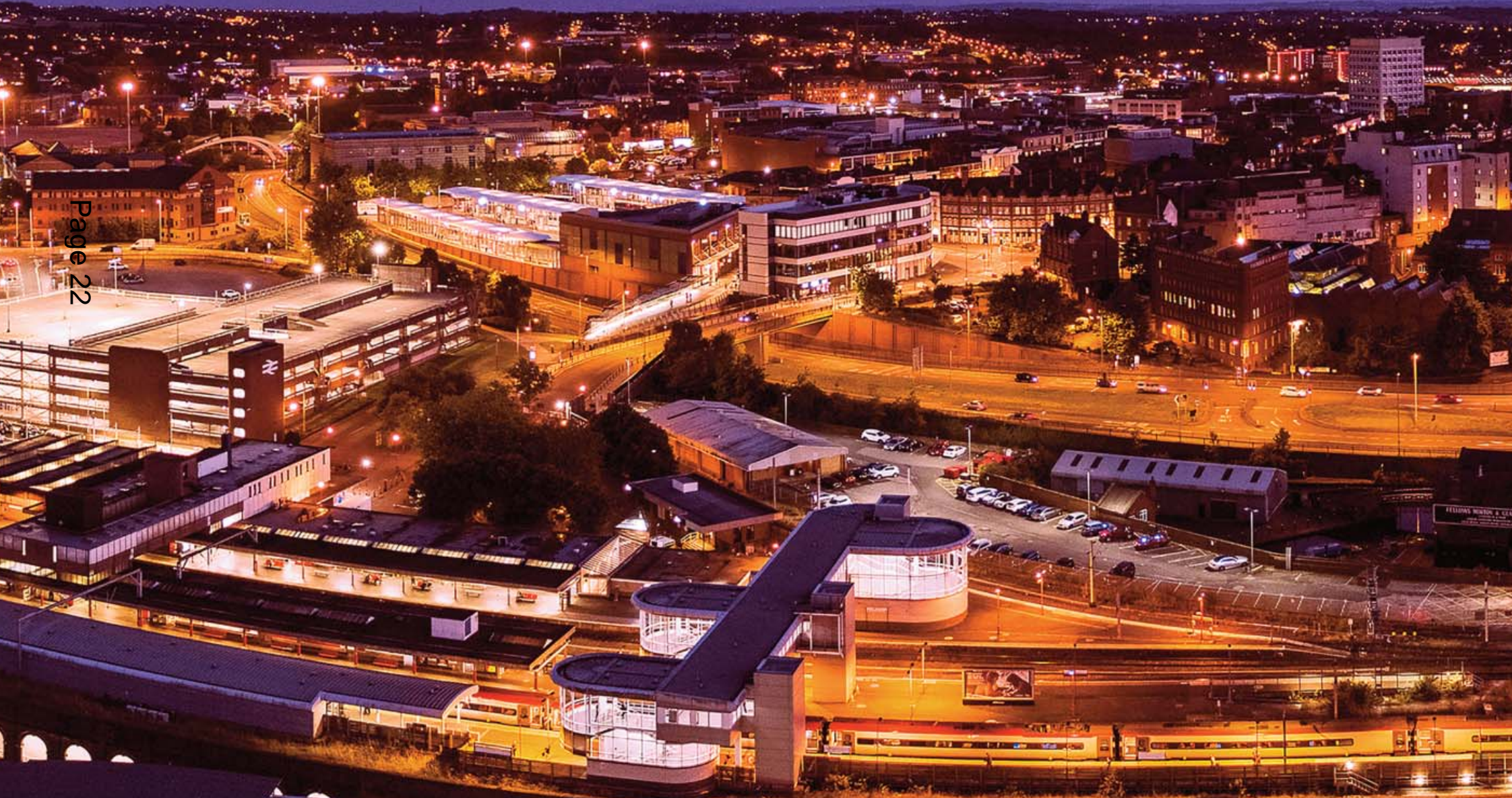
Appendix 1 – Our Council Plan 2019-2024

Our Council Plan 2019 – 2024

Working together to be a city of opportunity

Page 21





Our city

The City of Wolverhampton is a place which is proud of its history, celebrates its diversity and is ambitious for the future.

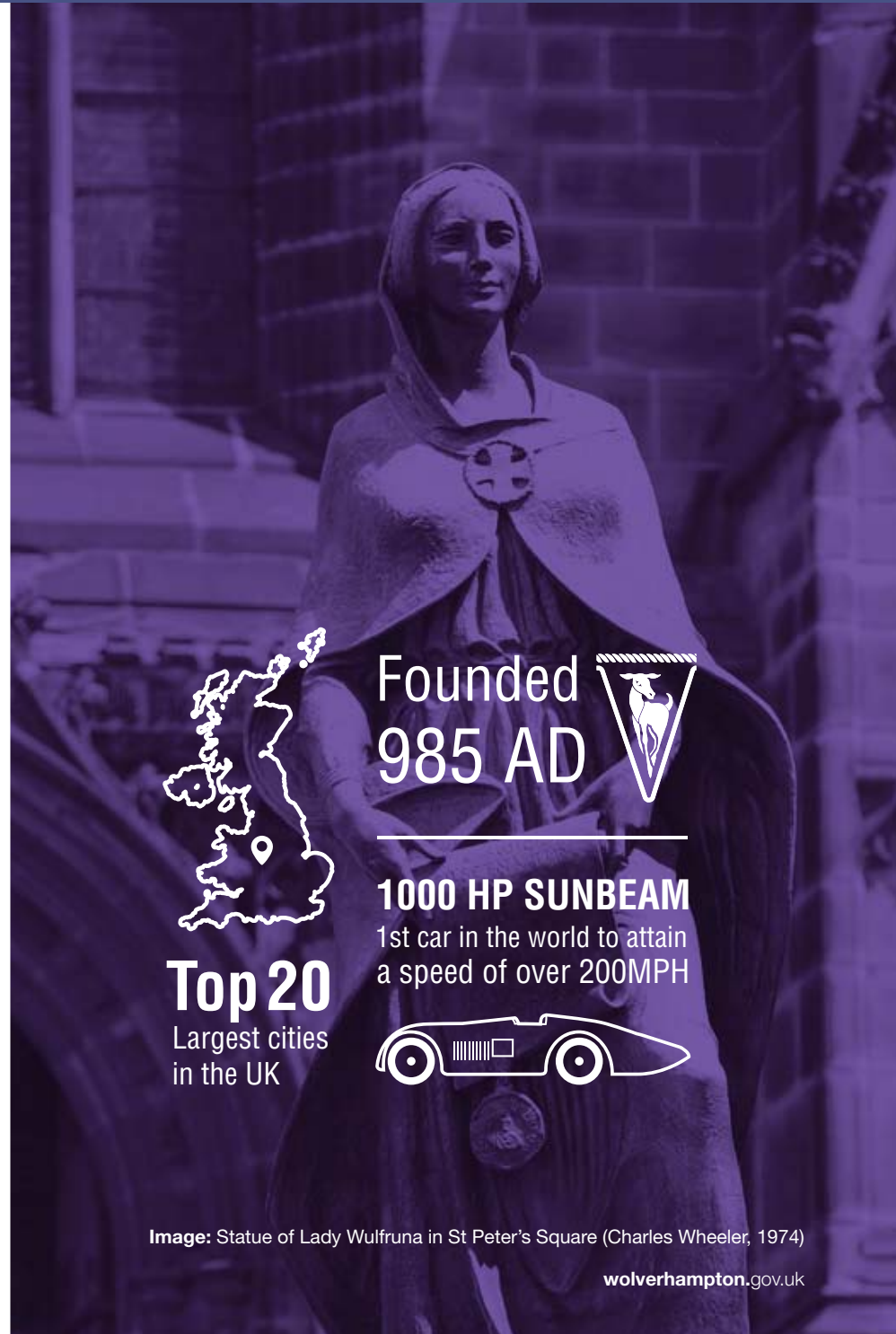
Our Vision for 2030 is that Wolverhampton will be a place where people come from far and wide to work, shop, study and enjoy our vibrant city. It will be transformed while still retaining all of those attributes that give our city its unique identity. A healthy, thriving and sustainable international ‘smart city’ - renowned for its booming economy and skilled workforce, rich diversity and a commitment to fairness and equality that ensures everyone has the chance to benefit from success.



Proud of our history

Our city has a long and proud history which reflects its strategic importance over the past millennium. It was founded in 985 by a Saxon noblewoman named Lady Wulfruna and the rest, as they say, is history.

Over 1,000 years later there are now nearly 260,000 Wulfrunians living in Wolverhampton, making us one of the top 20 largest cities in the United Kingdom. During this period, we've always been at the forefront of manufacturing, innovation and industry. We were one of the birthplaces of the Industrial Revolution and were home to the world's fastest land vehicle in the 1920s. That automotive manufacturing history continues to this day with the state-of-the-art £1 billion Jaguar Land Rover engine plant based at the i54 Business Park, spearheading our city's advanced manufacturing sector. The sector also includes a world-class aerospace hub, accommodating UTC Aerospace and Moog. i54 is also home to multi-national companies ISP, Eurofins, ERA and Tentec.



**Founded
985 AD**



Top 20
Largest cities
in the UK

1000 HP SUNBEAM
1st car in the world to attain
a speed of over 200MPH



Image: Statue of Lady Wulfruna in St Peter's Square (Charles Wheeler, 1974)

Proud of our people

Our city is diverse and cohesive. One third of our population is from Black and Minority Ethnic (BAME) groups and 19% of our residents were born outside the UK. There are around 90 languages spoken within the city. Wolverhampton’s diversity is the fabric which holds our city together and our people are proud of our friendly and supportive communities. Already home to over a quarter of a million people, we expect our population to rise as more people and new communities choose to live in the City of Wolverhampton.

Our city is home to a thriving voluntary and community sector with individuals and groups dedicating their time to improve their communities. We value the contribution of the sector and recognise the critical role it plays in delivering the city’s priorities. The sector generates over £140 million with over 12,000 volunteers.

Moving forward, the council and our residents will work closer together to ensure that all forms of discrimination are eliminated, that none of our communities are left behind or unable to access the opportunities that our city has to offer. We aspire that everyone has the same life chances irrespective of their diversity. Our targeted approach will enable us to support communities to thrive and improve our understanding of the needs of our diverse and culturally rich city.



260,000
WULFRUNIANS



90+
Languages
spoken

19%
Born
outside
the UK

Image: Paulette Wilson at the Windrush Citizenship Project 2018

Proud of our place

The City of Wolverhampton is one of the top ten growing economies in the UK and is currently experiencing record levels of private and public investment, with £4.3 billion being injected into regeneration projects citywide.

The city has seen strong economic growth over the past few years and was named the top city in Western Europe for job creation in manufacturing. This builds on our already strong automotive and aerospace sectors. Whilst the city continues to build on these existing strengths, it is also developing clusters in other key sectors whilst retaining a strong focus on investing in skills and matching local people to local jobs.

We are ideally placed at the centre of the UK's rail and road network offering unrivalled connectivity to national and international markets. The investment of £150 million to redevelop our Interchange transport hub, incorporating a brand-new railway station, will further cement the City of Wolverhampton as a place open and connected for business.

We also have a thriving digital sector, with creative industries, offering huge opportunities for our businesses. Our work with the university and schools will ensure that local people are

provided with the support, skills and opportunities that our growing economy offers.

The University of Wolverhampton's £100 million investment in a new Centre for Architecture and the Built Environment, alongside the National Brownfield Institute, will create an international centre of excellence for urban innovation and advanced methods of construction.

Wolverhampton is also home to a great cultural offer including a Premier League football team in Wolverhampton Wanderers, a unique live music and comedy venue in the Civic Halls, an excellent art gallery and our beautiful, Victorian Grand Theatre. Green and open spaces make up just under one fifth of the city; with attractions including two large Victorian parks, Smestow Valley Local Nature Reserve and two prime National Trust properties; Wightwick Manor and Moseley Old Hall.

Proud of our role in the region

The City of Wolverhampton played a pivotal role in setting up the West Midlands Combined Authority (WMCA), which was established through a Parliamentary Order in June 2016. Following the first devolution deal agreed between the Government and the region, the creation of a mayoral combined authority was a key requirement, and the City of Wolverhampton Council played a leading role within the region to move powers from central government to locally elected politicians in the West Midlands, who know the region best. Through devolution we are now able to decide how best to spend that money for the overall benefit of the region.

The WMCA is made up of 18 local authorities and four Local Enterprise Partnerships (LEPs). It was formed in response to the context of international, national and regional challenges including; skills deficits, unemployment, austerity, increasing demand for public services and the need to improve connectivity in the West Midlands. Its purpose is to drive inclusive economic growth and support healthier, happier, better connected and more prosperous communities in the West Midlands, by working together in partnership.

The City of Wolverhampton Council is one of the seven constituent members of the WMCA and plays a fundamental role alongside our regional partners in driving forward shared interests and priorities. The council works collaboratively with the WMCA working on major,

regional strategic projects to drive economic growth and prosperity in the City of Wolverhampton and across the region. These projects include transport, housing, land and regeneration.

Devolution offers significant opportunities for our city and we share the ambition of the WMCA to unlock this potential to deliver faster and better change for the region.

The WMCA's Strategic Economic Plan (SEP) sets out a vision for improving the quality of life for everyone who lives and works in the West Midlands. The SEP's ambition, which informed our Council Plan 2019-2024, recognises that the West Midlands' economy can be strengthened to benefit not only local residents and businesses, but also the UK.

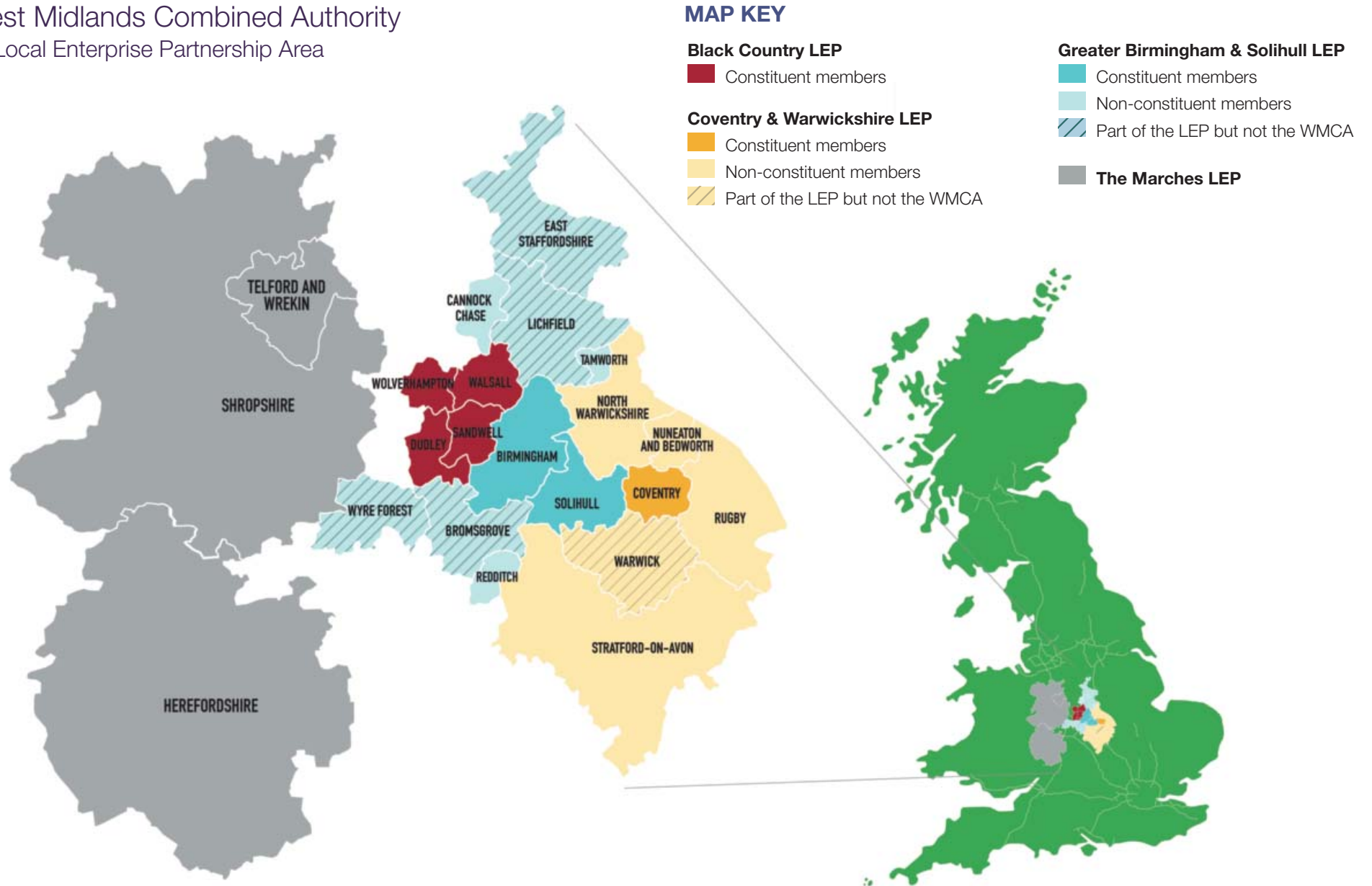
To propel economic growth in the region, the WMCA is focused on the following key areas:

- economic growth
- health and wellbeing
- productivity and skills
- transport
- environment
- housing and land
- public service reform

In the City of Wolverhampton, we are working closely with our regional partners to maximise those opportunities so they deliver our own vision to be a thriving city of opportunity.

West Midlands Combined Authority by Local Enterprise Partnership Area

Page 28



Working together to be a city of opportunity

The City of Wolverhampton is changing. This ambitious plan sets out how, by working together, we will deliver on the priorities of the people of our city over the next five years.

It is not a top-down document detailing how we think things should be done. Rather, it is a collaboration between the council and more than 3,000 local people who have contributed to its development. This approach reflects the way we want to work with our inclusive communities going forward.

We are realistic and know that continuing financial pressures on local authorities means that we can't keep on delivering services in the same way as we have before. Realising our ambitions for this great city means working much more collaboratively than in the past and developing new relationships with residents, businesses, the voluntary and community sector and other partners to pool the resources and creativity of everyone with a stake in the City of Wolverhampton.

Our six new strategic priorities are your priorities. You told us you want children and young people to get the best start in life, that we need to attract more good jobs and investment, people must have the skills they need for work, that everyone should live in secure, quality housing in communities that are resilient and healthy and in a city, which is vibrant, green and of which we are all proud.

The council has transformed itself internally in recent years and now truly operates as 'one council' to serve local people – something that was recognised when we won Council of the Year at the Municipal Journal Awards in 2017. The challenge for us now, which we will realise through this new Council Plan, is to harness our collective energy to continue to deliver the best possible outcomes for local people.



Councillor
Roger Lawrence
Leader of the Council



Tim Johnson
Managing Director

Our Plan

Our Council Plan 2019-2024 sets out how we will work with our communities to deliver improved outcomes for the people of our city, over the next five years. The council is now beginning the next phase of its journey, building upon years of internal transformation.

We have made many great strides to improve our services and outcomes for local people, whilst at the same time managing continued financial pressures. Since 2010 we have reduced our spend by £220 million as a result of funding reductions from Government, whilst balancing increased demand on our services. These challenges will continue. Moving forward, we must review how we operate and work more closely with our communities to ensure we are sustainable financially and still able to provide the services our local people most need.

Our services have seen rapid transformation resulting in a more efficient and confident council, a 'Good' Ofsted rating for our children's services, improving educational attainment across the city and over £4.3 billion of investment already taking place or planned. However, we recognise that not all of our communities have benefitted equally from this transformation.

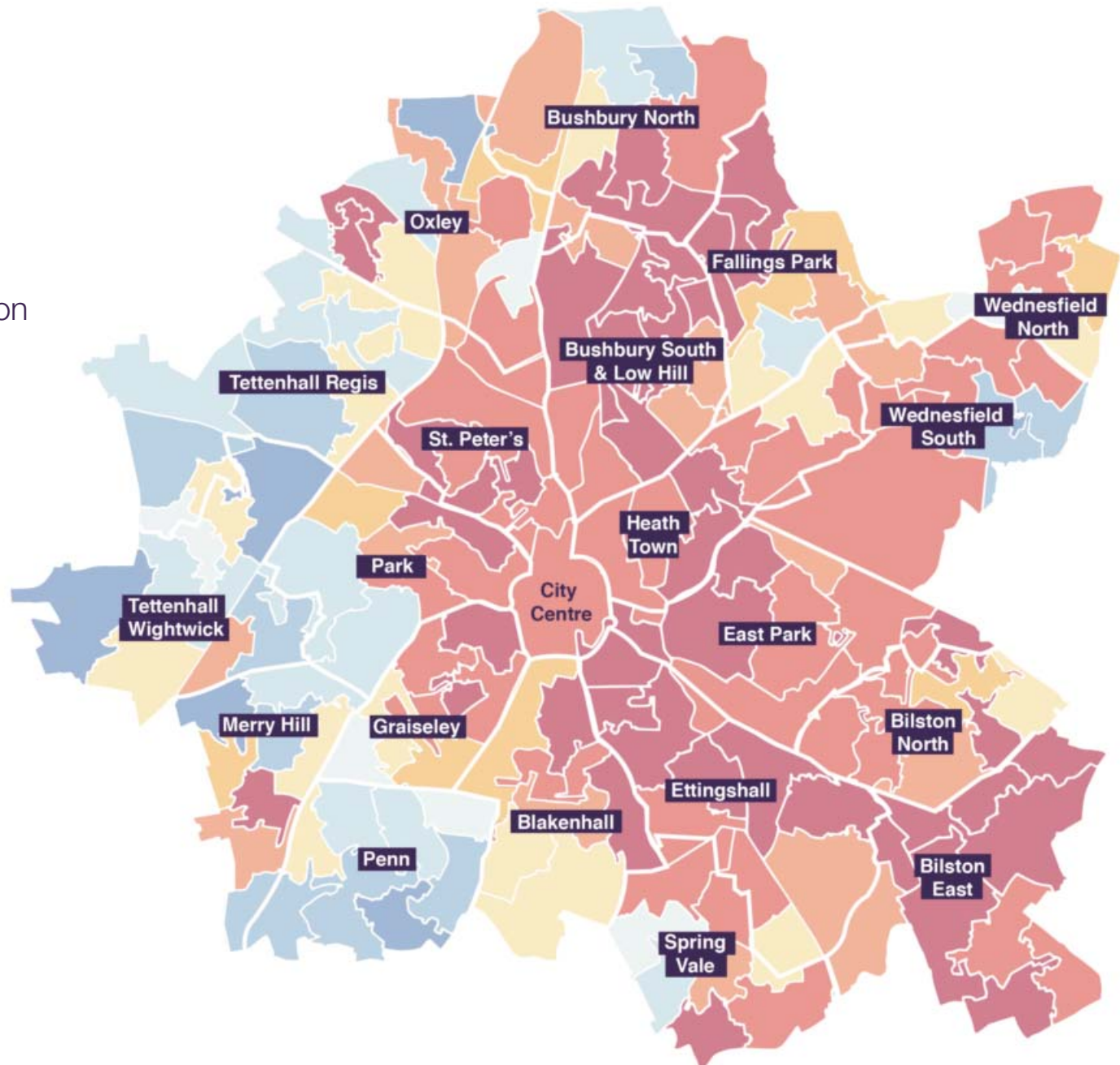
The City of Wolverhampton still faces significant challenges, with higher levels of unemployment (7.6% in 2017) than the national average (4.4%) and 17.8% lower wages. To deliver better outcomes for our people, we must sustain the progress we are making whilst ensuring that additional focus is applied to particular areas which negatively impact on the potential of communities. This includes tackling poverty and inequality, improving health and wellbeing, attracting and retaining a skilled workforce and enhancing the resilience and prosperity of our communities. The map over the page shows where some of these challenges are felt the keenest and where the city needs to work together to make a difference to people's lives.

Ward-level deprivation in our city

KEY

1 = most deprived
10 = least deprived

- 1 (41)
- 2 (40)
- 3 (17)
- 4 (9)
- 5 (16)
- 6 (6)
- 7 (13)
- 8 (11)
- 9 (4)
- 10 (1)



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To make progress against these entrenched challenges, we must work together to maximise resources and ensure that people are provided with opportunities to reach their potential and support their community. We can only do this by working together with residents and partner organisations to understand their priorities and embed those outcomes in all that we do.

The community brings its passion, knowledge, networks, understanding and skills, through the individuality and diversity of its people. We recognise that communities are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues, but at times may require support from the council and other agencies.

The City of Wolverhampton Council is proud to be one of 11 local authorities to be accredited at ‘Excellence Status’ by the Local Government Association for our equality and diversity outcomes. We want to ensure that everyone in the city has the same life chances, irrespective of their diversity, with the aim to create a city where everyone can make a positive contribution.

Wolverhampton for Everyone is a way of working in partnership, which supports local people to unlock potential within their communities and create positive change within

the city. The approach was developed by Wolverhampton’s voluntary and community sector and key partners in the city, including the council. Its core belief is that **‘our city will be more vibrant and inclusive if it is powered by people who live and work here, working together inclusively’**.

The approach will provide opportunities to co-design and co-produce, developing the long-term resilience and capacity of our communities. This signifies how our council will operate moving forward as we develop a new community relationship, helping to eliminate barriers and develop networks between local people and key partner organisations in the city. Wolverhampton for Everyone is a partnership approach and its core beliefs are embedded throughout this Council Plan. They are key to delivering many of the outcomes set out here.

Our Council Plan 2019-2024 was developed with the people of the City of Wolverhampton at its heart. We have engaged to understand their key priorities and the outcomes they want to see. Over 3,000 people have contributed to the creation of the plan, as part of ongoing conversations, including residents, the voluntary and community sector and other partners, employees, councillors and businesses across the city. Our plan reflects their views and is the blueprint by which your council will operate. We will focus on delivering what matters most to local people and businesses.

The result of this is that our plan is very much your plan and by working together we will achieve the six strategic outcomes that you have decided our city most needs:

- **Children and young people get the best possible start in life**
- **Well skilled people working in an inclusive economy**
- **More good jobs and investment in our city**
- **Better homes for all**
- **Strong, resilient and healthy communities**
- **A vibrant, green city we can all be proud of**

All that we do as an organisation will support these strategic outcomes. Whilst they are presented as six separate priorities they are interlinked and support one another. We cannot do this in isolation, as such it is vital to continue to act as one council and one city to ensure that these strategic outcomes are met. We will focus on strengthening and developing the council's links with the people of our city and developing their capacity to self-serve, with the council acting as a conduit to enable communities to develop greater resilience and self-sufficiency.

Our Council Plan sets out how we intend to target these key areas and the ongoing challenge which many of our people face. It is outcome led, and all activity we engage in will be to achieve the outcomes that matter most to them. Improvement against these will be our organisation's priority and form the basis for our performance framework which all of our services will work towards. Only through focusing on our performance in these areas will we be able to deliver the outcomes agreed by the people of our city and deliver the inclusive economy we need so that our communities thrive and prosper.

We will ensure that no community is left behind, and that positive outcomes are shared by all as we transform our city together. It is vital, in such a diverse and culturally rich city, that we engage with residents and enable them to shape our priorities. Our 'Excellent' rated equalities framework underpins all of our transformational plans to ensure that they reflect the communities we serve.

All of this will be supported by the **‘Our Council’ programme**. This is our internal change programme which will help us drive organisational improvement and development. It provides the foundation on which we will deliver our services, in partnership with our communities and stakeholders, to achieve the city’s ambitious Vision 2030. The ‘Our Council’ programme aligns our internal activity and operating model to our strategic outcomes, by delivering:



Our Assets

We will rationalise our buildings, vehicles and equipment to provide better use for ourselves, our communities and our partners. Our assets will be used to unlock investment in the city, by providing space for new homes and developments that bring wider economic benefits.



Our Data

We will use data and insight to lead policy development and decision making. Data will be open and available, enabling people to engage with us more freely and to ensure decision making is closely aligned with communities’ needs. We use data confidentially to be effective and efficient.



Our Technology

We will embrace digital technology throughout our organisation to enhance customer access and will continue to improve the efficiency and joined-up nature of our services. Our communities and partners will be able to self-serve and access information when they want it, how they want it.



Our Money

We will have a sustainable, agile organisation able to work with partners and communities to unlock the potential of our city. We will operate as efficiently as possible whilst embedding a commercial culture throughout the organisation to meet our financial challenge.



Our People

We will continue to develop a highly talented and empowered workforce with the skills, drive and innovation to meet ever changing demands, and to work collaboratively and confidently to tackle our city’s priorities.

We will deliver this plan in line with our **PRIDE values**. These values define what is important to us and how we will work to deliver the city's priorities. We will:



Page 35

P

Put people first

R

Raise the city's profile and reputation

I

Inspire trust and confidence

D

Deliver together

E

Empower people to innovate

Image: The Takeover Challenge 2018

Council Plan

Working together to be a city of opportunity and to deliver our contribution to Vision 2030

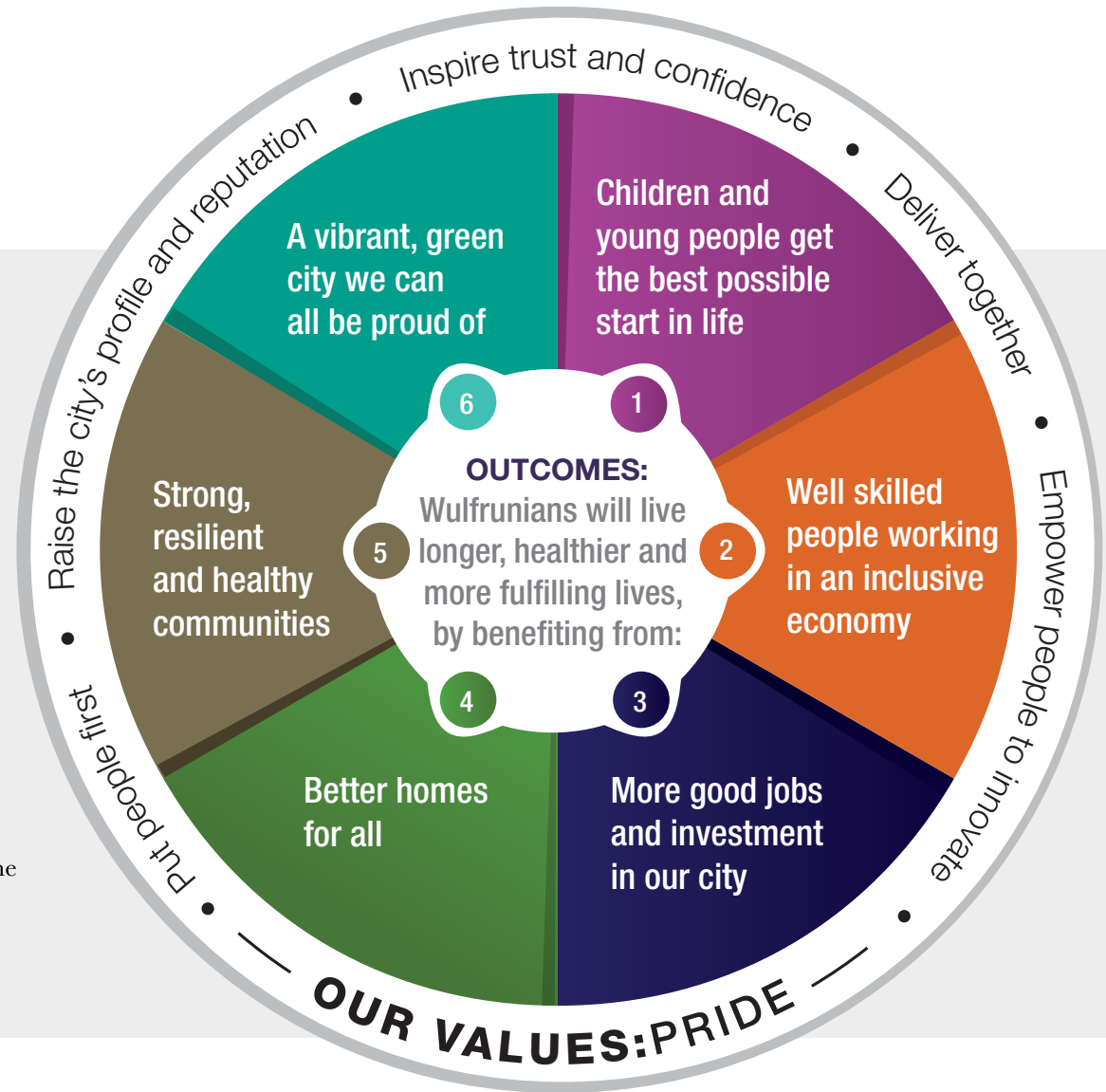
Page 36



Wolverhampton for Everyone

a people powered city

'Connecting people, places and communities to unlock potential and create change'



Delivery We will deliver our vision and better outcomes through:

Our City's Priorities

- 1 Children and young people get the best possible start in life**
 - Opportunity for a great start in life
 - Education that fulfils potential
 - Strengthening families where children and young people are at risk
- 2 Well skilled people working in an inclusive economy**
 - Improve skills to access work now and in the future
 - Lifelong opportunities to learn
- 3 More good jobs and investment in our city**
 - Grow the number of jobs and businesses
 - Support local businesses to thrive and grow
 - Attract new investment and quality jobs
 - Improve employment and participation

Page 37

- 4 Better homes for all**
 - Safe and healthy homes
 - More and better homes
 - Access to a secure home
- 5 Strong, resilient and healthy communities**
 - Communities that support each other
 - Active healthy life
 - A safer, more cohesive city community
 - Maintain independence for adults with care and support needs
 - Protecting the most vulnerable with the right care and support
- 6 A vibrant, green city we can all be proud of**
 - Great culture, entertainment and pride in the city
 - Continually strengthen our relationships with our residents
 - A clean, welcoming and confident city
 - A great transport system and sustainable, digitally inclusive city

Our Council Programme



Our Assets



Our Data



Our Technology



Our Money



Our People

Measuring Success

Our Corporate Performance Framework

Children and young people get the best possible start in life

As a city we must ensure that our children and young people get the best possible start in life, so that they have the opportunities to fulfil their potential. Developing a strong foundation by which children and young people can succeed, is fundamental to us delivering our Council Plan 2019-2024. Our plan seeks to build this aspiration and resilience early, by supporting families, children and young people to be ready for school and to grow up in a safe and secure home in a thriving community. We will work with all partners, including education providers across the city, to ensure children and young people have the opportunity to learn and realise their ambitions as well as supporting disadvantaged or vulnerable learners to grow their skills and aspirations.

As a council we will lead work across the city to develop and embed a ‘culture of belonging’ where all children and young people feel a part of their school and local community. We see belonging as the link that runs through and across our support for disadvantaged and vulnerable children and which places child centred educational and social inclusion at the heart of all our strategies.

At different times in their lives, children, young people and their families may need additional support and help. We will strive to help families as early as possible and provide targeted and/or specialist support at the right time to reduce the likelihood of problems escalating, to ensure children and young people are safeguarded and improve long term outcomes.

Image: Rocket Pool Strengthening Families Hub

Children and young people get the best possible start in life

City priorities

How we will measure

Opportunity for a great start in life

A resilient family, together with high quality education, is vital to improving outcomes for children and young people, to reduce the number of children growing up in poverty by reducing the number of low-income families. We will engage parents through universal, targeted and specialist support to develop good parenting skills and to help their children reach their full potential. It is also essential we promote outstanding early years standards to ensure all children arrive at school ready and prepared to learn. This is crucial for development and determines a child's future outcomes. Promoting these skills as early as possible is the best way to ensure every child gets the support they need to succeed.

% of children who attain a 'Good' level of development at foundation stage

% of children in low-income families

Education that fulfils potential

Wolverhampton has made fantastic progress on improving school performance, with 80% being rated as Good or Outstanding by Ofsted. We will continue to work closely with our schools and other partners to prioritise investment in our children and young people, particularly those who may be vulnerable or have special educational needs and/or disabilities. We will support the emotional wellbeing of all learners, to ensure they have the opportunity to fulfil their potential and that no child in the city is left behind. We also want to develop greater collaboration between our schools and businesses to improve the transition from education to work.

Key stage 2 attainment gap for reading, writing, and maths between disadvantaged and non-disadvantaged pupils

Key stage 4 attainment gap at 'attainment 8' between disadvantaged and non-disadvantaged pupils

Key stage 4 average 'attainment 8' score per pupil

Gatsby benchmark of 8 indicators about school/business liaison

Children and young people get the best possible start in life

City priorities

How we will measure

Strengthen families where children and young people are at risk

We will continue to work closely with families to ensure that children live in safe and supportive homes. Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances. Moving forward, our relationship-based approach to all children's services will empower families to remain together and achieve positive and sustained change.

Children and young people rate per 10,000 population

- Early help
- Children in need
- Child protection
- Children in care

Well skilled people working in an inclusive economy

Our ambition is to develop inclusive growth across the city to enable all people and places to realise their full potential in contributing to the successes of our city. The people of Wolverhampton will be at the heart of this. We want everyone to be able to benefit from the opportunities we create and to enable in-work progression through new skills and learning. We will work closely with further education providers, as well as businesses, to upskill our workforce and enable our people to access new opportunities as our economy continues to grow. Developing our city's skills is vital in attracting new businesses, increasing productivity and enabling all communities to benefit from economic growth. We must also encourage greater collaboration across business and education partners to ensure our workforce receives the investment and support required to fulfil their potential. Whilst our unemployment rate has decreased since the height of the 2008 recession, we know certain communities and people have not benefited fully from the growth in our city and we need to do more with partners to ensure no-one is left behind.

Image: Apprentice Chanelle Vernon joined Jessup Brothers in 2018 via the Black Country Impact project

Well skilled people working in an inclusive economy

City priorities

How we will measure

Improve skills to access work now and in the future

Having the right skills and experience is vital to being able to fully participate in the economy. Too many of our residents have poor levels of qualifications which limits their ability to participate in our growing economy. We need to improve the skills of our working age population to ensure that they benefit from the new jobs and investment coming into our city. We will build on our relationship with voluntary sector partners to implement the learning communities initiatives to upskill residents and provide learning opportunities for all.

Alongside this we will improve digital inclusion to empower local people to access further opportunities through digital means, whilst also developing their digital skills to be able to meet the needs of businesses expanding in our city. Working closely with businesses and partners is key to unlocking this potential and ensuring people are in the right place, with the right skills, to benefit from growth now and in the future.

% of working-age adults with no qualifications

% of working-age adults with level 4+ qualifications

% of businesses reporting they have skills-shortage vacancies

Lifelong opportunities to learn

We aspire to be a city of learning where an ethos of quality underpins the provision of continuous learning opportunities for all. We will support our young people who are not in education, employment or training (NEETs) through Black Country Impact project and Connexions. We must build on our already strong relationships with our partners, including businesses and education providers, to develop our approach to apprenticeships to ensure that the City of Wolverhampton is able to provide local people with the opportunities to thrive in the labour market. We will identify the key skill areas the city needs to develop and maximise productivity and competitiveness in the future, ensuring that residents are able to access these opportunities to progress their careers.

Key stage 5 attainment

Apprenticeship starts

Number of residents accessing adult education courses and services

% of young people who are not in education, employment or training (NEET) (16-17s)

More good jobs and investment in our city

To develop and strengthen our city's economy in the longer-term, the City of Wolverhampton needs to continue to attract good-quality jobs and investment.

We have strong foundations to build on, with £4.3 billion of investment already underway or planned in our city. Our ambition is to enable our local businesses to flourish and grow whilst continuing to attract new companies to the city. Historically, the City of Wolverhampton has been a centre of excellence for manufacturing. We need to build on these strengths whilst ensuring that we diversify our economy further by attracting high-skilled, value-added industries including advanced manufacturing, information and communications technologies and digital industries.

Attracting a greater breadth of businesses, particularly in high-growth industries, is vital to enhance the economy of the city and provide greater employment opportunities for our people. We are committed to local purchasing and work with our suppliers and partners to create employment and training opportunities for local people to secure the 'Wolverhampton pound'. We will continue to encourage businesses in the city to demonstrate corporate social responsibility and maximise social value opportunities to deliver benefits for our people, our market and our city environment. We are committed to supporting businesses to develop local resilience in energy generation and distribution, to maximise the economic opportunities offered by the growth of a low carbon economy. We must also ensure that the city plays an active role in the West Midlands Industrial Strategy and benefits from the wider economic growth of the region.

Image: i54 - a billion pound investment bringing thousands of jobs

More good jobs and investment in our city

City priorities

How we will measure

Grow the number of jobs and businesses

The City of Wolverhampton is already home to 113,000 jobs and we have seen a significant expansion of Jaguar Land Rover and the arrival of Wiggle to our city. Wolverhampton is the fourth best place to start a business and we are determined to build on this and continue to attract major new investment to our city including growing our knowledge economy. We will continue to shape our city centre and make it an attractive place for investment and jobs, whilst ensuring our residents benefit from the new opportunities being created. With over £1 billion investment happening, we will see business growth and more opportunities.

Number of jobs

Support local businesses to thrive and grow

The council will continue to support our local businesses to expand and ensure that the city is open and ready for business. We will continue to provide the support needed to enable independent businesses to thrive and will work strategically with partners to maximise opportunities in the city, through the delivery of digital infrastructure to unlock further growth.

Our Wolverhampton Independent Retail Excellence (WIRE) awards recognise the fantastic contribution our independent businesses make to the city, while our city's Business Improvement Districts (BIDs) continue to work closely with local businesses. Developing our strategic growth corridors will help connect businesses with people and enable them to grow.

Active business enterprises
per 1,000 population

More good jobs and investment in our city

City priorities

How we will measure

Attract new investment and quality jobs

We need to continue to diversify our economy and attract good-quality jobs to our city. We have internationally recognised strengths within the manufacturing and aerospace sectors but need to ensure our city welcomes a wide array of other sectors to ensure continued economic growth. The council has supported the £35 million investment in the Mander Centre and will continue to develop the city-centre to make it a destination of choice. Already we have around 1 million square feet of office space planned in a new Commercial District, supported by Invest Wolverhampton. Our Business Programme has developed a sense of confidence in our city amongst business leaders nationally and we will continue to promote Wolverhampton as the 'Premier City' to invest in.

Proportion of jobs in professional and technical occupations

Gross Value Added (GVA) per head

New office floor space in strategic centres

Resident earnings

Improve employment and participation

Although we have been successful in bringing jobs to the city, we recognise we need to do more to support our residents to access them. Unemployment remains a challenge and we need to reduce the number of children growing up in poverty by reducing the number of low-income families. We will improve access to information, advice and jobs through Workbox as the virtual front door to skills support in the city. We will build on our success with the Wolves@Work programme which has provided jobs for 3,800 people, as at February 2019, and work with businesses across the city to ensure opportunities are promoted for local people, and that new companies invest in Wulfrunians.

Employment rate



Better homes for all

Home to more than 110,400 households, our city’s housing market is rapidly changing and forecast to grow in the future. It is vital we continue to provide enough good quality homes, including affordable homes, in our city whilst ensuring we provide greater housing choice and encourage high-quality housing design and property management standards. We will continue to invest in our existing homes to ensure they are safe, secure and well managed for the future.

We have secured Housing Growth funding to accelerate the development of new homes and our local housing company, WV Living, is building over 1,000 new homes over the next five years. We have ambitious plans already delivering and shaping a new housing offer for our city.

We will continue to work with our communities, partners and investors to bring forward new housing opportunities to enable better homes and housing choices for all.

Better homes for all

City priorities

How we will measure

Safe and healthy homes

A safe home is essential for everyone living in our city. Our work to challenge poor practice by residential landlords will continue to protect our residents from unacceptable living conditions and overcrowding. We will continue to ensure that all our housing management agents looking after council-owned homes continue to deliver high quality and safe landlord services that meet the needs of our tenants and leaseholders. We will continue to make best use of our housing assets and improve the thermal efficiency of our homes by continuing to work in partnership to ensure healthy homes and reduce fuel poverty across our city.

Number of properties managed by approved 'Rent with Confidence' private landlords in our city

Fuel poverty rate

More and better homes

Our housing offer must meet the needs of our communities and the growing number of households looking to work, study and settle in our city. We will continue to enable greater housing choice to meet our current and future needs, using new technology to enable lower carbon homes. This will include accommodation to promote independent living, new private renting options and home ownership opportunities. Our aspiration is to increase city centre living to improve the vibrancy of our city centre and reduce the number of empty properties, in partnership with investors, developers and residential landlords.

Net additional homes

Net additional affordable homes

Number of empty properties across the city

Better homes for all

City priorities

How we will measure

Access to a secure home

We continue to tackle rough sleeping in partnership in the city. We will continue work to prevent homelessness and provide support and advice to people who need sustainable accommodation options to meet their housing needs. We will do this through our Homelessness Prevention Strategy 2018 - 2022 and supporting action plan. We will continue to work closely with our partners to provide the necessary support for some of our most vulnerable people and new communities settling in our city.

Households in priority need per 1,000 households

Number of households in temporary accommodation

Average number of people rough sleeping in our city



Strong, resilient and healthy communities

Building community and family resilience is a key priority for the City of Wolverhampton to enable the people of our city to live independent, prosperous and fulfilling lives.

Our communities are vibrant, with hugely diverse cultures and beliefs living alongside each other in a truly multi-cultural and cohesive city. The City of Wolverhampton proudly celebrates its rich history as a welcoming place for all people and we need to build on these strengths to maximise the potential of our residents and city.

The council will work collaboratively with local community leadership in communities to grow the resilience and capacity areas and enable local people to make the changes they feel would be most suitable to their local area. Rather than prescribing solutions, the council will act as the conduit by which need and resource are brought together to allow greater independence. We will also enable our residents to thrive through the use of adaptive technology to enable independence and improve connectivity for people across our city. By allowing our communities to determine their own solutions through collaborative partnership, City of Wolverhampton residents will benefit from improved health, social and financial outcomes.

Image: Outdoor and active at Bantock Park

Strong, resilient and healthy communities

City priorities

How we will measure

Communities that support each other

We will engage and collaborate much more closely with our communities to meet their needs and empower them to thrive. Local leadership will be key in shaping our approach moving forward and developing links across communities is vital in developing community resilience to reduce dependency on public services. Central to our strategy in this area is developing a place-based delivery model which maximises the potential of communities through their assets and people.

% of residents who agree
'people in this local area pull together to improve the local area'

Active healthy life

Through our public health vision, we will integrate health outcomes across all services as these are strongly linked to people's inclusion in their local economy and community, in doing so, tackling inequality - which is a top priority for the council. We will improve our infrastructure and how we plan our city, to encourage active travel, promote the use of our city's world-class sporting facilities, as well as our beautiful parks and open spaces. We will continue to ensure these facilities are accessible for residents and cater for the needs of our diverse communities, to enable residents to live longer, healthier and more active lives.

Healthy life expectancy for residents

Strong, resilient and healthy communities

City priorities

How we will measure

A safer, more cohesive city community

We want everyone in the City of Wolverhampton to feel safe in the city and in their own community. We are working closely with our partners to tackle gang activity and actively promoting our early intervention through schools and community groups to support young people and direct them to appropriate provision. Through our strength-based transformation programme, we will work with communities and partners to re-connect people with their communities and foster better relations and improved outcomes for Wulfrunians. In line with this approach, a Serious Violence and Exploitation Strategy will run from April 2019-2022, bringing together workstreams to tackle violence, gangs, modern slavery, child sexual exploitation and organised crime. This will forge a strengthened partnership response, focused on early interventions and preventative measures alongside enforcement action to address root causes of violence and keep the city safe.

Total recorded crime rate per 1,000 population

Maintain independence for adults with care and support needs

Enabling people with learning disabilities, physical disabilities, mental health conditions and age related frailty to live healthy and fulfilling lives is key to developing an inclusive, understanding society. Supporting residents to develop, regain or retain independence skills brings the best outcomes for our people and communities. Through digital inclusion, adaptive technology and a focus on the strengths of individuals, we will support residents to live independently and realise their full potential.

% of people receiving care and support in their own home

Number of adults over the age of 65 living in residential or nursing care

% of people with learning disabilities, physical disabilities or mental health conditions living in their own homes

% of people with learning disabilities, physical disabilities or mental health conditions in employment

Strong, resilient and healthy communities

City priorities

How we will measure

Protecting the most vulnerable with the right care and support

The city's performance on 'care-related quality of life' is higher than the England average and most importantly the people we support feel safe and secure due to the care they receive. We will continue to work with our partners to improve challenges around 'delayed transfers of care' and innovate to help people live independently in their homes. We will also continue to provide information and advice to help ensure that financially vulnerable people are supported to maximise their income.

Care-related quality of life score

Delayed transfers of care per 100,000 adult population

A vibrant, green city we can all be proud of

Wolverhampton is the city of the Black Country and we want to grow our already vibrant cultural offer to reflect being one of the 20 largest cities in the UK. We're home to a Premier League football team and are regarded as a thriving centre for arts and live entertainment, with the Civic Halls a key venue on the touring schedules of major bands and comedy acts. We want to work more closely with our communities to ensure the people of our city have access to these fantastic opportunities, whilst also empowering them to host their own events and develop pride in their city. We are investing heavily in improving sustainability and connectivity within our city through transport and digital infrastructure, whilst promoting the use of our natural open spaces, to better engage with our local people and ensure all our communities feel at home in their city. Our infrastructure investment will embed smart technology to bring added value including the provision of electric vehicle charging points, LED lighting and smart parking.

Image: Wolverhampton Festival of Food and Drink, Wulfruna Street, July 2018

A vibrant, green city we can all be proud of

City priorities

How we will measure

Great culture, entertainment and pride in the city

The City of Wolverhampton is already home to the nationally renowned Civic Halls and also boasts an impressive theatre, museum and art gallery in the city centre. The Wolverhampton Wanderers promotion parade in 2018 saw over 80,000 people celebrate our football team’s success. We will continue to promote new outdoor events, and our green open spaces, to attract more visitors and tourists to the city. We want to develop a real sense of pride in the City of Wolverhampton, with local people proud of their city’s successes.

Number of tourists visiting the city

Continually strengthen our relationships with our residents

As a council we have successfully transformed many of our internal services over the previous few years to become a confident, capable council. Moving forward we will work much more closely with our communities and partners in the city to foster relationships and ensure that we design services with Wulfrunians so that together we deliver the outcomes our city needs. Developing our links with our residents is key to this and our ambition is to maintain constant engagement with them to lead to continuous service improvement.

% of residents satisfied with council services

A vibrant, green city we can all be proud of

City priorities

How we will measure

A clean, welcoming and confident city

Like many growing cities, Wolverhampton recognises the need to improve its air quality and reduce its carbon consumption. The City of Wolverhampton is a member of the UK100 network of local government leaders who have pledged to shift their towns and cities to 100% clean energy by 2050. This will be delivered by working with partners to develop low carbon measures, including encouraging more sustainable modes of transport and the use of renewable low carbon energy.

We will continue to take a zero tolerance policy on fly-tipping and littering and will enable our communities to report any issues through digital means. The rollout of smart infrastructure will enhance the sustainability of our city whilst enabling us to tackle fly-tipping more effectively.

% of people who agree the city is clean and tidy

Kilotons of CO₂ emitted per head of population

A great transport system and sustainable, digitally inclusive city

Our central location, at the heart of the UK's rail and motorway network, provides us with excellent connectivity to key cities and industries. The £150 million investment in our Interchange programme, incorporating a new bus, tram and rail hub, will provide a fantastic gateway into the heart of the city and will improve access for residents and businesses via sustainable modes of travel. We will also use the rollout of 5G and improvements to our fibre network to improve digital connectivity for local people and businesses. Our connected places strategy will deliver smart technology into our city to improve connectivity and accessibility for all, supporting electric vehicle growth, improved digital infrastructure and promote more sustainable transport options, through our active travel strategy.

% of journeys to work made using sustainable transport

Our Council Programme

To realise our ambition of being a city of opportunity the council must continue its transformational journey to become even more efficient, enterprising and collaborative. Our success being named Local Authority of the Year 2017 and excellent Corporate Peer Review feedback during a review from the Local Government Association has reaffirmed that we are 'One Council'. Our Council Programme is the ongoing driver by which we reshape our organisation and culture to ensure the organisation is best placed to deliver the outcomes sought by our residents. It will help us to influence and foster relations with our partners and to champion the City of Wolverhampton at a regional and national level. We have responded to the continued financial challenge by making savings in excess of £220 million since 2010, whilst becoming more commercial and efficient in the way we operate. These challenges will continue. Moving forward, we must review how we operate to ensure we are sustainable financially and still able to provide those services people most need.

Our Council Programme will be the enabler, by which we have the right culture and skills, to achieve our city's priorities.

Image: i9 bringing quality office space and jobs



Our Council Programme

Priorities

Deliverables



Our Assets

The programme will change how the council uses its assets (including vehicles, highways and street furniture) to enable transformation in our communities. It will oversee the review of our estate, to improve effectiveness and efficiency. Co-location of public sector service delivery will be encouraged and we will reduce ongoing running and maintenance costs by working more closely with the people of our city.

The vision of the programme is to:

- Run an efficient and cost-effective asset portfolio
- Use our assets to leverage regeneration and investment in our city together with our public sector partners
- Empower communities and businesses by managing our asset potential across partners
- Use our assets to enable connectivity and digitally inclusive communities
- Reduce energy consumption and identify renewable and low carbon energy opportunities.

- Efficiencies in service delivery
- Improved regeneration and investment in the city
- Improved broadband speed and 4G/5G coverage
- Generation of income
- Reduced depot and vehicle maintenance costs
- Reduced running costs through shared services
- Increase in capital receipts
- Improved cost of estate
- Improved size of estate
- Maximise land freed up for housing
- Maximise land freed up for investment

Our Council Programme

Priorities



Our Data

This programme will embed the importance of using data and insight to shape our organisation through evidence-based decision making, intelligence-led policy and robust performance management. A crucial part of this is the development of a council-wide planning and performance framework and a data and insight strategy focusing on:

- Data collection, management and quality
- Data analytics and insight - to drive strategic decision making, predict demand and shape preventative services and improve outcomes
- Performance management - to support service improvement and delivery of outcomes
- Management information - to support day-to-day service delivery through performance dashboards and reporting
- Open data: making data available on the WV Insight website for all to use

Deliverables

- Enabling financial savings
- Demand management
- Improve customer insight and service planning
- More effective decision making
- Better outcomes
- More data available on WV Insight

Our Council Programme

Priorities

Deliverables



Our Technology

This programme seeks to digitise customer access to be more efficient and to provide better service to our customers when and how they want it. We will also improve digital inclusion through the provision of internet facilities at libraries and other buildings. The overarching framework will:

- Promote opportunities to access online digital services
- Promote the introduction and wider adoption of emerging 'bot' technology to improve the quality and speed of repetitive administrative activities
- Promote the introduction of 'chatbot' technology to manage and respond to simple telephone enquiries from the public, where the information is readily available for self-service on the council's website
- Promote opportunities for the introduction of emerging artificial intelligence and machine learning technologies to ease the burden and automate more complex administrative council activities
- Promote opportunities to further develop a single 'My Account' for members of the public
- Promote the use of smart infrastructure to generate efficiencies, savings and income in delivery of wider council services

- Savings to be generated from channel-shift and management review
- Stabilisation of contact centre technology platforms
- Effectiveness and managing demand through business processes
- Financial benefit

Our Council Programme

Priorities



Our Money

We will shape how we operate to ensure a financially sustainable organisation. Since 2010 we have reduced our spend by £220 million as a result of a reduction in government funding but with increased demand for services. Moving forward, we will need to operate differently to ensure we can deliver the outcomes our local people most need. To ensure the council operates efficiently as an organisation, we will work to these core principles:

Focusing on core business

- Focus on those activities that deliver the outcomes local people need. We will target and tailor services to meet needs, working in collaboration with our public sector partners

Promoting independence and well-being

- We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment

Delivering inclusive economic growth

- We will continue to drive investment in the city to create future economic and employment opportunities for people and businesses in our city

Deliverables

- Improved access to digital services to empower local people to self-serve at a time and place that suits them whilst reducing traditional operating costs
- Reduced demand through early intervention and closer collaboration with local people to support greater independence and resilience
- Targeted service delivery by focusing on the areas and places that need us the most and where we can deliver the best possible outcomes within the resources available
- Sustainable business models that deliver the most efficient and effective services possible within the significant financial constraints we face, to meet the needs of local people
- Prioritised capital investment focused on the priorities that deliver the best possible returns and outcomes for local people

Our Council Programme

Priorities

Balancing risk

- We will ensure decisions are based on evidence, data and customer insight
- We will embed a robust risk assessment process throughout programme activity based on clear evidence as to why activity should continue or stop

Commercialising our approach

- We will boost social value in our city by maximising local procurement spend with people and businesses
- We will consider an even more commercial approach, seizing all appropriate opportunities including:
 - Exploring creative and alternative service models
 - Consider options to share services and collaborative procurement
 - Ensuring services are sustainable, efficient, effective and based on evidence
 - Robust contract management
 - Making a return on our investments
 - Looking for opportunities to reduce budgets and cut costs
 - Generating a surplus through trading services

Deliverables

- Income generated by developing new and innovative opportunities with partners where appropriate
- Efficiencies delivered by reviewing our resources, business processes and better using technology, will deliver services which meet local people's needs efficiently and cost effectively
- Maximised partnerships and external income through identifying opportunities to collaborate, share resources, reduce costs and seize funding opportunities

Our Council Programme

Priorities



Our People

Our employees sit at the heart of our organisation. The aim of this programme is to support employee development, to ensure that employees are effective, productive, happy and healthy in their roles, so that together we will achieve the outcomes set out in this Council Plan. Our People programme has been developed by our employees, for our employees, through extensive engagement and employee working groups.

The programme covers the entire lifecycle of employment – from an employee’s first encounter with the recruitment process, to when they leave the organisation. The programme supports our workforce to have the right skills whilst embedding a consistent organisational culture, where people feel **empowered to:**

- Think creatively
- Support communities
- Manage demand
- Champion change
- Develop new skills to improve service delivery

Deliverables

- Empowered, productive workforce
- Improved health and wellbeing
- Improved efficiency and effectiveness
- Improved employee satisfaction
- Improve employee volunteering

Our Council Programme

Priorities

Adaptable by:

- Taking personal responsibility
- Having the right skills at the right time
- Applying skills flexibly
- Working together with partners
- Embracing smarter working practices

Valued through:

- Ongoing development
- Career opportunities
- Celebration of successes
- Support for health and wellbeing
- Effective communication
- Equality and diversity

Key to the delivery of this will be our adoption of a restorative approach, which is a relationship-based way of working together with people rather than doing things to them. This will generate a high challenge, high support environment where employees come together to work in a supportive and collaborative way, and in line with our PRIDE values.

A City Conversation: Continuous engagement and monitoring

The Council Plan 2019 - 2024 has been developed in partnership with the people of our city, including residents and local businesses. We consulted with around 3,000 people through surveys and at over 20 events across the city to shape our activity for the next five years. It was clear that people in the city are passionate about Wolverhampton and about the things that need to be done to continue the city's ambitious transformation. However, this is only the start. We want to ensure that people are informed and engaged throughout the process of making this plan live and breathe, to provide challenge and to advise us should priorities change. We will embrace feedback on how we're doing as part of an ongoing 'City Conversation'.

Our corporate performance framework sets out the strategic indicators we will use to monitor progress, informed through data and strategies from national and regional sources, local insight as well as feedback from the people of our city. A lead director has been identified for each of the six council plan priorities. This framework will be reported to Cabinet (Performance Management) Panel on a quarterly basis.

All council services will produce service plans detailing the activity that will be undertaken to deliver this Council Plan and how their performance will be measured as part of a new corporate performance framework. These plans will be reviewed and updated throughout the five-year duration of the Council Plan, enabling progress against our five outcomes to be monitored effectively.

Our Corporate Performance Framework

Planning

Performance

Council Plan
reviewed annually

Council Plan
reviewed annually

Council Plan

Page 65

Council priority strategies
e.g. Strategic Economic Plan,
Joint Health and Wellbeing Strategy
reviewed annually

Council priority strategies
e.g. Strategic Economic Plan,
Joint Health and Wellbeing Strategy
reviewed annually

Council priority strategies

Service plans
reviewed annually

Service plans
reviewed annually

Service plans

Employee work plans
reviewed monthly

Annual appraisal

Monitoring of strategic risks / compliance and management information

Employee work plans
Employee appraisals

Corporate assurance framework
Corporate risk register
Project performance / outputs
Management information





Page 6
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City of Wolverhampton Council, Civic Centre, St. Peter's Square,
Wolverhampton WV1 1SH

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Wolverhampton Strategic Economic Plan	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor John Reynolds City Economy	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Richard Lawrence, Director of Regeneration	
Originating service	Local Economy	
Accountable employee	Charlotte Johns	Head of Local Economy
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Regeneration Leadership Team	26 February 2019
	Strategic Executive Board	12 March 2019

Recommendation for decision:

The Cabinet recommends that Council:

Adopt the Wolverhampton Strategic Economic Plan.

1.0 Purpose

- 1.1 To present Wolverhampton's Strategic Economic Plan for adoption following formal consultation.

2.0 Background

- 2.1 The City Strategy, Prosperity for All, was published in 2011 and still provides the overarching Economic Strategic Framework for the City. It was ratified by Full Council and developed in collaboration with a wide range of partners across the City. The City Strategy has shaped the City of Wolverhampton Council's economic policies, priorities and actions.
- 2.2 Since the City Strategy was produced and approved, there have been many significant changes to the context in which the City operates:
- A significantly changed political context, including the creation of the West Midlands Combined Authority, the West Midlands Devolution Deal and the result of EU Referendum in May 2016.
 - Radical changes in local government finance, and importance of the City being able to grow its local tax base (business rates and council tax) by having an improved offer to businesses and residents.
 - Growing confidence in Wolverhampton as a place to invest, develop and do business amongst the business, investor and developer communities.
 - The new overarching City Vision 2030, published in early 2016, with input from many partners and organisations across the City.
 - A strong project pipeline and the significant progression of a number of key projects e.g. i54, Interchange, City Centre Westside, City Centre Learning Quarter, Bilston Urban Village and Town Centre Regeneration.
 - Significant improvements in support services that help businesses to grow and local people to enable them to get the right skills, get and retain a job.
- 2.3 The refreshed City SEP will sit within a hierarchy of plans to deliver inclusive economic growth. The suite of plans will adhere to the principle of subsidiarity i.e. that issues should be dealt with at the most immediate (or local) level that is consistent with their resolution

3.0 Wolverhampton Strategic Economic Plan (SEP)

- 3.1 Wolverhampton's Strategic Economic Plan: Delivering Prosperity for All aims to deliver inclusive growth (business, innovators, entrepreneurs and a skilled workforce) and create the conditions for growth (infrastructure and planning for the future) through four main themes:

- An enterprising city
- A working and inclusive city
- A vibrant city
- A future city.

3.2 The SEP highlights key achievements for the City since the City Strategy was developed in 2011 and ongoing challenges the SEP needs to address under the four key themes. Despite Wolverhampton's productivity improving, there remains a gap with national average, therefore in line with the aims of the national industrial strategy, Wolverhampton's SEP aims to grow productivity by addressing the key components of productivity: jobs, skills and economy as well as supporting a vibrant city and city for the future. The Action Plan identifies priority actions against each theme.

3.3 The final SEP has been developed through extensive engagement with local partners and stakeholders, plus a formal consultation in January 2019.

4.0 Evaluation of alternative options

4.1 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.

5.0 Reasons for decision

5.1 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.

6.0 Financial implications

6.1 There are no direct financial implications to the SEP itself although the actions outline projects and programmes that will have financial implications; these will be picked up in individual reports. The SEP can be used as strategic context to attract external funding opportunities to the City and prioritise spend to maximise outcomes as set out the Council Plan.

[HM/19032019/L]

7.0 Legal implications

7.1 There are no legal implications to the SEP, however each project issued from the SEP will be considered for legal implications.

[LW/19032019/N]

8.0 Equalities implications

8.1 Inclusive growth is a key theme of the SEP thus will have positive equalities implications through opening up opportunities to disadvantaged groups.

9.0 Environmental implication

9.1 Sustainable city is a key priority of the future city theme of the SEP.

10.0 Human resources implications

10.1 There are no human resource implications arising from this report.

11.0 Corporate landlord implications

11.1 There are no corporate landlord implications arising from this report.

12.0 Health and wellbeing implications

12.1 Health and wellbeing is recognised as a wider dependency of the Strategic Economic Plan in recognition of the impact of inclusive growth on the wider determinants of health and wellbeing.

13.0 Appendices

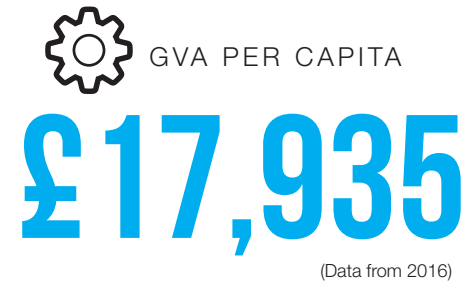
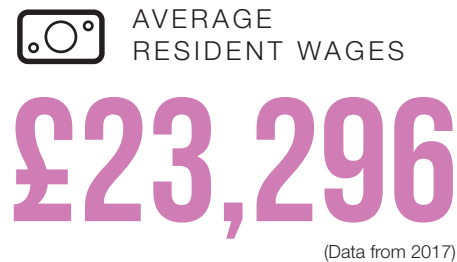
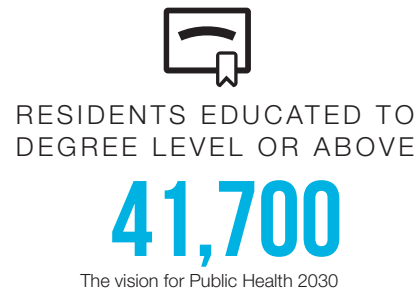
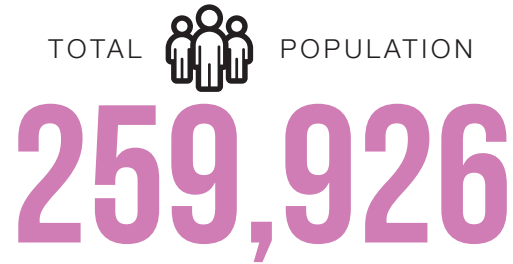
Appendix 1 – Wolverhampton Strategic Economic Plan

City of Wolverhampton Strategic Economic Plan 2019 – 2024

Page 73



City of Wolverhampton (2018)



Wolverhampton: A City of Opportunity

The City of Wolverhampton is part of the Birmingham and Black Country conurbation and has a catchment of 1.73 million people within a 30 minute drive time. This vibrant city is one of the top ten growing economies in the UK and is currently enjoying record levels of private and public investment with £3.7 billion being injected into regeneration projects citywide, including £1 billion either on site or planned in the city centre alone. With enviable connectivity to the rest of the West Midlands and beyond, the city's excellent road, rail and air links put Wolverhampton at the heart of Britain and Europe boosted by the flagship transport interchange project – £150 million private and public investment into a single integrated city centre transport hub, supported by brand new prime office and retail accommodation at i10, and a £35 million refurbishment of the city's main retail centre.

The central location of Wolverhampton within the UK, coupled with strong connectivity has already made the city an attractive proposition to sector leading firms such as Jaguar Land Rover, Marstons, Moog, UTC Aerospace and Wiggle. The i54 strategic employment site north of the city is the most successful enterprise zone in the country attracting high quality jobs to the area. Jaguar Land Rover's £1 billion investment in a new engine plant at the site

created in excess of 1,400 jobs and hundreds more in the supply chain. Whilst the city continues to build on existing strengths in high value manufacturing and construction, it is also developing clusters in other key sectors whilst retaining a strong focus on investing in skills and matching local people to local jobs. Strong culture, entertainment, sport, leisure and housing offers underpin the city's economy which is projected to grow 2-3% faster than the national average over the next decade.

The administrative boundary of the city is tightly drawn, so there is limited scope to bring forward further large-scale development within city boundaries, however the city continues to work closely with neighbouring authorities to support growth in its functional economic area including a further 100 acre extension of i54 with the potential to create a further 3,000 jobs.

Whilst starting from a low skills and employment base, there are signs of improvement and things are moving in the right direction. This is particularly the case in relation to skills with the share of the population with NVQ4+ qualifications showing growth rates that are higher than the average for England, as well as all other local authorities in the Black Country.

Delivering Wolverhampton's Vision for 2030 and Council Plan 2019 - 2024

Page 76

The vision goals are presented in the following boxes:

- Dark Blue Box:** Celebrate **enterprise, education and skills**. Icon: gear, wrench, graduation cap, pound sign, clock.
- Olive Green Box:** Have a **city centre** we're proud of. Icon: classical building with flag.
- Red Box (Large):** Have a **buoyant and resilient economy** that includes international manufacturing companies with local roots and a strong, vibrant and innovative business base. Icon: gear with pound sign and upward arrow.
- Red Box:** Have a **vibrant civic society** that's focussed on the future, empowers local communities and is supported by local businesses and institutions. Icon: stylized people and buildings.
- Red Box:** Are committed to **sustainability** for future generations. Icon: lightbulb with leaf.
- Dark Blue Box:** All play our part in creating a confident, buzzing city that's synonymous with **ambition, innovation and inclusion**. Icon: three stylized people.
- Dark Blue Box:** Are serious about boosting **health and wellbeing**. Icon: heart with ECG line.
- Red Box:** Retain more of the value produced by our economy to **benefit the whole city**. Icon: piggy bank with arrow.
- Olive Green Box:** Have world class public services that continually improve and have collaboration and co-production at their heart. Icon: hands holding people.
- Red Box:** Care and are **confident** about our **diversity**. Icon: stylized people.
- Olive Green Box:** Make it **easy for businesses and visitors to access the city** and are well connected to the wider world through our infrastructure. Icon: bus, tram, car.

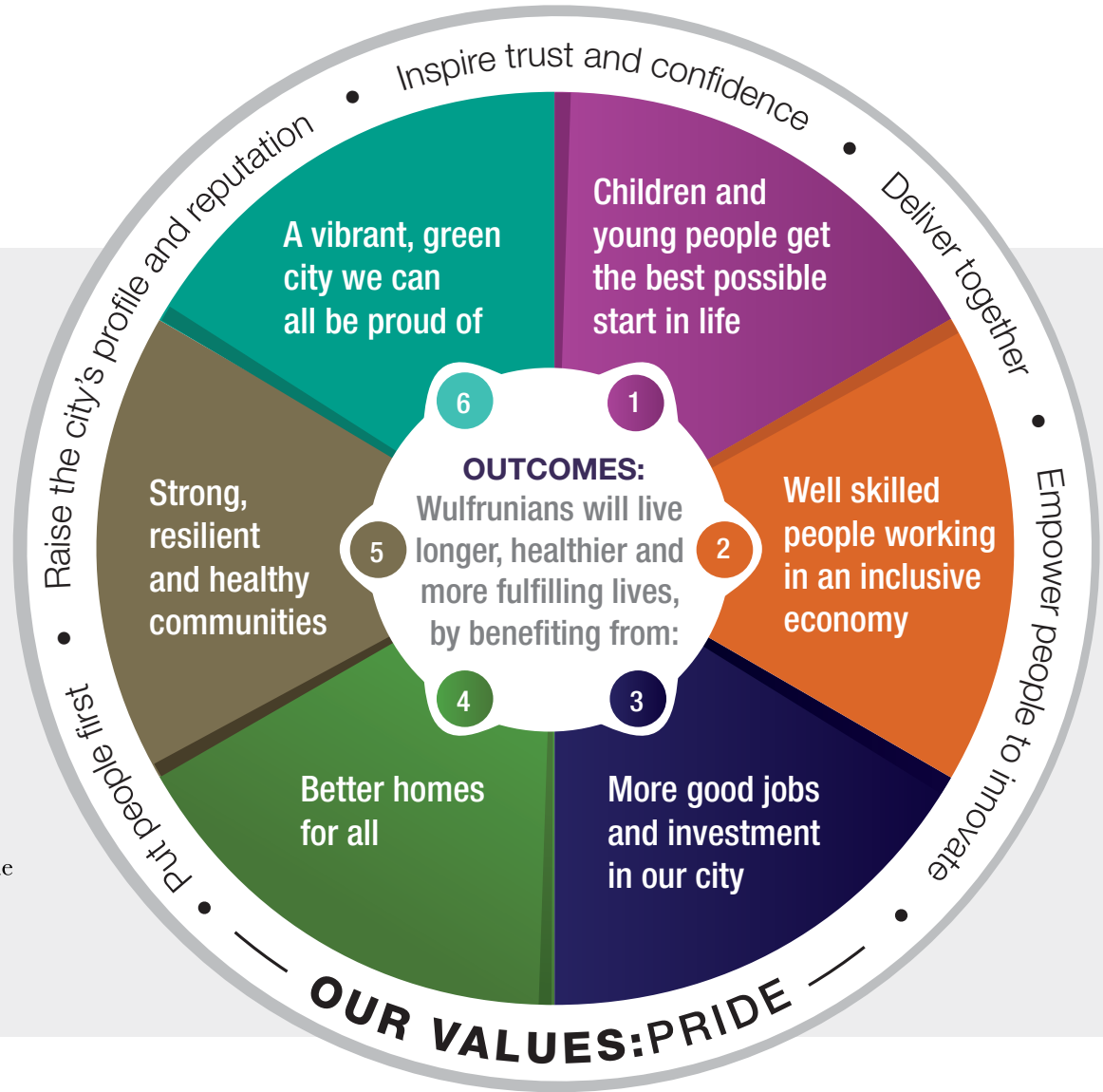
The city recognises there are huge opportunities in our city and future success is better when shared by all. That's why the city has set out its vision for a sustainable, successful future for the next generation with partnership working at its core. The city already has excellent partnership and collaboration between all sectors at a city-wide and regional level and our Vision 2030 builds on that. This is further underpinned by the Council Plan 2019 - 2024 which the Strategic Economic Plan also supports the delivery of.

Wolverhampton's Strategic Economic Plan has a critical role to play in achieving this vision. The need to support economic growth and job creation is as important as it has ever been. Equally vital is that economic growth is inclusive thus the success of the plan will be monitored against our ability to close the gap to regional and national averages to ensure that our residents gain from the economic growth generated.

Council Plan

Working together to be a city of opportunity and to deliver our contribution to Vision 2030

Page 77

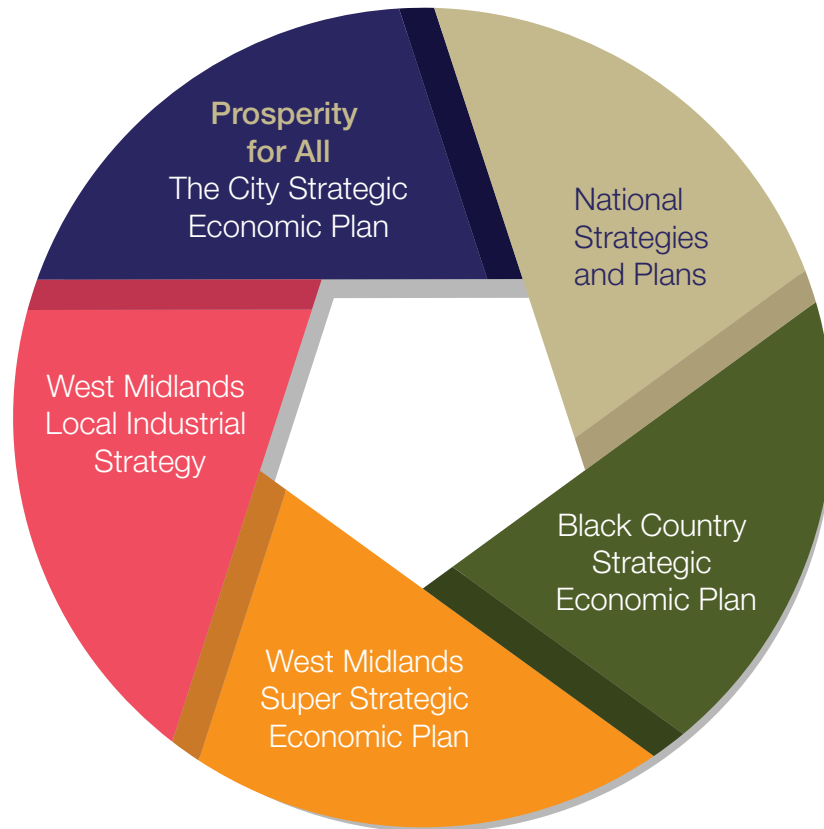


Wolverhampton for Everyone

a people powered city

'Connecting people, places and communities to unlock potential and create change'

CITY OF WOLVERHAMPTON COUNCIL



Wolverhampton's Strategic Economic Plan complements a series of national, regional and sub-regional plans to support delivery of these locally.

Wolverhampton's Strategic Economic Plan aims to support economic growth locally contributing to the Industrial Strategy which sets out the Government's vision for boosting productivity and earning power. Our Strategic Economic Plan will support delivery of its five foundations of productivity:

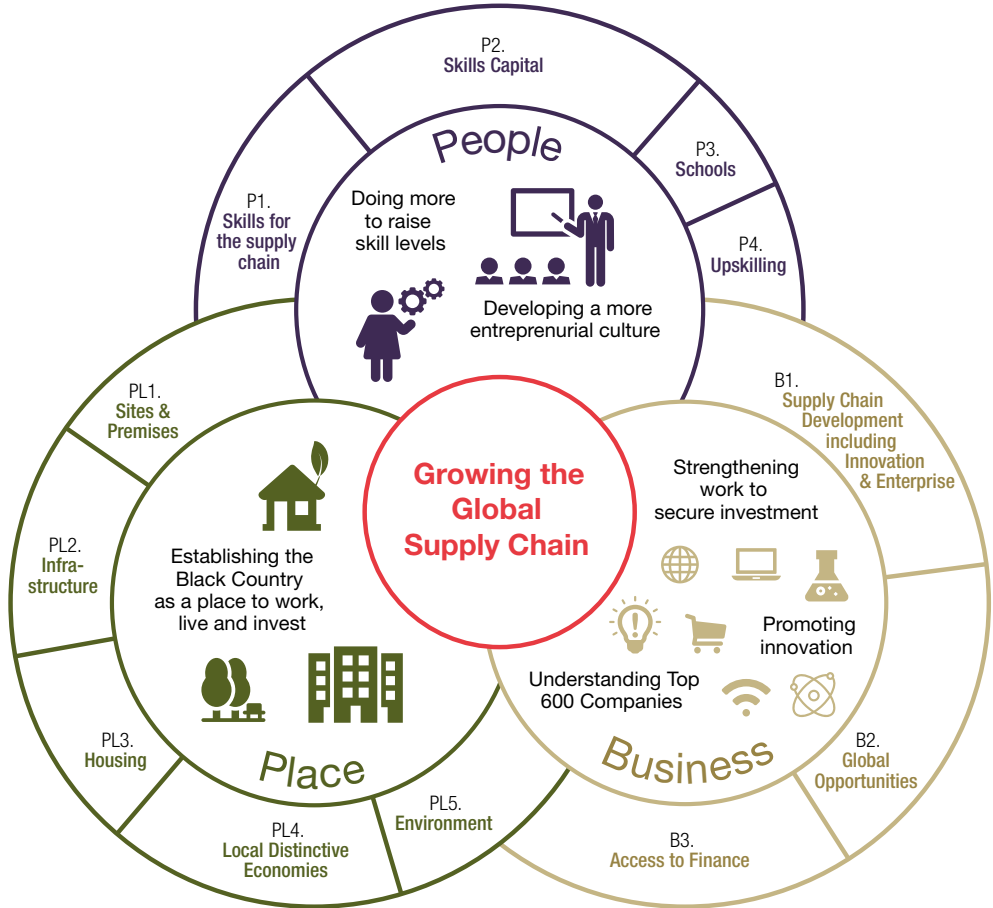
- **Ideas** through encouraging innovation;
- **People** through its working and inclusive city theme;
- **Infrastructure** through its vibrant and future city themes;
- **Business Environment** through its enterprising city theme; and
- **Places** by strengthening the economy of Wolverhampton.

Wolverhampton's Strategic Economic Plan will build on key strengths to contribute to the West Midlands Local Industrial Strategy, and the West Midlands Combined Authority Strategic Economic Plan priority actions: New manufacturing economy; Creative and digital; Environmental technologies; Medical and life sciences; HS2 growth; Skills for growth and employment for all; Housing; and exploiting the economic geography.

Wolverhampton’s Strategic Economic Plan will help to drive key priorities of Black Country Strategic Economic Plan

- **People** through a working and inclusive city
- **Business** through an enterprising city
- **Place** through a vibrant and future city

Our Strategic Economic Plan will support Black Country Local Enterprise Partnership’s Vision *‘Made in the Black Country: Sold around the World’* and its aim to grow our global supply chain with the world class skills it demands, to maximise the benefits of our location, to exploit our industrial and geological heritage and to provide high quality housing to meet the needs of a balanced growing population.



The Strategic Economic Plan replaces the 2011 City Strategy “Prosperity for All”. This was a long-term strategy that aimed to create opportunities that encourage enterprise, empower people and re-invigorate the city resulting in increased and better employment opportunities and wages, but also in terms of health, well-being and overall quality of life for local people.

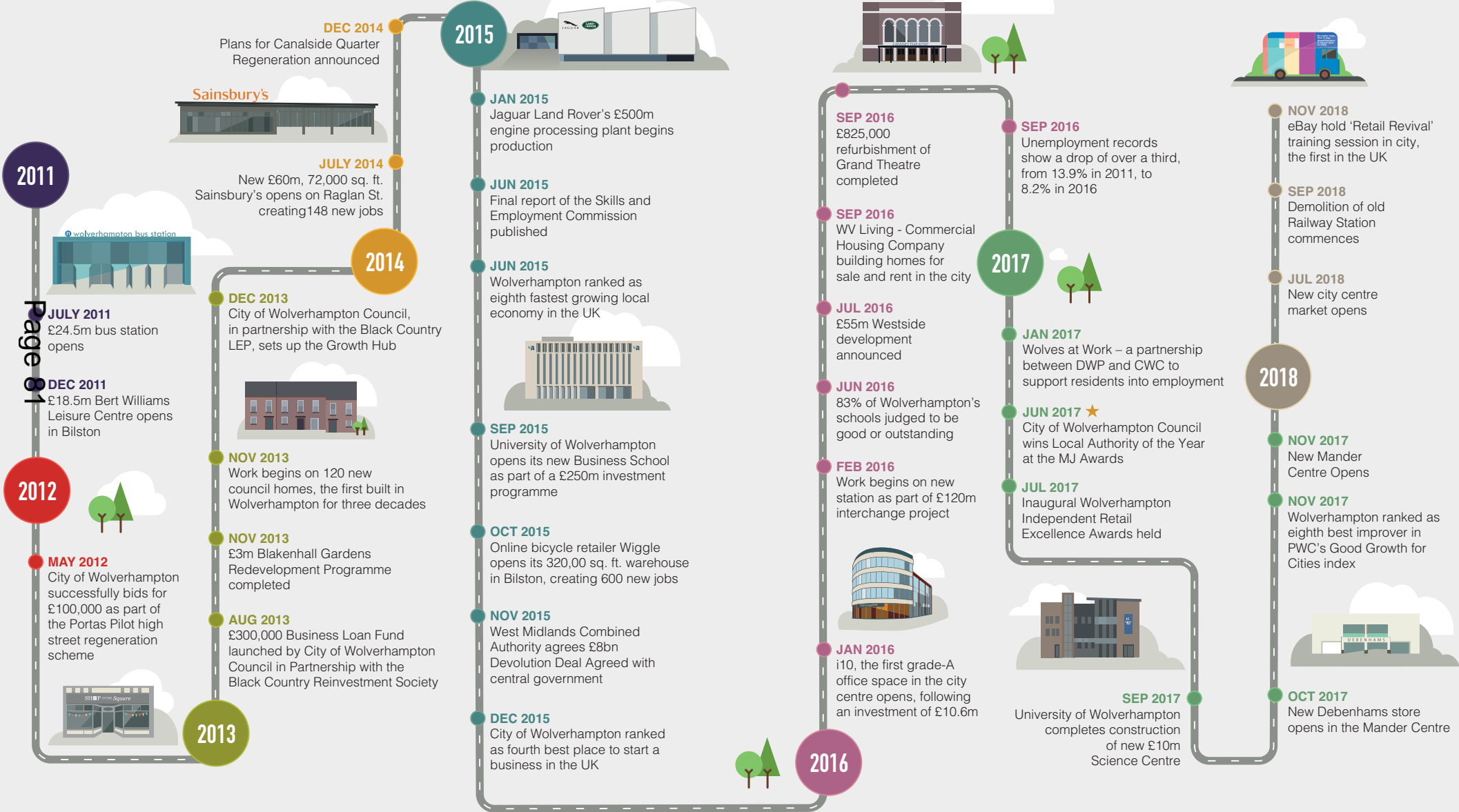
Performance against the original 2011 targets set in the City Strategy are set out below.

A revised performance framework is set out in Appendix B, against key themes in the strategy, with the aim of closing the gap with the national average.

Measure	2011 baseline	Latest data	2026 target
Number of jobs per head of population	0.77	0.70 (ONS 2016)	0.85
Employment rate	61.3%	65.8% (ONS 2017)	70%+
Life expectancy at birth (male/female)	76.3/81 (these are the 2007-09 rolling figures)	77.5/81.5 (2013)	80/83
Families living in poverty	30.6 % of children in low-income families	30.2 % of children in low-income families (HRMC, 2014)	No more than 10% of families

Wolverhampton’s economic evidence base can be found at [WVInsight \(insight.wolverhampton.gov.uk\)](http://insight.wolverhampton.gov.uk)

Key City Achievements



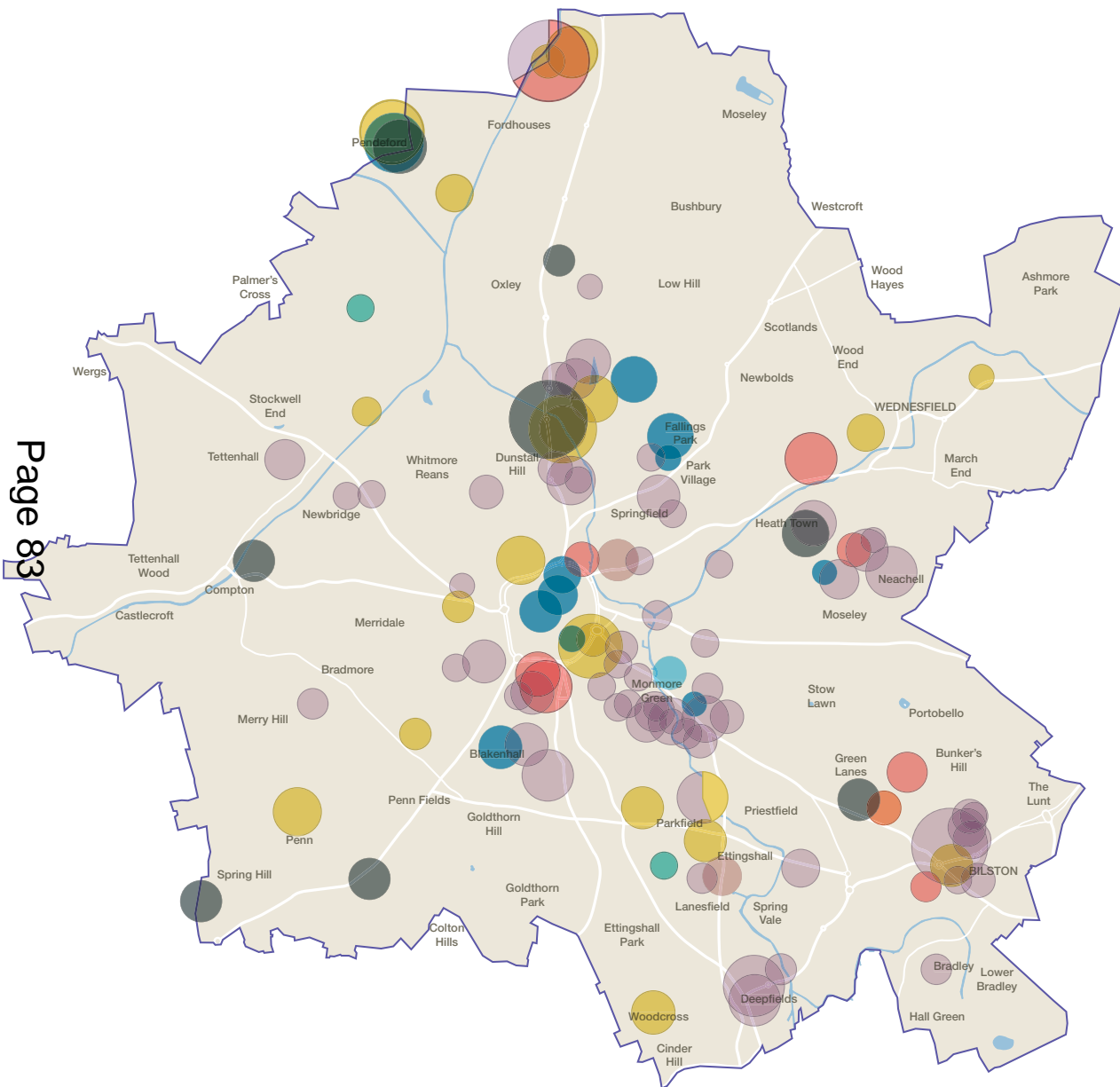


Our Key Sectors

as at February 2019

Key Sectors

- Business Professional
Financial Services
- Construction
- Creative and Digital
- Environmental Technologies
- Health and Social Care
- Hospitality and Leisure
- Manufacturing
- Retail
- Warehousing, Transport
and Logistics



City of Wolverhampton Strategic Economic Plan Framework

Council Plan 2019-2024 ↓	Other plans and strategies ↓	Wolverhampton 2030 Vision ↓	Economic Evidence Base ↓	Project pipeline ↓
-----------------------------	---------------------------------	--------------------------------	-----------------------------	-----------------------

Delivering Prosperity for All City Strategic Economic Plan 2019 – 2024

Delivering inclusive growth (business, innovators, entrepreneurs and a skilled workforce)		Creating the conditions for growth (infrastructure and planning for the future)	
An enterprising city	A working and inclusive city	A vibrant city	Future City
Programmes: Attracting Investment New Business Start-ups Business Growth Innovation and Growth Sectors	Programmes: City Workplace City Workforce Learning City Inclusive Communities	Programmes: Transport and connectivity Industrial Growth Corridors City Centre Local Centres Cultural and Creative Economy	Programmes: Planning for the Future Better Homes and City Living Sustainable City Smart City
Wider dependencies			
Place marketing	Health and wellbeing Education Early years	Place marketing Health and wellbeing	Digital transformation Health and wellbeing

Key performance measures



Achievements as at 2018		Areas of focus 2019 – 2024	
An Enterprising City	<ul style="list-style-type: none"> 8405 businesses in the city and strong business survival rates 4th best place to start a business, surge in business starts since 2016 closing the gap with England average 	<ul style="list-style-type: none"> Private sector jobs growth within functional economic area Sector strengths: improved employment and productivity in manufacturing and growing knowledge economy 	<ul style="list-style-type: none"> Closing the productivity gap by improving business structures and sectors Growing Wolverhampton's businesses base Continuing to increase start up rates building on Wolverhampton's rank as 4th best place to start a business Improving job density within functional economic area
A Working and Inclusive City	<ul style="list-style-type: none"> Increasing employment rate Reducing unemployment including youth and BME unemployment 89% schools outstanding Through Wolves at Work, supporting 3916 people into work and 2190 people into sustained employment (12 weeks) as at March 2019 	<ul style="list-style-type: none"> Setting up Wolves Workbox – an online resource for jobs, training, apprenticeships and more, with over 365,000 visits to the website as at March 2019 Improving skills profile - reduction in residents with no qualifications and increase in Level 4 qualifications Low levels of NEET 	<ul style="list-style-type: none"> Improve apprenticeship starts in the city Improve employment rate Maintain low levels of NEET's Reduce youth unemployment Continue to improve schools performance Supporting those with barriers into employment
A Vibrant City	<ul style="list-style-type: none"> Excellent transport links including £150m interchange £3.7 billion current and planned investment in the city Strong district centres 	<ul style="list-style-type: none"> 60 hectares of land earmarked for development Nationally significant cultural clusters Third best place to start a family 	<ul style="list-style-type: none"> Repurposing our city centre including optimising alternative uses Ensuring office and residential floorspace is attractive Building on our cultural strengths to increase visitors to the city Improve quality of open space and of natural and built environment
A Future City	<ul style="list-style-type: none"> 97% superfast broadband coverage Affordability of housing - median property sale is £140,000 	<ul style="list-style-type: none"> 10,000 new homes planned Declining CO2 emissions 	<ul style="list-style-type: none"> No ultrafast broadband and gap in superfast coverage in city centre and business areas Need for higher quality homes and tenure options to meet a range of needs including those of higher skilled workers and a growing population Maximising benefits from Smart technology 800 hectares employment land required (existing 300 ha., 200 ha. in South Staffordshire) Improving air quality and supporting low carbon and active travel Low carbon and renewable energy

Productivity

Despite Wolverhampton's productivity improving, there remains a gap with national average. In line with the aims of the national industrial strategy, Wolverhampton's Strategic Economic Plan aims to grow productivity by addressing the key components of productivity: jobs, skills and economy.



Economy residual enhancing business structures and sectors through our Enterprise City theme.



Skills gap increasing the level of qualifications of residents so increasing their earnings profile through our Working and Inclusive city theme.



Jobs gap close the jobs gap by increasing the number of residents in quality employment through our Enterprise and Working and Inclusive city themes.



Appendix A: Priority Areas

1. An enterprising city			
	Priority Actions	Partners	Resources
1.1 Attracting Investment	<ul style="list-style-type: none"> Raising the city profile improving both national and international relationships Promotion and marketing the city through Invest Wolverhampton including attendance at sector specific trade and property shows Delivering a soft landing package and collaborative working to land a company 	WMCA Growth Company	
1.2 Supporting new business start-ups	<ul style="list-style-type: none"> Embed enterprise in schools, Further Education and Higher Education Provide support to start-up businesses Provide infrastructure e.g. flexible workspace, complemented by the Black Country Growth Hub Address barriers including access to funding and supply chains Ensure sustainability of support post Brexit 	Access to Business, Princes Trust, University of Wolverhampton, Chamber	ERDF
1.3 Supporting business growth	<ul style="list-style-type: none"> Facilitate businesses to grow through delivery of the Growth Hub, the one stop shop for business support Facilitate supply chain growth, access to finance (AIM for GOLD) and exporting Promote procurement and contract opportunities - social value charter, connecting investment with local businesses and people. Support initiatives in the city such as eBay's Retail Revival programme 	Growth Hub: CWC, University of Wolverhampton, Chamber	BEIS and ERDF
1.4 Innovation and growth sectors	<ul style="list-style-type: none"> Enable businesses to access innovation support Support knowledge transfer partnerships Enable Innovation through support and Infrastructure including the Science Centre, Springfield Campus and Elite Manufacturing Centre Support growth sectors including advanced manufacturing, building tech, business & professional services, creative tech and the knowledge economy 	University of Wolverhampton, Other WM Universities, Growth Hub	HEFCE, LGF, ERDF, Industrial Challenge Fund, WMCA Urban Tech Challenge, Strengthening Places

2. A working and inclusive city

	Priority Actions		Partners	Resources
<p>2.1 City Workplace</p>	<ul style="list-style-type: none"> Changing the skills provision to the needs of employers Deliver a joined up city workforce recruitment and skills development service for local employers - wolves at work Promote wolves at work employer pledge 	<ul style="list-style-type: none"> Promote range of employer support including packages for growth and a diverse workforce Develop sector skills plans (retail, health and social care, construction, creative tech, manufacturing/ engineering, professional and finance) Maximise social value from construction 	DWP, CWC, Employers	ESFA, Construction Skills Fund
<p>Page 89 City Workforce</p>	<ul style="list-style-type: none"> Further develop an accessible local brokerage which provides a co-ordinated high quality offer to improve access to employment Further develop co-ordinated pathways to employment for everyone including vulnerable young people and target those that are job ready through Wolves at Work, Impact, AEW 	<ul style="list-style-type: none"> Further develop the delivery and co-ordination of apprenticeships to maximise the use of the apprenticeship levy Build employability and enterprise skills through the successful delivery of the Post 16 plan. 	DWP, CWC, apprenticeship and training providers, Schools, Adult Education, College, University, Learning Platform and Employers WMCA	ESFA, SFA, ESF, Lottery, AEB
<p>2.3 Learning City</p>	<ul style="list-style-type: none"> Develop a Wolverhampton City Learning Region action plan and achieve UNESCO status Develop FE/HE offer including new Springfield campus 	<ul style="list-style-type: none"> Completion of Centre of Excellence for brownfield remediation and construction skills Deliver Learning Communities provision to deliver a consistent skills offer in communities Deliver City Learning Quarter in the city centre 	Wolverhampton Learning Platform, Wolverhampton College, CWC, University of Wolverhampton	ESF, SFA, HEFCE

2. A working and inclusive city

	Priority Actions		Partners	Resources
2.4 Inclusive Communities	<ul style="list-style-type: none"> Tackling digital and financial barriers through delivery of Universal Support and Click Start Supporting those with barriers e.g. mental health, disabilities, social tenants, additional barriers (substance misuse, learning disabilities, returners, ESOL, over 50s) towards and into employment 	<ul style="list-style-type: none"> Develop a strategic volunteering model across the city to increase opportunities for all Develop a model of partnership delivery with the voluntary sector to meet the needs of the city 	CWC, Wolverhampton Homes, Citizens Advice, VCS including Learning Platform and WVCS	CWC, DWP, ESF and Big Lottery

Page 90

Vibrant City

	Priority Actions		Partners	Resources
3.1 Transport and Connectivity	<ul style="list-style-type: none"> Delivering Interchange, Midland Metro extension, and Advanced Bus Quality Partnership Build on the investment in walking and cycling infrastructure Develop infrastructure for electric vehicles improving air quality and reducing carbon emissions 	<ul style="list-style-type: none"> Implement major junction and asset improvements to facilitate economic growth Maximising network efficiency, minimising congestion and improving journey time reliability 	WMCA, CWC, TfWM	LGF, DfT, Capital Programme
3.2 Industrial Growth Corridors	<ul style="list-style-type: none"> I54 and western extension – secure planning and infrastructure to secure new investment Stafford Road Corridor: realise opportunities around Wolverhampton Science Park to source private sector investment 	<ul style="list-style-type: none"> East Park Gateway: creation of pipeline of sites, assemble and prepare for major investment and development. Bilston Corridor: complete all phases of the Bilston Urban Village programme Improve quality of premises including support for Wednesfield businesses 	CWC, neighbouring authorities, BC LEP, WMCA, University of Wolverhampton	Investor, developers, LGF

3. Vibrant City

	Priority Actions		Partners	Resources
3.3 City Centre	<ul style="list-style-type: none"> Commission a City Centre High Street Commission in response to the Grimsey Review. Support City Centre Business Improvement District (BID) Enable delivery of Westside Leisure Quarter Interchange Business District: creation of substantial new business district as location for modern service sector firms 	<ul style="list-style-type: none"> Canalside quarter: new housing and mixed-use scheme providing city centre living St Georges: private sector led mixed use scheme complementing City Learning Quarter and Market Connected Places: create environment and vibe for city centre to become 'Events City' linking regenerated area. Improving air quality and use of low carbon, active travel into and within city centre 	CWC in partnership with private sector development partners and investors	Private investment and LGF
3.4 Local Centres	<ul style="list-style-type: none"> Work with local groups to develop and implement action plans for Bilston, Wednesfield and Tettenhall. Build capacity of local groups to develop and promote local events programmes. 	<ul style="list-style-type: none"> Support businesses in local centres including Business Improvement Districts 	CWC in partnership with private sector development partners, investors and the community	BIDs, Crowdfunding, Private investment and LGF
3.5 Cultural and Creative Economy	<ul style="list-style-type: none"> Support the growth of sustainable creative tech businesses including creative tech skills Encourage cultural participation and improve perceptions including joined up approach to events Build on sports and leisure based visitor attractions 	<ul style="list-style-type: none"> New and improved cultural offer in the city centre including venue improvements and restoration schemes Develop and deliver a creative, cultural and visitor economy strategy to maximise economic growth from arts and culture 	CWC, local businesses, stakeholders and events organisers CWC, local cultural venues, University, BID	BIDs, Crowdfunding Cultural Development Fund, Arts Council, LGF

4. Future City				
	Priority Actions		Partners	Resources
4.1 Planning for the Future	<ul style="list-style-type: none"> Review Black Country Joint Core Strategy 	<ul style="list-style-type: none"> Provide a range of sites to meet the city's employment and housing land needs 	CWC	
4.2 Better homes and city living	<ul style="list-style-type: none"> Improving the quality of existing homes in the City and increasing the number of new homes delivered. Promote the diversification of the housing stock available and improve energy efficiency. Meet the needs of a diverse housing market and develop a range of tenure options aimed at retaining graduates and supporting key workers. Develop lower carbon housing 	<ul style="list-style-type: none"> To promote housing supply Bring forward sites for housing through CWC Housing, WV Living and Wolverhampton Homes Refreshed Affordable Housing Supplementary Planning Document Increasing the quality of private sector housing and its management, including the promotion of the Rent with Confidence scheme. 	CWC, Developers, WV Living, Wolverhampton Homes Investors, housing associations, community builders	Homes England, Local Infrastructure Fund
4.3 Sustainable city	<p>Tackle climate change and deliver the city's sustainable development goals including:</p> <ul style="list-style-type: none"> Improvement in air quality and reduction in carbon emissions, e.g. through Advanced Quality Bus Partnership, promoting electric vehicles and Smart Lighting project Improved energy efficiency and more sustainable energy supply - energy innovation zone 	<ul style="list-style-type: none"> More sustainable, low carbon and renewable energy supply e.g. through Energy Innovation Zone and heat networks Development of regeneration schemes achieving BREEAM excellent Improve quality of open space and of natural and built environment across the city 	CWC, WMCA BC LEP, energy companies, transport organisations, housing providers, VCS, environmental organisations	OLEV, ERDF, S106
4.4 Smart City	<ul style="list-style-type: none"> Smart Connectivity – develop future proofed digital infrastructure across the city through implementation of local full fibre network (LFFN) connecting public estate, fibre broadband on residential estates, 5G testbed, Gigabit vouchers for businesses and reduce barriers to commercial rollout Smart Data – create a city wide open data platform WV Insight and use to develop approaches to prescriptive and predictive analytics and innovation. 	<ul style="list-style-type: none"> Smart Society – public sector services transformed through smart technology e.g. assistive technology and telecare, Smart Housing, people have skills and knowledge to harness the benefit of digital technologies, hackathons and developing tech skills. 	CWC and other public sector partners, commercial providers, health	DCMS, LFFN, commercial providers, ERDF (smart infrastructure), Gigabit vouchers

Appendix B

Wolverhampton Performance Management Framework

Indicator of success	Where are we now? 2018	Direction of travel since 2011	Target	Source
Population	256,600	↑	275,000	2016-based SNPP
Increase in productivity (GVA)	£17,935	↑	= national average (£27,108)	2016 Gross Value Added
Enterprising City				
Raise the number of local jobs	113,000	↔	147,000 target	2016
Increase job density	0.70	↓	0.85 target	2016
Raise the business birth rate	6.6	↑	=/> national average (6.8)	2016
Increase business stock	8405	↑		2016
Sectors - Advanced manufacturing	Enterprise – 12.1 Employment – 12.4	↓ Ent ↓ Empl	= Enterprise – 13.1 > Employment – 9.5	% enterprise and employment 2015
Sectors - Building Technology	Enterprise – 11.1 Employment – 4.3	↓ Ent ↑ Empl	= England average Enterprise – 11.6 Employment – 4.7	% enterprise and employment 2015
Sectors - Environmental Technology	Enterprise – 0.6 Employment – 1.2	↑ ↑	> England Average Enterprise – 0.4 Employment - 1	% enterprise and employment 2015
Sectors – Business Services	Enterprise – 30 Employment – 18	↑ ↑	= England Average Enterprise 38.9 Employment – 24.2	% enterprise and employment 2015
Close the gap in resident pay	£448	↔	= England average £556	Gross weekly pay full time workers 2017

Wolverhampton Performance Management Framework

Indicator of success	Where are we now? 2018	Direction of travel since 2011	Target	Source
Working and inclusive city				
Increase the employment rate	65.8%	↑	= national average 75.1%	2017
Reduced number of unemployed	4.8%	↔	= national average 2.1%	May 2018
Reduce number of economically inactive	29.5%	↔	= national average 21.4%	
Reduced number of people with no qualifications	24800 (15.6%)	↓	- 12,693 = England average 7.6%	2017
Increased number of people with degrees	41,700 (26.2%)	↑	+19,312 = England average 38.3%	2017
Reduced number of 16-18 year olds not in employment education and training (NEET)	2.6% NEET (2% unknown)	↓	Below national average 2.8%	2016
Vibrant City				
Increase number of visitors to the city	2 million (2016/17)	↑	Increase	Local data 2016/17
Readily available employment land (ha)	85.68	↑	Increase	Planning AMR
New office floorspace in strategic centres (sqm)	4409	↑	Increase	Planning AMR
Future City				
A sustainable environment – reduced CO2 emissions	3.9	↑	England 5.2	Kt per capita emissions
Net housing completions	577 homes	↑	Increase	2016/17
Fibre broadband coverage	97% superfast 0% ultrafast	↑	Increase fibre broadband coverage	

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City of Wolverhampton Council, Civic Centre, St. Peter's Square,
Wolverhampton WV1 1SH

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Wolverhampton Homes Business Plan 2019-2023	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Kate Martin, Service Director of Housing	
Originating service	Housing Services	
Accountable employee	Jenny Lewington	Service Manager Housing Strategy and Policy 01902 554845 jenny.lewington@wolverhampton.gov.uk
Report to be/has been considered by	Place Leadership Team	18 February 2019
	Strategic Executive Board	26 February 2019
	Leaders Briefing	4 March 2019

Recommendation for decision:

The Cabinet recommends that Council:

1. Approve the Wolverhampton Homes Business Plan 2019-2023.

Recommendation for noting:

The Cabinet is recommended to:

1. Note that this four-year Business Plan replaces the Delivery Plan which has previously been provided annually.

1.0 Purpose

1.1 The purpose of this report is to seek Cabinet approval of the Wolverhampton Homes Business Plan 2019-2023 and to recommend approval of the plan by Full Council.

2.0 Background

2.1 Under the terms of the Management Agreement between the Council and its Arm's Length Management Organisation (ALMO), Wolverhampton Homes, the Council is required to produce an annual Delivery Plan. The plan, developed in consultation with the Council, sets out:

- How Wolverhampton Homes will manage and maintain Council owned properties for the next financial year and beyond.
- The financial and staffing resources available to deliver the above services.
- Wolverhampton Homes' contribution to meeting the wider strategic objectives of the Council Plan and City Housing Strategy

2.2 In agreement with the Council, Wolverhampton Homes have this year developed a four-year Business Plan in place of the annual Delivery Plan, which will allow for longer term service and financial planning. The four-year Business Plan ends in 2023, in-line with the ALMO Management Agreement, therefore a review of the ALMO arrangements will take place during 2019-23.

2.3 The Management Agreement requires that the final version of the Business Plan is considered and endorsed by the Delivery Plan Monitoring Group. The Cabinet Member for City Assets and Housing chairs the Group and its membership is drawn from Board members from Wolverhampton Homes, senior officers from Wolverhampton Homes and the Council, together with representatives of the Wolverhampton Federation of Tenants Associations. The Delivery Plan Monitoring Group approved the Draft Business Plan 2019-23 on 6 March 2019.

2.4 The Delivery Plan Monitoring Group receives quarterly reports from Wolverhampton Homes on the progress and performance against the annual Delivery Plan, enabling the Group to monitor the outcomes against the activities detailed in the Action Plan and Key Performance Targets.

2.5 Wolverhampton Homes' progress towards achieving performance indicator targets are monitored monthly and/or quarterly, as appropriate, at joint performance monitoring meetings between Council employees and officers from Wolverhampton Homes.

3.0 Business Plan 2019-2023

3.1 The contents of the Business Plan 2019-2023 have been negotiated between Wolverhampton Homes and the City of Wolverhampton Council.

- 3.2 Council employees and representatives from Wolverhampton Homes met at a working group on 5 February 2019 to discuss the content of the Business Plan and further feedback was provided to Wolverhampton Homes following the Improving the City Housing Offer Board on 6 February 2019.
- 3.3 Following the development of a draft Business Plan, both organisations must aim to approve the Draft Plan before the end of March 2019 to allow implementation from April 2019. The HRA Budget for Wolverhampton Homes was agreed by Cabinet on 23 January 2019, including rent and service charge setting.
- 3.4 The Business Plan sets out how Wolverhampton Homes proposes to deliver services and support the strategic objectives of the Council and the City Housing Strategy for the next four years.
- 3.5 The Business Plan sets out the organisation's plans, which are set out in section 4. This includes the move towards delivering services from 'community hubs' and a refreshed commercial agenda. One of the proposals to review in 2019/20 in the commercial offer is the opportunity to undertake facilities management for key Council owned assets, including non-academy schools. This proposal is not Council approved and is subject to further reporting and Council consideration.
- 3.6 The Business Plan sets out the financial climate in which services are being provided and how this will affect the services provided to tenants. A table is included showing the annual income and expenditure for the term of the plan.
- 3.7 One of the key methods of achieving the required financial savings is the use of Lean Systems Thinking. The objectives of the Lean Programme are included in the Business Plan and a draft programme is included in Appendix 1 for information.
- 3.8 A requirement under the terms of the Management Agreement between the Council and Wolverhampton Homes, the Business Plan also includes:
- The agreed annual delivery priorities for Wolverhampton Homes for 2019-2020, how these support the organisations strategic objectives and contribute to the goals of the Council and the City's communities. The Operational Delivery Plan 2019-2020 is included as Appendix 2 of the Plan.
 - Detail on how the Business Plan will be achieved within the financial and human resources available.
 - The draft Key Performance Indicator targets to be finalised between the Council and Wolverhampton Homes for 2019-2020, at Appendix 3 of the plan. Appendix 3 of the Business Plan shows the Performance Review Arrangements for monitoring the delivery of services provided. This forms part of the annual review.
 - The provision by WH of an Annual Procurement Plan that will include all contracts to be procured for the following year and a list of current contracts (Appendix 2)

- An up-to-date Stock Maintenance and Improvement Programme (Appendix 3).

3.9 The ongoing development of the new City Housing Strategy will include consideration of how these plans continue to contribute to improving housing offer and achieving better homes for all across the City.

4.0 Evaluation of alternative options

4.1 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.

4.2 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.

4.3 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.

4.4 The Business Plan 2019-2023 provides a longer-term plan for Wolverhampton Homes; setting out how it will operate services and contribute to the Council's 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.

4.5 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.

5.0 Reasons for decision

5.1 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.

5.2 In light of the review, Wolverhampton Homes continue to operate under the terms of the Management Agreement for the five-year period; 2018-2023.

5.3 Monitoring of Wolverhampton Homes continues under a thorough, proportionate and efficient set of performance monitoring arrangements.

5.4 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.

6.0 Financial implications

- 6.1 The medium-term financial plan 2019-2023 is set out in section 5 of the Business Plan. This illustrates that a balanced budget position without the requirement of a contribution from reserves is achievable by 2021-2022. The assumptions used in the Business Plan are consistent with the forecasts set out in the approved Housing Revenue Account (HRA) Business Plan.

[JM/04032019/I]

7.0 Legal implications

- 7.1 The Delivery Plan forms part of the contractual Management Agreement between the Council and Wolverhampton Homes.

[DC/28022019/J]

8.0 Equalities implications

- 8.1 Wolverhampton Homes Business Plan has equalities implications. Each of the workstreams that the plan describes and summarises has been or will be the subject of equality analysis within Wolverhampton Homes. As a result of these considerations and analyses Councillors can be confident that they have complied with the requirements of the General Equality Duty as created by Section 149 of the Equality Act 2010.
- 8.2 The detail of the Business Plan and action plan will be reviewed annually and subject to ongoing equality analysis. Wolverhampton Homes operate an Equality Circle Forum which informs their equality agenda and provides a platform to assess the impact of planned service delivery.

9.0 Environmental implications

- 9.1 There are no direct environmental implications from this report, however, the delivery of estate and property based programmes will contribute to the improvement of living conditions, enhance the visual appearance of neighbourhoods and investment in the housing stock will contribute towards reducing carbon emissions.

10.0 Human resources implications

- 10.1 There are no direct human resources implications emanating from the Business Plan for the Council. The monitoring of the plan will be carried out by Housing Services within current staffing resources.
- 10.2 The Business Plan sets out in broad terms the Wolverhampton Homes' human resource implications for delivery of the plan.
- 10.3 The transfer of additional Council services to Wolverhampton Homes may have Human Resources implications and these will be considered further through the formal approval process.

11.0 Corporate landlord implications

- 11.1 This report deals in the main with the Council's housing stock. Consideration of the availability of development sites will be given to support the delivery of the Capital Programme for new build.
- 11.2 The potential transfer of facilities management of key Council assets to Wolverhampton Homes from the Council does have Corporate Landlord implications and these will be considered further through the formal approval process.

12.0 Health and Wellbeing Implications

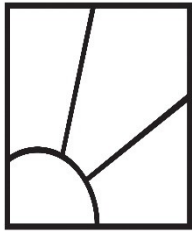
- 12.1 The provision of high-quality housing contributes positively to the health and wellbeing of residents. The Business Plan identifies the objectives of the Council's arms length management organisation which manages over 20,000 Council owned homes. The Plan includes information about the stock maintenance and improvement programme, ensuring homes are maintained to the necessary standard.

13.0 Appendices

Appendix 1 - Wolverhampton Homes Delivery Plan 2019-2023

Appendix 2 - Annual Procurement Plan and Contracts

Appendix 3 - Stock Maintenance and Improvement Programme



WOLVERHAMPTON
HOMES

Business Plan 2019 – 2023

Transforming the delivery of our services to ensure we continue to:

- Enhance our community and customer focus
- Provide safe and secure homes
- Support people to sustain their tenancies and homes

Contents

1. Introductory message	4
2. Overview of Wolverhampton Homes as a company	5
2.1 Who we are	5
2.3 Our Board.....	5
2.4 Our core services	5
Property Services.....	5
Housing.....	5
Housing Options	6
Business Support.....	6
3. The operating environment	6
3.1 The wider economy and the impact of austerity.....	6
3.2 National housing policy.....	7
The legacy of Grenfell	7
A New Deal for Social Housing – the Green Paper and beyond.....	7
3.3 Local housing policy	9
Homelessness and housing support	9
WH as a key Safeguarding agent:.....	9
Temporary Accommodation	9
Strategic asset management.....	10
Fuel poverty	10
Working with our TMO partners	10
4 Our plans for the future	11
4.1 Transformation the way we work	11
4.2 Mobile working and our Community Hubs	11
4.3 Lean Systems Thinking	11
4.4 Our refreshed enterprise and innovation agenda.....	12
Home Improvement Agency (HIA).....	12
The future of Telecare.....	12
Shared services	13
Facilities Management	13
5 Financial matters & resource planning	13
5.1 Budget setting and our medium-term financial plan	13
5.2 Workforce planning	14
The People Deal and the launch of Our Voice	14
Building skills and capacity.....	14
Representing our community	15
Organisational change	15



6. Delivery section.....	16
Appendix 1: Capital programme – 2018/19 to 2023/24.....	17
Appendix 2: Transformation programme	19
Appendix 3: Operational delivery plan for 2019/20	24
Appendix 4: Draft performance suite for 2019/20	46

Consultation Draft

1. Introductory message

Welcome to the Wolverhampton Homes 2019 - 23 Business Plan that will underpin our work over the next 4 years. Whilst our operating environment is challenging we believe that our collaborative approach will enable us to successfully support the Council in achieving its aspiration to be a city of opportunity.

This plan outlines our response to the key strategic challenges we face. We are embarking on an ambitious transformation programme that will see us

- Enhance our community and customer focus – by working from community hubs and delivering strong customer centric services; building resilience in our communities and being responsive to the voice of our customers.
- Provide safe and secure homes – by managing and maintaining homes to a high standard; looking after our estates and communities; developing new and different types of housing; by adapting and improving the existing housing stock; by actively contributing to the improved supply of sustainable accommodation options across the city.
- Support people to sustain their tenancies and homes – through the provision of effective advice and support services that help residents to live independent, prosperous and fulfilling lives; by working collaboratively with other stakeholders to promote independence and individual and community resilience and continuing to provide excellent housing services.

We remain committed to responding proactively to the future housing white paper and to the outcomes of the Grenfell inquiry and our Board remain resolute in achieving the highest standards of governance.

We will continue to keep this Plan under review and will develop an annual action plan each year that supports its delivery. This plan will be formally agreed with the Council before the start of the financial year and will then be reviewed on a quarterly basis.

Angela Davies

Chair of Wolverhampton Homes

Councillor Peter Bilson

Deputy Leader and Cabinet Member for City Assets and Housing

2. Overview of Wolverhampton Homes as a company

Wolverhampton Homes (WH) is in the 6th year of its latest 15 year management agreement that will run until March 2028. We have a successful track record of delivering housing management services across the City and as a trusted partner of the council, our key shareholder, now provide a range of services that extend beyond those to Council tenants.

2.1 Who we are

Our vision is simple... "**unlocking people's potential through housing, skills and technology**" so that we can "**help people get on in life**", we do that by living by our values:

- **Working together**
- **Open to new ideas**
- **Respecting differences**
- **Delivering our promises**

We want to help make our city become an even better place to live. We aim to provide great homes in clean, safe neighbourhoods where our tenants can access training, skills and job opportunities, whilst providing a community environment that we can all be proud of.

2.3 Our Board

Governed by a Board of 12, intrinsic to the operation of the company is its community and customer focus. The Board has tenant representatives, local councillors and independent directors and this balance of perspectives, skills and experiences has bought a strong and effective strategic leadership to the organisation.

2.4 Our core services

The Management Agreement encapsulates the core portfolio of services and in summary these are provided through 4 departments that cover:

Property Services

- Capital programme management and delivery
- Stock condition, design and investment planning
- Commercial services
- Response repair services
- Retained responsibilities and support to TMO's
- Health and Safety: compliance and property safety
- Home Improvement & GF/tenure neutral improvement activity

Housing

- Tenancy and estate management
- Income & sundry debt management
- Tenure neutral ASB services

- Neighbourhood Services – estates, concierge, out of hours call handling
- Home sales, shops and leasehold management
- Customer services via One Stop Shops and Homes Direct

Housing Options

- Lettings
- Homeless services
- Housing Support & temporary accommodation management
- Safeguarding

Business Support

- Governance & Business Assurance
- People Management
 - Internal – Human Resources/Organisational Development
 - External – resident engagement & employability; community investment inc Corporate Social Responsibility
- Marketing & communications; Customer feedback and service design
- Business Improvement
 - ICT & system development
 - Performance
 - Transformation
 - Financial oversight & value for money
 - Service Level Agreements and shared service arrangements

3. The operating environment

3.1 The wider economy and the impact of austerity

In recent years all public sector services have been impacted by the austerity programme and 2019/20 is the 8th year of the management fee freeze for WH. The Company has responded well to these financial challenges and managed its impact through the drive for efficiencies and the effective use of reserves.

However, there continue to be uncertainties for the wider economy with Brexit being a key concern. The UK economy is less buoyant and consumer confidence has already been impacted by these wider issues. For the customers of WH, the continued pressure on welfare spend remains, employment opportunities are more limited and the pressure on their household finances is becoming more pronounced.

In common with other areas of the UK, some sections of our communities are struggling financially, and poverty is becoming more of a concern. Rent arrears are increasing for a greater number of households – including those who have moved across to Universal Credit – and the demand for food bank referrals is increasing.

Analysis of the wider deprivation indices shows that the experiences for many residents remains difficult and that the trend for employment shows a weakening of opportunities being available across the whole city. We have a full breakdown of the key deprivation indices across the city and will overlay this information with our core service intelligence and customer insight information. By using a heat mapping approach, we will develop our services and their associated resource plans to ensure we continue to deliver services effectively and efficiently.

3.2 National housing policy

The last 2 years has been notable for the national cross-party consensus about the need for a buoyant and diverse housing market. The Conservative Government has restated its intent to 'fix the broken housing market' through its support for increasing the supply of affordable housing and most recently removing the HRA borrowing limitations. 2019/20 is the final year where the rent setting policy is linked to a 1% reduction and CWC will have greater freedoms to review rent policy in future years.

The legacy of Grenfell

In the days following the terrible fire in 2017, WH immediately took action to inspect the high-rise stock across the city and was quickly able to confirm that the same cladding had not been used on the CWC properties.

We made public our full fire risk assessment process and published individual block assessments on our website. Whilst all blocks were reinspected from a construction perspective, a programme to visit every tenant and leaseholder was undertaken. This was to reiterate previous communications of the Fire Brigade's 'stay safe, stay put' safety message and to ensure any fire risks in individual properties was addressed. Each high rise block continues to receive a daily check by concierge staff.

We continue to ensure that residents remain assured that their safety is paramount and since Grenfell continue to work closely with the West Midlands Fire Service and CWC to ensure that this remains a priority. We ensure that fire safety advice is offered to all new tenants via our 'are you ready' on line workshops at sign up phase and during the home checks then undertaken within the first 8 weeks of occupation. Fire Safety continues to be a theme through our general Tenant Update newsletters and through our residents Get Togethers and engagement through the City Tenants Federation.

As part of a shared commitment in this area we increased the staffing resource that delivers our compliance activity. We are also now planning to install (retrofit) sprinklers across all the high-rise stock. Part of this ambitious programme will be to build skills in house to ensure we are well placed to undertake its servicing and management in future years. (We have carefully considered the outcomes from the Hackett inquiry and appreciate that retrofitting has not been made mandatory and could still be subject to additional building regulation.)

As part of our holistic approach to supporting tenants we also now aim for a member of the WH staff to visit every tenant (regardless as to which property type they occupy) at least once a year as part of our commitment to ensure that *all* our residents support needs are identified. These visits will also ensure that any maintenance requirements are identified and mitigates the risk of tenants not reporting disrepair.

A New Deal for Social Housing – the Green Paper and beyond

The impact of Grenfell could also be seen within the 2018 Green Paper. It echoed the call for tenants and residents to have a greater voice with their landlords and for the stigmatisation of social housing tenants to end. It emphasised the need for landlords to ensure that social housing was safe, of a good quality and with services that could readily be accessed.

WH used the summer Get Togethers to consult on the green paper proposals and submitted a full response to Government. We also supported the Residents and Tenants Federation to make their own independent submission.

No timeframe has been published to support the release of any white paper and the parliamentary programme continues to be dominated by Brexit. However, WH continue to plan to support each of the 5 core elements by:

- I. Ensuring homes are safe and decent
 - We will continue to prioritise the delivery of exemplar compliance services.
 - We are introducing our 'estate custodian' approach in the next year and will be launching our tenant & leaseholder deal.
 - Our driver is to support and sustain tenancies, prevent homelessness, reduce dependency and promote resilience.
- II. Effective resolution of complaints
 - We have introduced additional capacity into our customer feedback team and are already working to introduce 'right first time' processes across all areas.
 - We are reviewing our complaints policy and will always work proactively with the housing ombudsman and use complaints outcomes to inform service improvements.
- III. Empowering residents and strengthening the Regulator
 - We will review our approach to Scrutiny and want to improve the link scrutiny has into our governance structures.
 - We want to build talent in our communities to ensure that we can continue to recruit to our Board and we recognise the need to have a balanced skill and competence set across the Board that supports effective decision making.
 - We welcome any extension of the regulator across the ALMO sector and will be evaluating our current operation against the current consumer standards to establish where any gaps may exist.
- IV. Tackling stigma and celebrating thriving communities
 - We have increased capacity cross our community engagement and communications teams specifically to strengthen the work we do to support this priority.
 - A new community development strategy will be launched in 2019 and will dovetail into our ongoing skills and development of our tenants.
- V. Expanding supply and supporting home ownership
 - We will continue to build new properties and make best use of infill sites across the city. We will use these as opportunities to use new construction techniques and complete developments that allow CWC to have a diverse range of affordable housing across the city.

- We aim to become an asset owner either via transfer, direct purchase or build.
- We will launch a shared ownership and wider management service to WV Living this year.
- We continue to deliver a private sector leasing scheme that meets the Council's 'Rent With Confidence' scheme and that is increasingly used to support the City's aspiration to offer the full range of housing options.

3.3 Local housing policy

CWC remains committed to providing quality, safe and affordable housing across the city and this is one of its central city plan priorities. WH is proud to provide an increasing range of services across the city that support the cities strategic aims.

Homelessness and housing support

WH has provided these services on behalf of CWC since December 2017. We have successfully introduced the Homelessness Reduction Act and continue to be an active support to the Council's rough sleeping work and importantly to the wider activity undertaken by adults and children's services.

WH as a key Safeguarding agent:

WH has strengthened its contribution to the CWC safeguarding agenda and this includes:

- Member of both Adults & Children's Safeguarding Boards.
- Partner on following groups: Corporate Parenting, Families in Focus (troubled families), Wolverhampton Domestic Violence Forum, Safeguarding Workforce Development.
- Supporting families to sustain tenancies and to prevent homelessness.
- Providing a specific housing offer for children who have left care.
- Attend and chair Multi Agency Risk Assessment Conference (MARAC) for high risk DV victims.
- Directly employ an Independent Domestic Violence Advisor.
- Introduced the use of Safe Lives Risk Assessment (DV risk tool).
- Multi-Agency Safeguarding Hub Housing Worker.
- Trained staff on the use of Eclipse – children's social care IT system – which allows sharing of information at early stage to prevent escalation to crisis.
- Have a rent arrears protocol in place – notification to children's social care where threat of homelessness exists in household with children.
- Referral to specialist Health Visitor for all households placed in temporary accommodation where children under 5 are present and where intentionally homeless decision has been made.
- Work in partnership in respect of Domestic Homicide Reviews, Safeguarding Adult Reviews and Serious Case Reviews (children).

Temporary Accommodation

WH is taking a proactive approach to the development of an effective portfolio of temporary accommodation. This includes:

- The provision of a service to complete voids works to 10 properties used by Children's Social Care for NRPF families and therefore limit any placement in B&B.
- Deliver a refurbishment programme to CWC self-contained temporary accommodation.
- Completing a programme of improvement to the Whitehouse whilst CWC complete a review of the current lease arrangements on this property.
- Extended the use of private sector leasing to bring additional housing options to those using the homelessness services.
- Taking the opportunity to use the small site and infill development opportunities to deliver some mixed tenure properties and to deliver some alternative temporary accommodation.

We have ensured that any new properties bought into use also fully comply with CWC's Rent with Confidence scheme.

We intend to continue to develop and deliver a range of alternative housing options to support the way we help meet housing need across the city. We want to provide services that help people sustain their homes – regardless as to tenure.

Strategic asset management

We will continue to actively support CWC to deliver its strategic asset management responsibilities. We have developed a robust asset investment plan and supported the latest review of the housing revenue account. We appreciate the capital budget remains under pressure and will continue to review and refine the future stock investment programme.

The next phases of the HRA capital programme that WH will be delivering can be found at appendix 1. This offers an insight into the scale and scope of the work undertaken on behalf of the City.

We will also support the Council and the wider Combined Authority to deliver the key opportunities attached to the development of the growth corridor. We welcome the opportunity to play an active role in the delivery of the additional £60m of funding and the subsequent improvements that can be made to the existing residential areas and any associated new build schemes.

Fuel poverty

As part of the development of our Home Improvement Agency (see section 4.4) we will review both the affordable warmth scheme and the additional work undertaken by the WH sustainability team to ensure that the city-wide offer supports the elimination of fuel poverty.

Working with our TMO partners

We continue to deliver retained responsibilities to the other TMO partners and welcome the opportunity to further develop this area of work and enhance the collaborative opportunities that support our work together.

Additional content will be included once the revised draft housing strategy is published.

4 Our plans for the future

We intend to improve all our core services over the next 5 years and we must ensure we can provide high quality services within a difficult fiscal environment. WH has a strong track record of delivering cashable efficiencies and have previously built significant reserves. However, these are now being used to support our operating costs and this needs to be mitigated in the next 4 years.

We will continue to develop a strong performance focus that supports the effective delivery of our plans and helps drive our transformational ambitions.

4.1 Transformation the way we work

Our transformation journey #GoodtoGreat was launched in 2018 and supports our ambition to:

- Provide consistently excellent services that are highly valued by its customers and stakeholders.
- Be financially secure with a right first-time mantra.
- Be staffed by an elite, unstoppable team.

We have specifically used reserves to invest in our ICT infrastructure and have continued to prioritise improvements to Northgate that support more efficient ways of working and boost productivity. We have also invested in our staffing establishment to bring in new skills to support our transformation.

4.2 Mobile working and our Community Hubs

As part of our transformational journey, 2019/20 will start with our services moving away from the Hickman Avenue site and being co-located across a number of 'hubs' dispersed across the city. We are making improved use of the facilities in our communities and creating additional links with our customers by having our staff working within the key wards from the nearest property, library, community and corporate hubs.

We are modernising the way in which our staff work and introducing more flexible and mobile ways of working by having staff making use of the most efficient location to deliver their service.

Culturally it is more important that the work is done well, rather than being undertaken from any one office. This approach will bring us closer to our customers and has been supported by the investment made in new technology and our ICT infrastructure.

4.3 Lean Systems Thinking

The Lean programme is designed to achieve four key outcomes:

1. Reductions in overall operating costs (cashable and non-cashable) to enable the delivery of our medium-term financial strategy
2. Improvements in quality (from our customers perspective)
3. Increases in organisational capacity (to do more value adding work)
4. Align the structure of the company, to better enable the customer journey and achieve the preceding three aims.

The draft programme can be seen at appendix 2. It is expected that significant cashable and non-cashable efficiencies will be realised through this programme.

4.4 Our refreshed enterprise and innovation agenda

WH has a good track record of working innovatively to support the strategic aims of the city and to bring additional benefits to the city. We recognise that WH can continue to support the development of different housing offers and so is committed to:

- Delivering a cost neutral private sector leasing scheme.
- Managing properties developed by WV Living – both at affordable rent and shared ownership.
- Working with CWC to develop a scheme to retain a small number of family homes by receiving their ownership through a small number of transfers if they should become void.
- Supporting the city to bring back empty homes into use.
- Developing a sustainable waste management strategy.

We also have some exciting plans to significantly improve the condition of private sector housing through the improved delivery of grant and loan schemes.

Home Improvement Agency (HIA)

2019 will see the launch of a new HIA that will encompass the Disabled Facility Grants; Housing Assistance and Affordable Warmth teams. We intend to develop a tender neutral service that significantly improved the promotion and successful take up of the different grant and loan opportunities. This will enable an increased number of city residents to remain living independently in their own homes.

The service will be providing an holistic approach to the application and delivery processes and a wrap-around service for customers to make use of. It is expected that the adaptations activity will be delivered through a mixed economy model with WH being well placed to delivery an increasing level of work for the agency.

We will continue to build upon the work being undertaken with the discharge team at New Cross Hospital and as part of our commitment to the Better Care Fund programme and to support the priorities of the Council's adult social care teams.

Future staff structures will provide a separation between the customer and client and that of the property and build elements. This new operating model will provide a more robust and efficient service structure that will support an increased take up and spend of the available grants and loans.

The future of Telecare

We also recognise the importance of the community alarm service and the opportunities that assistive technologies bring to support people to live independently. We will continue to support CWC with the delivery of this service across the city. However, both parties recognise that this is a fast-paced industry that requires ongoing capital and revenue expenditure. Therefore, WH will support the Council to ensure a full options appraisal is undertaken over the next 12 months.

Shared services

WH and CWC have implemented a range of shared service arrangements since 2016. Several corporate services are now delivered by CWC and the success of this has been a little mixed and costs have risen with above inflation increases. Key SLA's are to be reviewed over the next 12 months and service managers will be invited to discuss performance as part of our ongoing focus on delivery.

Facilities Management

CWC have requested that WH undertake the FM for its key assets including non-academy schools. It is understood that the service is in need of modernisation and would benefit from a Lean approach to service redesign. The private sector is unable to provide a suitable service and so WH are currently developing a business case to deliver this in house.

It is possible that this provides a real opportunity to support the council to improve the current FM service and in future years (once the early recovery plan has been delivered) to support the developing of skills across the city and the use of local SMEs.

5 Financial matters & resource planning

5.1 Budget setting and our medium-term financial plan

As previously stated, WH has received a 'frozen' management fee for the last 8 years and has, to date, effectively mitigated the impact of this. Indeed, the company has a strong track record of driving efficiencies through its service delivery which has resulted in the accrual of very healthy reserves. These are now being used to support our operational service delivery and it is appreciated that this is not sustainable in the longer term. We are now are refocusing our medium-term financial plan to ensure that this can be effectively managed.

The annual Management fee from the Council has typically provided around 87 percent of our income. The current base management fee totals £37.731 million with an additional sum of £1.6 million for the delivery of Homelessness and Housing Options and Temporary Accommodation. We then receive an income for the provision of general fund services including anti-social behaviour, Independent Living, Telecare, Housing Assistance and Affordable Warmth.

The company also earns income from delivering capital schemes for the council's capital programme and from third parties services such as Asbestos removal. We are planning for the continuation of this income stream and the addition to our portfolio of more enterprising opportunities through the delivery of works via the new Home Improvement Agency. We also have smaller, miscellaneous income streams that we will continue to monitor and ensure are optimised where practicable.

We are currently completing the detailed modelling of the transformation programme around our medium-term financial plan and will be introducing specific savings targets to support the delivery of this balanced and sustainable budget.

This modelling includes the delivery of the lean projects; the implementation of the People Deal and the completion of our move to our new community 'hubs'. It also

includes some assumptions as to the future Management Fee that will be agreed during 2019/20.

The table below gives a high-level view of our projected income and expenditure over the life of this plan. (The 2018/19 figures are based on Q3 outturns.)

	2018- 2019 £000	2019- 2020 £000	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000
Expenditure	48,472	50,147	50,347	50,108	50,108
Income	47,883	48,347	49,209	50,108	50,108
Reserves Contribution	589	1,800	1,138	0	0
Reserves					
Opening	10,695	10,106	8,306	7,168	7,168
Contribution to revenue	(589)	(1,800)	(1,138)	0	0
Closing	10,106	8,306	7,168	7,168	7,168

The above is an ambitious but achievable strategy. We will in future years refocus the use of reserves to support wider invest to save initiatives and the delivery of our strategic objectives.

We will continue to refine our plans and intend to publish an annual efficiency statements and value for money targets as part of our future financial planning framework.

5.2 Workforce planning

The People Deal and the launch of Our Voice

The development of the People Deal will continue and it is anticipated that this will be implemented during the summer of 2019. The People Deal is the culmination of 18 months work to support WH staff and was initiated as part of the response to the outcomes of the Times 100 staff survey completed in December 2017.

In addition to this review of the terms and conditions the new staff engagement group – Our Voice – was launched in 2018 and will continue to provide a voice for staff. This group supports the ongoing work of the staff Equality Network and PTBM group. It is hoped that during 2019/20 the groups will develop and introduce new staff events that support their engagement and wider wellbeing.

Building skills and capacity

WH is committed to ensuring that all staff have the opportunity to develop their skills and abilities and a refreshed talent and leadership development programme will be launched during 2019/20. We are also introducing a stronger link to the attainment of appropriate professional training and will encourage participation in courses affiliated to the Chartered Institute of Housing.

The apprenticeship scheme is being reviewed as part of our business succession planning process. We intend to refocus our training and recruitment activity to support the loss of skills in future years, given the age profile of our current

workforce. This will result in the introduction of an improvers programme that includes gas, electrical, bricklaying, plastering and carpentry. We are also reviewing pilot activity we have undertaken to incorporate graduate and technical apprenticeships into our workforce.

Representing our community

WH signed up to the 'Inclusive Futures' campaign in 2018 and continues to refine its approach to attract underrepresented groups into our workforce. This is particularly a focus for BAME groups and we are working with the University of Wolverhampton to introduce improvements in this area.

Our gender pay gap for 2018 is at 12.24% which compares favourably to the national 17%. This reasons for us being some 6% lower than the national average is due to more females being recruited into higher paid roles over the last year. However, we would like to see a greater female representation amongst our technical and trade teams.

We also want our Board to be representative of the community we serve, and we will be recruiting to 3 new independent board members during 2019. We have refreshed our recruitment policy to ensure we can attract a suitably competent applicants with a passion for Wolverhampton and our services.

Organisational change

During the early part of this plan we will also be seeking to deliver organisational change across our Housing Options department and as we create our Home Improvement Agency.

Housing Options:

The key features of the realignment of structures within this area is to support:

- The effective delivery of the homelessness reduction act
- The provision and management of the temporary accommodation portfolio
- To effectively support people to stay in their own homes
- To effectively let homes

Home Improvement Agency:

Here the priority is to support the customer to:

- Apply and successfully received all relevant grants and loans to enable them to remain in the home
- Improve the customer experience and provide an holistic customer service
- Radically increase take up and spend of DFG's; housing assistance loans; affordable warmth grants – and to ensure full grant spend by December 2020.
- Prevent loss of suitable housing and promote solutions that enable early discharge from hospital and care settings.
- Support the adult social care services provided by CWC.

6. Delivery section

We will develop an annual plan for each year of this 4-year business plan that details the key operational objectives we will be delivering. The plan for 2019/20 can be found at appendix 3.

The draft key performance suite that will be used to support this plan are detailed in appendix 4.

Consultation Draft

Appendix 1: Capital programme – 2018/19 to 2023/24

	Forecast 2018-2019 £000	Forecast 2019- 2020 £000	Forecast 2020- 2021 £000	Forecast 2021- 2022 £000	Forecast 2022- 2023 £000	Forecast 2023- 2024 £000	Total £000
New Build Programme							
Small Sites Phase 3	2,740						2,740
Small Sites Phase 4	1,500	4,000					5,500
Small Sites Phase 5	-	1,000	3,000				4,000
Inkerman St Community Housing Development		1,500					1,500
Bushbury Hill Community Housing Development	400	2,000	2,600				5,000
New Build Programme			5,000				5,000
New Build Programme Total	4,640	8,500	10,600				23,740
Disabled Adaptations Total	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Decent Homes Stock Condition							
Refurbishment of Voids	3,250	2,400	2,400	2,400	2,400	2,400	15,250
External Improvement Programme	1,100	1,100	1,100	600			3,900
Boiler Replacement Programme	780	670	670	680	680	680	4,160
Internal Decency Works	1,000	2,620	3,500	4,250	4,750	5,000	21,120
Heath Town – Refurb of Retained Properties	14,700	14,300	13,600	10,300	2,350		55,250
New Park Village maisonettes	330	500	5,000	5,270			11,100
High Rise M&E	3,100	8,800	5,000	5,000	5,000	5,000	31,900
Sustainable Estates Programme	920	1,590	2,140	2,600	2,600	2,600	12,450
Non Trad Surveys	170	100	100	100	100	250	820
High Rise Sprinkler Programme		4,700	4,700	4,600	3,200	2,000	19,200
High Rise External Works			3,900	3,900			7,800
Decent Homes Stock Condition Total	25,350	36,780	42,110	39,700	21,080	17,930	182,950
Other Stock Condition Improvements							
Structural Works	980	980	990	990	1,000	1,000	5,940

Lift and Disability Discrimination Act Improvements – High Rise	670	670	670	680	680	680	4,050
Fire Safety Improvements – High Rise	1,100	2,380	2,380	2,250	2,250	2,250	12,610
Roofing Refurbishment Programme	4,800	7,350	4,800	4,800	4,800	4,800	31,350
Door Entry Security Programme	370	370	370	370	370	370	2,220
Other Stock Condition Improvements Total	7,920	11,750	9,210	9,090	9,100	9,100	56,170
Other Improvements to the Public Realm							
Pathway Improvement and Safety Programme Total	200	200	200	200	200	200	1,200
GRAND TOTAL	39,110	58,230	63,120	49,990	31,380	28,230	270,060

Appendix 2: Transformation programme

High-level programme of Lean System Thinking review areas

The table below gives the initial timetable for the cross-organisation programme of reviews.

Overall project	Start	End
PEOPLE		
Customer Access & contact	April 2019	April 2020
Housing Options	May 2019	September 2019
Allocations & Lettings	June 2019	September 2019
Housing Management	August 2019	December 2019
ASB	October 2019	January 2020
Community Engagement	February 2020	March 2020
Complaints	April 2020	July 2020
PLACE		
Home Improvement Agency	January 2019	June 2019
Responsive Repairs	February 2019	June 2019
Planned Maintenance	May 2019	September 2019
Voids	May 2019	September 2019
Compliance	February 2020	March 2020
BUSINESS		
Governance	November 2019	November 2019
Contract Management	January 2020	April 2020
Finance	May 2020	August 2020
Shared Services (CWC)	May 2020	August 2020
Business Support	May 2020	August 2020

The table below offers additional detail as to the rationale for how the programme has been developed and also a high-level view as to the potential outcomes that will be achieved. It is appreciated that the timing of each project could be subject to change as the programme is being delivered.

The table below explains the reasoning behind the indicative programme and the potential improvement opportunities that should be delivered. *NB: this is for illustrative purposes and is based on the delivery of similar transformational activity across other housing organisations and not WH.*

Review area	Reasoning	Anticipated findings	Anticipated conditions	Anticipated opportunity	Anticipated ROI/VFM
Responsive repairs	<ul style="list-style-type: none"> High volume area of the business High cost area of the business Customer facing High interest area for stakeholders 	<ul style="list-style-type: none"> High levels of repeat repairs High levels of first time fix failure Long end to end times Low levels of customer satisfaction Significant linkages to voids, tenancy management 	<ul style="list-style-type: none"> Driven by process Annual budgeting process Limited stock availability Driven by 'standard' parts Legacy policy decisions 	<ul style="list-style-type: none"> Reduction in overall costs Improvement on end to end time Improved satisfaction Improves relations with stakeholders Tighter contract management ethos Improved supply chain 	<ul style="list-style-type: none"> C25% of operational costs
Planned improvements	<ul style="list-style-type: none"> High cost area High visibility to stakeholders Main driver to asset improvement 	<ul style="list-style-type: none"> Delays in programmes causing complaints and dissatisfaction in responsive repairs Programme makes good, rather than improves assets. 	<ul style="list-style-type: none"> Contracts Procurement Impression of economies of scale 	<ul style="list-style-type: none"> Reduced end to end time Improved contracts Alignment to strategic asset management 	<ul style="list-style-type: none"> C25% of operational costs
Customer Contact	<ul style="list-style-type: none"> High volume area Gateway into services 	<ul style="list-style-type: none"> Likelihood of failure demand Of this, circa 70/30 repairs/rents 	<ul style="list-style-type: none"> Activity targets Limited end to end quality measures Misunderstood first time resolution 	<ul style="list-style-type: none"> Improved customer satisfaction Reduced demand 	<ul style="list-style-type: none"> C10% of operational costs

		<ul style="list-style-type: none"> • Disabled contact agents • De-facto switchboard • Mixed satisfaction • High end to end times 	<ul style="list-style-type: none"> • Hand over and switchboard approach • Functional/expert split – front line not empowered to respond 	<ul style="list-style-type: none"> • Reduced cost • Improved workflow • Gateway review to other services 	
Allocations	<ul style="list-style-type: none"> • Highly visible service • Politically charged • Large waiting list • Operating at capacity (perceived) • Gateway to WH as a landlord • High spend – TA / B&B • High waste area • Intrinsically linked to voids and lettings review 	<ul style="list-style-type: none"> • De-facto assessment and checking activity – rather than housing support/advice • Highly unpredictable system • High end to end times • Legacy policy conditions driving ineffective lettings 	<ul style="list-style-type: none"> • The allocations policy • Annual budgeting • Low focus on setting up sustainable, successful tenancies 	<ul style="list-style-type: none"> • Reduced end to end time • Improved customer and stakeholder satisfaction • Focus on purpose (resolve housing need) rather than assessment • Lower end to end costs. 	<ul style="list-style-type: none"> • C10-25% of operational costs
Complaints	<ul style="list-style-type: none"> • Low volume but high impact area • Public facing service • Stakeholder interest is high 	<ul style="list-style-type: none"> • De-facto administration function • Ineffective root cause learning • Position of customer experience 	<ul style="list-style-type: none"> • Internal policies (such as repairs) • Process monitoring driven, not quality 	<ul style="list-style-type: none"> • Better customer experience • Lower end to end cost • Improved capacity 	<ul style="list-style-type: none"> • C10% of operational costs

		<ul style="list-style-type: none"> • Long end to end times • High repeat complaint areas 		<ul style="list-style-type: none"> • Improved learning cycle • Improves complainant satisfaction • Improved member/cllr satisfaction 	
Voids	<ul style="list-style-type: none"> • Gateway service • Rent loss (c£1mPA) • Costs of works • Variable standards • Lowering standards 	<ul style="list-style-type: none"> • Arbitrary categorisation • Internal policy inhibits effective delivery • Disjointed internal departments • High repeat works • High ongoing costs (responsive repairs) 	<ul style="list-style-type: none"> • Lettable standard • Legacy policy decisions • Budgetary constraints • CBL (allocations and lettings process) 	<ul style="list-style-type: none"> • Reduced costs • Improved quality • Reduced rent loss • Improved allocations harmony • Reduced end to end time • Improved customer satisfaction • Reduction in complaints 	<ul style="list-style-type: none"> • C25% of operational costs
ASB	<ul style="list-style-type: none"> • High impact business area • High cost service (relative to outcome) 	<ul style="list-style-type: none"> • Opportunity to frontload effort to deal/respond to cause of ASB 	ASB policy.	<ul style="list-style-type: none"> • Reduction in complaints • Improved resolutions • Reduced costs 	<ul style="list-style-type: none"> • C10% of operational costs
Tenancy Management	<ul style="list-style-type: none"> • High volume area of the business 	<ul style="list-style-type: none"> • High volume, low trend contacts • Multiple hand-offs / referrals 	<ul style="list-style-type: none"> • Range of associated policies 	<ul style="list-style-type: none"> • Reduction in costs • Increase in capacity 	<ul style="list-style-type: none"> • C10-25% of operational costs

	<ul style="list-style-type: none"> Gateway service to thriving tenancies 	<ul style="list-style-type: none"> Workforce at capacity Low measure of outcomes achieved 			
Income collection	<ul style="list-style-type: none"> Fundamental function of the business Gateway to sustainable tenancies (thrive not survive) Costs associated with debt recovery / eviction / debt write off 	<ul style="list-style-type: none"> Relatively net neutral cost / collection Focus on target, not enablement 	<ul style="list-style-type: none"> Internal policy 	<ul style="list-style-type: none"> Improved collection / cost ratio Reduced eviction rates due to arrears Reduced associated costs 	<ul style="list-style-type: none"> C10% service improvement
Finance	<ul style="list-style-type: none"> Current reserve overspend 	<ul style="list-style-type: none"> High potential for recuperation of costs through service reviews 	<ul style="list-style-type: none"> Legacy decisions Annual budgetary process 	<ul style="list-style-type: none"> Recovery of overspend 	<ul style="list-style-type: none"> C10% of operational costs
Contract management	<ul style="list-style-type: none"> Multiple contracts in operation Dissipated responsibility across the business 	<ul style="list-style-type: none"> Varying contract management approach Potential lack of accountability Potential hidden costs Limited procurement capacity given SLA arrangements Strategic view of procurement 	<ul style="list-style-type: none"> Procurement 	<ul style="list-style-type: none"> Reduced long term costs Greater flexibility for services 	<ul style="list-style-type: none"> C10% of costs

Appendix 3: Operational delivery plan for 2019/20

This action plan provides the key objectives that will be delivered this year. It does not include all our ‘business as usual’ activity. A suite of KPIs to monitor outcomes is being developed to support the delivery of this plan.

HOUSING

No.	Service area: Tenancy Management			
	Objective	Detail	Required outcomes	Responsible person
1	Support improved company focus on customer service	Embed estate custodian vision	Improved speed of response and ownership of all enquiries to ensure customer satisfaction Improved customer relationships and customer confidence	All Tenancy Officers
2	Sustain tenancies	Identify and respond to tenants in need of support to look after themselves or their home	Company-wide approach to ‘see it, report it’ with every tenancy visited every 12 months by a WH officer or contractor Swift intervention to provide support and stop a tenancy from failing. Effective cross-team working between tenancy, asb, income and housing support to recover tenancies at risk of failure	Tenancy Officers / all staff
3	Well managed and maintained estates	Robust approach to estate inspections and the resolution of issues	Improved local communication around estate issues, ownership and swift actions to resolve issues, publicise success stories Visible presence on estates Positive impact on company reputation	Tenancy Officers

No.	Service area: Customer Services - One Stop Shops & Homes Direct			
	Objective	Detail	Required outcomes	Responsible person
1	Increase the use of the digital offer within the one stop shops	Support customers to make use of website & on-line channels	<p>Reduce footfall in OSS for basic enquiries than can be answered on line.</p> <p>Free up resources to focus on those customers requiring more intensive support and those who present as homeless.</p> <p>Enhanced online offer will enable more customers to develop their digital skills.</p>	Customer Service Advisors
2	Identify barriers to delivering excellent front-line services.	<p>Analyse reasons for customer repeat visits to the OSS</p> <p>Improve customer satisfaction</p>	<p>Identify repeat visits to OSS and put measures in place to address repeat concerns leading to visits to OSS.</p> <p>Free up CSA resources to focus on tenants requiring more intensive support.</p>	Customer Service Team Leader
3	Delivery of Homelessness and Housing Options advice at the first point of contact	The first point of contact for customers presenting as homeless, seeking housing options advice, or requiring temporary accommodation will be supported via Customer Services at OSS or via Homes Direct.	<ul style="list-style-type: none"> • Implement new customer service strategy • Ensure advice and support is consistent in all first point of contact customer service transactions • Support Housing Options in all first point of contacts, triage customers presenting as homeless, providing advice and managing appointment calendar. 	Housing Manager & Homes Direct Manager

4	Consistent advice & service at all front-line touchpoints	To enable the customer to receive the same level of service no matter what the enquiry is relating to, when accessing services at either OSS or Homes Direct	<ul style="list-style-type: none"> • Customers repairs reported at FPOC, seamless service • Training to be rolled out to OSS staff to report repairs on tenant's behalf • Reduction in contacts to Homes Direct and Repairs Team from OSS 	Housing Manager & Homes Direct Manager
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No. Service area: Anti-social Behaviour				
	Objective	Detail	Required outcomes	Responsible person
1	Work with partner agencies to improve community safety and increase public reassurance in areas where there is gang-related crime and ASB.	Utilise civil enforcement powers to support reduction in gang-related crime and ASB in neighbourhoods across the city.	<p>Early intervention with young people at risk of becoming involved in gangs.</p> <p>Improve community safety in areas where there is gang-related crime and ASB.</p>	ASB Manager
2	Contribute to CWC priority/multi-agency approach in relation to tackling rough sleeping across the city.	Secondment of ASB post into rough sleepers' multidisciplinary team.	<p>Contribute to CWC's homelessness reduction strategy.</p> <p>Contribute to multi-agency enforcement action in relation to associated begging and ASB as required.</p>	ASB Manager

No. Service area: Income Management				
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	Objective	Detail	Required outcomes	Responsible person
1	Deliver an efficient and effective service that maximises Income for CWC and WH	Maximisation of all income collection streams to rent, recharges, court costs, insurance, former tenant arrears.	Achievement of agreed targets for current rent income collection. Minimise evictions and promotion of sustainable tenancies.	Housing Manager Income
2	Rent in advance	Payment of rent income in line with the tenancy agreement	Promotion of rent in advance aligned with CWC tenancy agreement Support debt reduction /prevention. All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy	Housing Manager Income
3	Ensure an appropriate range of payment facilities are available for customers	Promote wide range of services to allow access for customer payments	Increase access and use of digital services for payment of income – On line, City Pay, Payment app, Direct Debit. Sage Pay facility available for Income team and office based front line officers Use of kiosks in one stop shops to be reviewed	Housing Manager Income
4	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers	Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation. Job Centre sessions for early contact with new UC claimants. Mapping of potential customers moving to UC and raising of awareness.	Housing Manager Income

5	Sustaining tenancies	Promotion of sustainable tenancies through early intervention and support.	<p>Support behavioural change to promote tenant responsibility.</p> <p>Wider integration within WH teams</p> <p>Development of Money Smart offer to our customers.</p> <p>Review of partner agencies – CAB, RMC, ACCI</p>	<p>Housing Manager</p> <p>Income/People & Community Development Manager</p>
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No.	Service area: Neighbourhood Services			
	Objective	Detail	Required outcomes	Responsible person
1	Review and implement a strategy for the combined delivery of services within the CMC (Concierge Management Centre)	Incorporation of the Out of Hours call handling, Telecare, CCTV and Door Entry call handling into one generic role and rota.	<p>All staff within the CMC will be able to carry out any of the functions of service delivery</p> <p>One rota will replace the existing officer rotas and will provide a consistent approach to service delivery and value for money.</p>	Neighbourhood Services Manager
2	Achievement of the TSA (Telecare Services Association) Quality Standards Framework	Within the Telecare Services SLA with CWC WH has been asked to deliver a quality service in line with recognised industry and good practice standards, With the preparation for accreditation to a Quality Service Framework Standards by March 2020	<p>WH will achieve accreditation to the TSA Quality Standards Framework.</p> <p>The framework will cover all the aspects of service delivery from the initial enquiry through to installation, call handling and mobilisation of resources.</p>	Neighbourhood Services Manager/Head of Operations

No. Service area: Home Sales and leasehold services				
	Objective	Detail	Required outcomes	Responsible person
1	Increase the portfolio of properties available to support the meeting of housing need across the city.	To grow the portfolio of properties including the management of the market rent WV Living properties and the CWC shared ownership units	To ensure that the PSL scheme breaks even a minimum of 120 properties in management (net) per annum	Home Sales & Leases Manager
2	Effective management of the shops premises	Effective management of the properties and their relets.	Void levels targets – 3% Collection rate target – 98%	Home Sales & Leases Manager
3	To collect leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders	Collection rate target – 97%	Home Sales & Leases Manager
4	To administer the Right to Buy	To ensure compliance with RTB legislation. To optimise the capital receipt for CWC	To meet statutory time limits with regards to the serving of Notices and the processing of RTB applications.	Home Sales & Leases Manager

HOUSING OPTIONS

No. Service area: Housing Options				
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	Objective	Detail	Required outcomes	Responsible person
1	Implement a fit for purpose directorate structure	Review and restructure of the housing options; outreach & support; temporary accommodation and lettings teams.	<p>The creation of a more effective service that meets the needs of customers.</p> <p>To ensure we continue to effectively respond to the requirements of the Homeless Reduction Act and the need to provide a diverse portfolio of temporary accommodation.</p> <p>To let council properties in the most effective way and in accordance with the CWC allocations policy.</p>	Assistant Director – Housing Options
2	Develop a fit for purpose portfolio of Temporary Accommodation	Ensure an acquisition/disposal programme is in place that meets the needs of this client group and provides VFM	<p>Improved standard of CWC owned self-contained TA units</p> <p>Acquire accommodation that meets the requirements of The Homelessness (Suitability of Accommodation) (England) order 2012 and the Council's minimum property standard for temporary accommodation</p> <p>Complete the options appraisal for The Whitehouse</p>	Assistant Director – Housing Options

No. Service area: Homelessness Team				
	Objective	Detail	Required outcomes	Responsible person
1	Increase levels of measurable homelessness prevention activity	Increase housing advice	The creation of a service that can deliver preventative outcomes	Housing Options & Prevention Services Manager

	<i>(taken from homeless strategy and under discussion with CWC)</i>	<p>Provide training for services on Homelessness Prevention</p> <p>Increase preventative information</p>	<p>To be able to increase the number of preventions captured and input via Northgate for HCLIC submission</p> <p>To develop and refine some preventative tools available to us and research new measures</p> <p>To develop existing procedure and policies to ensure we remain HRA compliant</p>	
2	<p>Ensure there are a range of protocols in place to prevent homelessness.</p> <p><i>(taken from homeless strategy and under discussion with CWC)</i></p>	<p>Development of range of protocols and pathways with partner agencies to assist in the delivery of pre-crisis advice and assistance to gain alternative accommodation.</p>	<p>To scope what pathways are in place and refresh them</p> <p>To seek out other agencies that may be able to enhance the work we do</p> <p>To strengthen the in-house services to ensure we are consistent with pre-crisis intervention</p>	<p>Housing Options & Prevention Services Manager</p>
3	<p>Increase the range of homelessness prevention provision</p> <p><i>(taken from homeless strategy and under discussion with CWC)</i></p>	<p>Develop a range of services to offer pre-crisis intervention provision.</p>	<p>To ensure that we have the right level of resource amongst the housing options overall department to respond to the increased demands on services to enable us to increase the prevention activity</p>	<p>Housing Options & Prevention Services Manager</p>
4	<p>Develop standards framework for the provision of temporary accommodation</p>	<p>Improve the standards of temporary accommodation in relation to quality, value and suitability</p>	<p>To ensure that we are using appropriate temporary accommodation balancing needs vs value for money</p> <p>To work with CWC strategy and housing standards to ensure existing temp and any new procured temp is of the expected standard</p>	<p>Housing Options & Prevention Services Manager</p>

	<i>(taken from homeless strategy and under discussion with CWC)</i>		To introduce charges for other forms of TA we use that are not managed by WH/CWC	
5	Work with developers housing providers and landlords into the development of affordable accommodation for people at risk of homelessness. <i>(taken from homeless strategy and under discussion with CWC)</i>	Work with multiple partners to develop a variety of affordable housing options	To support CWC in this work	CWC in conjunction with Housing Options & Prevention Services Manager
6	Review the service provision for young people - 16/17 years old	To have a new service model to replace the joint protocol officer	To adapt existing service to enable us to carry out this work and to ensure young people continue to receive an effective service. To ensure we are clear on the responsibility to pay for placements made under the Children's Act as per Southwark legislation change	Housing Options & Prevention Services Manager/Housing Support Manager
7	To make effective use of the ongoing Transitional funding	To maximise its use and to evidence the need for this funding to continue beyond the agreed timeframes	To continue to maximise opportunities to prevent and relieve homeless with use of transitional funding when needed To enhance the landlord incentive scheme to increase the range of options available to attract more landlords and letting agents To continue to fund rent in advance payments for homeless and LAC applicants via the funding	Housing Options & Prevention Services Manager/with PSL Co-ordinator

			Continued funding of the existing posts we have recruited to, to enable us to better respond to the HRA	
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No. Service area: Housing Outreach & Support				
	Objective	Detail	Required outcomes	Responsible person
1	Review Tenancy Sustainment Strategy and implement new structure for Housing Outreach & Support Services	Restructure to support the delivery of these cross tenure priorities: <ul style="list-style-type: none"> • Domestic abuse • Generic outreach • Safeguarding/MASH • Early intervention • Specialist Support 	Increase in number of tenancies sustained across all sectors within the City. Prevent homelessness and social exclusion whilst reducing impact on health and social care services Support CWC Adult & Children's Social Care in the MASH Ensure children and young people who are in care are supported into general needs accommodation	Housing Support Manager
2	Increase 'prevention' and 'move on' activity which supports Housing Options and Lettings	Provision of an Early Intervention service/re-Tenancy element which focusses on the early identification of customer's needs whilst working with partner agencies to assist in the delivery of support	Ensures applicants are tenancy ready and engaged in a support plan which achieves stability and improved longer term outcomes for households Develop an intensive service to meet the needs of entrenched rough sleeping Reduce reactive spend in terms of tenancies that are in crisis or in the process of failing Reduce the number of properties where keys are surrendered, or properties abandoned	Housing Support Manager

No. Service area: Lettings Team				
	Objective	Detail	Required outcomes	Responsible person
1	Assist CWC with review and implementation of the Housing Allocations Policy	Provide advice, guidance and support to CWC to assist them to review the allocations policy. Assist to effectively communicate the changes to all stake holders.	A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies	Principal Lettings Officer
2	Review of Homes in the City online application	Review content of the application and ensure that Northgate calculates priority correctly in line with the Allocations Policy	An effective and efficient application process for customers that provides quality outcomes.	Principal Lettings Officer

PROPERTY

No. Service area: Contracts and Compliance				
	Objective	Detail	Required outcomes	Responsible person
1	Ensure that WH complies with all relevant Health & Safety compliance requirements.	Gas Safety Electrical Safety Fire Safety Management	It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence	Head of Construction

	<p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced.</p> <p>To ensure that all WH legal duties of care are discharged.</p>	<p>Legionella Management</p> <p>Passenger lifts</p> <p>Management of Asbestos</p>	<p>effective and efficient compliance across the full range of work activities.</p> <p>WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.</p> <p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>Ensure that the suite of robust KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>	
2	TMO retained responsibility	Delivery of retained works above £1000.00	Compliances with Wolverhampton Homes responsibility to Management Agreement with TMOs	Head of Construction
3	Delivery of the housing capital programme (post construction phases) including programmed and preventative maintenance work.	<p>Delivery of a range of large discrete estate regeneration and refurbishment projects and remodelling work.</p> <p>This includes: programmed painting; major structural; unadopted paved areas etc</p>	Key delivery outcomes are reported to CWC/WH asset management group meetings and associated capital programme finance meetings.	Head of Construction
4	To contribute to the CWC's new housing building programme.	Continue to enhance the supply of housing through	To deliver an additional X units across this year.	Head of Construction

		<p>the innovative use of infill sites new build programme.</p> <p>Complete new build sites and bring new housing into the social housing portfolio</p>	<p>To deliver on average 30 new build unites per annum.</p> <p>Support CWC in the delivery of its strategic housing plans.</p> <p>To reduce anti social behaviour; fly tipping and enhance the estate street scene.</p>	
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No. Service area: Operations (Building Solutions; Response Repairs; Home Improvement services)				
	Objective	Detail	Required outcomes	Responsible person
1	Review the current Asbestos Service and develop a business case for change	Review the existing VFM of service and likely future commercial opportunities to support a decision about future service priorities.	<p>Understand the scale and scope for successfully winning and delivering works external to WH/CWC</p> <p>Understand the long term requirements for asbestos services internal to WH/CWC</p> <p>Consider the viability of the above and the inputs and resources to deliver.</p> <p>Consider the future pathway for the renewal of the Asbestos Removal Licence</p>	Maintenance Manager
2	Review & Implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home	Develop a new operating model that supports the customer journey; optimises the successful take up of grant; loans and the effective delivery of services that support independent living.	<p>Effective programme of property improvements into cross tenure properties</p> <p>The effective support for customers to access services successfully</p> <p>The maximising of grant take up and the optimisation of spend across all key workstreams ie disabled facilities grants; affordable warmth and housing assistance</p>	Head of Operations

			programmes. (Including small scale handy person and social inclusion repairs; telecare services)	
3	Planned improvement & Heating Installation works	Currently the programme includes Boiler and heating replacement and roofline works	Review the existing and forecast demand for services and agree and then deliver the future programme.	Maintenance Manager
4	DRS implementation and review/consult on following planned phases	Implement new DRS scheduling system and agree next phases	<p>Improve the delivery of right first time repairs</p> <p>Increase customer satisfaction</p> <p>Increase productivity amongst the workforce</p> <p>Improve performance data</p> <p>Improved analytical data to reshape services</p>	Head of Operations
3	Procuring "Call Down" contractor service	Procure new contract to support in-house DLO	<p>Maintaining consistent top quartile performance</p> <p>Support for in-house DLO activities</p> <p>To accommodate the peaks and troughs in the delivery of frontline services</p>	Head of Operations
4	Procure new fleet	Finalise procurement arrangements and introduce new fleet across the business	<p>Maintain the corporate image and reputation of the company.</p> <p>Improve working conditions for trades colleagues.</p> <p>Increase productivity</p>	Repairs Manager
5	Delivery of 24hr repairs service	Review current out of hours processes to make it more digital and streamlined	<p>Improve the overall service delivery</p> <p>Reduce manual involvement in the current processes</p> <p>Increase performance and analytical data</p>	Repairs Manager

No. Service area: Stock Investment				
	Objective	Detail	Required outcomes	Responsible person
1	To get capital projects designed and ready for construction in accordance with agreed dates (as per the Asset Management Plan).	To support CWC in the development and delivery of its capital programme.	<p>Lead responsibility for the development and delivery for the asset management plan and the collation of suitable stock condition information.</p> <p>To procure a range of call-off arrangements via the Council's procurement team (using the Crown Commercial Services framework) to support design as required</p>	Head of Stock Investment
2	Increase quantity and quality of stock data	<p>Repopulate the asset management database.</p> <p>Improve the efficacy of our asbestos management system.</p>	To have robust information to support the ongoing development of the asset management strategy and to support effective investment 'planning.	Head of Stock Investment
4	Improve the fire safety of purpose-built blocks of flats	Develop strategies to improve fire safety of the various blocks of flats & respond to the changing focus post Grenfell	Strategies and funding need to be agreed, then implemented for the enhancement of compartmentation, replacement of component parts as required and the introduction of sprinkler systems.	Head of Stock Investment

Business Support

No. Service area: Business Improvement				
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	Objective	Detail	Required outcomes	Responsible person
1	Ensure Northgate Housing system is effective	Undertake a robust plan for upgrade and system development to support more efficient working arrangements.	Implement new version of the housing systems and maintain current product. Ensure appropriate training is available to staff. Ensure new system developments are introduced.	Development Team Manager
2	System Dashboards are introduced as part of our performance framework	Implement all system changes to improve our approach to performance management.	To improve the availability and use of performance data to inform service delivery.	Performance Manager
3	Improve our Information at Work business tool to support the modernisation of our workforce	Upgrade of Information at Work to implement improved retention schedules and support GDPR compliance and a case management approach.	This will enable compliance to the 2018 Data Protection Act. Will improve the management of collections of documents that can be treated as a case file, for example HR records, Court papers, Tenancy records, Application packs	Head of Business Improvement
4	Lead on the delivery of the transformation programme	Introduce Lean Systems Thinking across the company via a programme of structured reviews.	Improve services by identifying and removing areas of waste and inefficiency through a systematic and consistent LST projects. Identify and quantify all improvement opportunities – cashable and non-cashable.	Transformation Manager

No.	Service area: Human Resources
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	Objective	Detail	Required outcomes	Responsible person
1	Recruit and retain talented staff that are paid fairly and where employment practices are open and transparent.	Deliver and implement the People Deal.	Job evaluation and pay modelling agreed with trade unions Implementation of new pay structures	Head of People Services
2	Develop Employee Engagement across Wolverhampton Homes	Support staff groups such as 'Our Voice', P2BM and Equality Champions to develop employee engagement ideas	Using the information from staff groups to develop a new employee engagement strategy Implement actions from employee surveys to improve employee engagement.	Head of People Services
3	Workforce modernisation and agile working	Develop the WH agile working policy to enable staff to work more efficiently at locations across the city and support the launch of the community hubs.	Ensure that staff are supported to work in a more flexible way across the new community hubs.	Head of People Services
5	Continue to embed the Inclusive Futures Campaign	Increase the profiles of women and BAME staff in senior posts	Review 2018/9 progress and outcomes and introduce additional measures to improve the recruitment journey.	HR Manager
6	Introduce an online recruitment, selection and induction solution	Successfully commission and introduce a streamlined and efficient solution that support the applicants experience and improves	Have in place an on-line recruitment software package Improve the applicant experience and support the attraction of a wider cohort of applicants.	Head of People Services

		the service to recruiting managers.	Introduce a more efficient and effective service for recruiting managers.	
7	Positively manage attendance at work	<p>Ensure the provision of health and wellbeing programmes to encourage employees to look after their health.</p> <p>Ensure that MOA approaches are being effectively delivered.</p>	<p>Ensure that good practice is used across the business and that managers are effectively using existing procedures.</p> <p>Encourage staff to take up the programmes of support on offer.</p> <p>Continue to work with H&S Champions to deliver new campaigns and initiatives.</p>	HR Manager

No.	Service Area: People and Community			
	Objective	Detail	Required outcomes	Responsible person
1	Support tenants and their family members to gain training and employment.	Ensure residents have the best chance of sustaining their tenancies by gaining employment.	<p>Minimum of 100 tenants into work per year.</p> <p>Engage and work with new Impact project targets ensuring young people improve their attainment levels and enter work.</p> <p>Work in local schools to raise aspirations through the enterprise advisor scheme.</p> <p>Align supply chain to support local students.</p> <p>Through Click Start upskill tenants' digital skills</p> <p>Give continued support to a cohort of looked after children referred by the CWC.</p>	People and Community Manager

			Support local students at Wolverhampton University and Wolverhampton college to gain experience at Wolverhampton Homes	
2	Ensure Wolverhampton Homes have a skilled and knowledgeable workforce appropriate to their roles/future roles	Through training and development programmes and professional bodies, ensure WH is a skilled organisation.	Leadership programme for SLT implemented and delivered Improved affiliation with professional bodies to drive professional standards at WH Enhance the approach to e-learning to support the agile environment.	People Development Manager
3	Succession planning is delivered to complement an ageing workforce in key service areas	Through apprenticeship and graduate programmes rebalance the workforce in key areas. Thorough talent management schemes ensure WH attracts and retains key talent.	Continue to deliver construction apprenticeship scheme through to 19/20 when the majority of apprentices qualify. Implement strategy to embed quality apprentices into workforce. Launch of new office apprenticeship scheme. Further investment into graduate schemes to attract key talent (CIH Futures etc.)	People and Community Manager
4	Implementation of Tenant Deal & CSR scheme	To embed tenant deal into culture of WH. Implement new Community Chest scheme which is tenant led to make impact in various communities.	Tenant deal consulted agreed by both parties, marketed and embedded into WH delivery. Create and roll out the community chest for CSR programmes within WH.	Community Development Manager
5	Improvement of Tenant Engagement	Grow a thriving Community Development	Implement the Community Strategy 2019-2023	Community Development Manager

		function that embeds TE across all activity in WH.	<p>Increase the levels of tenant involvement throughout WH activities.</p> <p>Completion of TPAS pilot project to analyse involvement techniques</p> <p>Creation of engagement events that are tenant led including a revamp of current get togethers.</p>	
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No. Service area: Business Services				
	Objective	Detail	Required outcomes	Responsible person
1.	Introduce a redesigned intranet	Implement an improved intranet that better supports the needs of WH staff and the company.	<p>Holds relevant information for use across the business. Supports mobile working - agile approach and to help ensure the organisation have access to relevant and up to date information.</p> <p>Rebranding of standard documents to provide a consistent approach across the business</p>	Marketing & Customer Insight Manager
2.	Repurpose and redesign our Website to support the customer journey	Review the design and content of the website as well as profiling of customers and their usage to meet the aspirations of the organisation and its customers.	<p>To rebuild our website, driven from a marketing and engagement perspective.</p> <p>Promote the use of current self-service on-line services - moving more customers to receiving services and communicating with us on-line.</p> <p>Working with colleagues to harness customer engagement and to move to digitalisation of services.</p>	Head of Business Services

<p>3.</p>	<p>Improve the range and quality of Customer Feedback and Engagement opportunities to support service improvement and the customer experience.</p>	<p>Improve existing channels and working across the business, introduce new and more effective ways to capture and respond to the customer voice.</p>	<p>Ensuring the themes from customer feedback are recognised and reviewed to bring forward improvements to the customer journey.</p> <p>Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.</p> <p>Working with colleagues to quality assure learning from complaints and to monitor subsequent service improvement implementation.</p> <p>Providing robust and timely responses to all complaints.</p> <p>Develop a vexatious complainant policy.</p> <p>Introduce an annual plan of multi-channel communication activity.</p>	<p>Marketing and Customer Insight Manager</p>
<p>4.</p>	<p>Ensure that all value is released through our procurement any payments programme</p>	<p>Work across the business to identify and realise new procurement opportunities.</p> <p>Ensure efficient payments approaches are in place.</p>	<p>Maintain and review a comprehensive Contracts Register for WH.</p> <p>Ensure that all commercial value is being delivered through our procurement processes.</p> <p>Ensure that payments are processed effectively across the business.</p>	<p>Head of Business Services</p>
<p>5.</p>	<p>Ensure effective Governance arrangements are in place and deliver to the highest standards.</p>	<p>That there are effective recruitment and development arrangements in place for the Board</p>	<p>Provide robust governance management in the delivery of the company Articles of Association.</p> <p>Supporting the rotation and recruitment of Board members.</p>	<p>Head of Business Services</p>

		<p>That tenant and customer scrutiny arrangements are in place that are aligned to the governance structures.</p> <p>That we follow sector best practice and in line with regulatory standards.</p>	<p>Co-ordination and delivery of the Skills and Development programme of Board members.</p> <p>Facilitation of Board, Committee and AGM meetings.</p> <p>Review and develop scrutiny arrangements.</p> <p>Prepare for white paper changes and potential for new regulator</p>	
6.	Support the introduction of community Hubs and the modernisation of the workforce	Enable the relocation of staffing teams across the city and ensure the support systems for the new hubs are in place.	<p>Support the wider business in its relocation of staff and services to its locations across the city in a centralised and co-ordinated approach.</p> <p>Provide communication information to promote the platforms for engagement with staff throughout the process.</p>	Head of Business Services
7.	To ensure that WH has robust Business Continuity Planning arrangements in place	That the BCP and the WH emergency response is understood and remains fit for purpose.	<p>Annual review of the BCP Strategic Plan.</p> <p>Monitoring and review of the BCP Emergency Centre.</p> <p>Maintaining an effective relationship with CWC Emergency Planning Team.</p> <p>Provision of a central co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information.</p> <p>Review of Duty arrangements across the company.</p>	Head of Business Services

Appendix 4: Draft performance suite for 2019/20



Page 148

Business Sector	Department	Code	Performance Indicator
Housing Options	Housing Options	TBC	Number of All Presentations " Advice Cases"
		TBC	Number of households helped to prevent homelessness a) Prevention
		TBC	Number of households helped to prevent homelessness b) Relief
		HL4	Number of households accepted as homeless
		TBC	% of Homeless Services clients satisfied with the service they received
	Temporary Accommodation	TA1	Average length of time, in nights, for Temporary Accommodation (inc B&B) (18 HCLIC)
	Housing Outreach & Support	TBC	Customer Satisfaction with the Support Provided
	Lettings	TBC	Average relet time
		TBC	Satisfaction with the lettings and allocations process
Housing	ASB	AB1	% satisfied with the way their anti-social behaviour complaint was dealt with
	One Stop Shops	TBC	% of service requests resolved first time
	Tenancy Management	EM1	% of estate inspections achieving Good or Excellent rating
	Home Sales & Leases	HO3a	% of Service Charges inc Ground Rent collected from Leaseholders
	Income Management	RM1a	% of rent collected (City Wide)
		RM4	% rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)
		RM10	% of monies charged this financial year to active rechargeable repairs accounts that have been recovered
	Homes Direct	CC1	Homes Direct - % of Customers calls answered within 80 seconds
		CC1a	Homes Direct - % of Customers calls answered
		CC1b	Homes Direct - % of calls abandoned
		ES7,11&12	% of fire safety inspections completed

	Neighbourhood Services	NS1	% of Telecare calls answered within 60 Seconds
		TBC	% of Out of hours calls answered in 80 seconds
Business Improvement	Development	DF6	Number of repairs requested online as a % of all repairs.
		TBC	% of work completed to programme
	Transformation	TBC	% of work completed to programme
Business Services	Business Assurance	TBC	% of Data Protection Breaches
	Marketing & Customer Feedback	CC2	% of complaints responded to within timescales
People Services	HR	BP1	Average number of working days lost through sickness
	People & Community	LP1	Number of people supported into work
Business Sector	Department	Code	Performance Indicator
Construction	Contracts and Compliance	HS2	Management of Fire Risk Assessments in Communal Areas of Flats and Registered Non-Domestic Premises % of inspections carried out within timescales
		HS17	% of valid Landlord Gas Safety Records for tenanted properties
Housing Assistance	Affordable Warmth	TBC	Satisfaction with service provided
	Independent Living	TBC	End to end delivery time taken for adaptations
		TBC	Satisfaction with Adaptations
	Housing assistance	TBC	Number type and value of grants delivered for all works
TBC		End to end delivery time taken for housing assistance works	
Building Solutions	Voids	VA1a Standard	Average time taken to re-let minor works voids
		VA1b Major	Average re-let time major works
		VA3	% rent lost through empty property
	Commercial	TBC	Value for money of Fleet Vehicles
		TBC	Value for money of Materials

	Repairs	RP1	% or responsive repairs during period for which an appointment was made/kept
		RP9	% of planned repairs completed within timescales
		RP12	% total response repairs completed within target
		S21	Satisfaction with response repairs
	Building Solutions	TBC	% of works completed to programme
		TBC	Value of profit from works undertaken
	Telecare (Installation)	TBC	End to end delivery/installation time for Telecare installations
Stock Investment	Capital Programme	SI01	% Progress (by Value) with delivery of Capital Projects

Consultation

Procurement plan for 2019/20

Contract Title

Vehicle Tracking System

Wolverhampton Homes Scaffolding

Wolverhampton Homes Asbestos Surveys

Wolverhampton Homes Asbestos Removal

Architectural and M&E Services (Supporting the Design of the HRA Capital Programme)

Fire Risk Assessments and Dire Safety Advice (supporting the design of the HRA Capital Programme)

Wolverhampton Homes Glazing Repairs & Maintenance

Supply Of Fitting Services

Wolverhampton Homes Pest Control

External Works (Inc Underground Pipeline Services)

Wolverhampton Homes Aids & Adaptions

Wolverhampton Homes General Builder

Roofing Maintenance

Legal Framework Agreement

Asbestos Removal

Hardstandings and Associated Works

Glazing Repairs and Maintenance

Employee Benefits

Legionella

Security Services

Step Lifts

Temporary Modular Ramps

General Building Works

Confidential waste

Occupational Health Nurse

Printing

Lone Worker System

Valuation Services

Fire Risk Assessment and Fire Safety Advice

Kiosks

Contracts let 2018/19 (year to date)

Contract Title

External Debt Collections

Non Traditional Surveys WHH

Repair & Maintenance of Lightning Protection Systems and Testing of Safety Anchor Eyebolts - J Lacey (Steeplejacks Contractors) Limited (WH/PS142/S2)

Leasehold Property Insurance

Floor Finishing Services

Glazing

Digital TV Maintenance

Internal Audit Services

Biomass Boiler Heath Town

Interpretation And Translation

Mediation Services

NPS Housing

Painting & Decorating Services

Wolverhampton Homes – HRA related Capital Programme 2018-2019 to 2023-2024

	Forecast 2018-2019 £000	Forecast 2019-2020 £000	Forecast 2020-2021 £000	Forecast 2021-2022 £000	Forecast 2022-2023 £000	Forecast 2023-2024 £000	Total £000
New Build Programme							
Small Sites Phase 3	2,740						2,740
Small Sites Phase 4	1,500	4,000					5,500
Small Sites Phase 5	-	1,000	3,000				4,000
Inkerman St Community Housing Development		1,500					1,500
Bushbury Hill Community Housing Development	400	2,000	2,600				5,000
New Build Programme			5,000				5,000
New Build Programme Total	4,640	8,500	10,600				23,740

	Forecast 2018- 2019 £000	Forecast 2019- 2020 £000	Forecast 2020- 2021 £000	Forecast 2021- 2022 £000	Forecast 2022- 2023 £000	Forecast 2023- 2024 £000	Total £000
Adaptations for People with Disabilities							
Disabled Adaptations Total	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Decent Homes Stock Condition							
Refurbishment of Voids	3,250	2,400	2,400	2,400	2,400	2,400	15,250
External Improvement Programme	1,100	1,100	1,100	600			3,900
Boiler Replacement Programme	780	670	670	680	680	680	4,160
Internal Decency Works	1,000	2,620	3,500	4,250	4,750	5,000	21,120
Heath Town – Refurb of Retained Properties	14,700	14,300	13,600	10,300	2,350		55,250

New Park Village maisonettes	330	500	5,000	5,270			11,100
High Rise M&E	3,100	8,800	5,000	5,000	5,000	5,000	31,900
Sustainable Estates Programme	920	1,590	2,140	2,600	2,600	2,600	12,450
Non Trad Surveys	170	100	100	100	100	250	820
High Rise Sprinkler Programme		4,700	4,700	4,600	3,200	2,000	19,200
High Rise External Works			3,900	3,900			7,800
Decent Homes Stock Condition Total	25,350	36,780	42,110	39,700	21,080	17,930	182,950

	Forecast 2018- 2019 £000	Forecast 2019- 2020 £000	Forecast 2020- 2021 £000	Forecast 2021- 2022 £000	Forecast 2022- 2023 £000	Forecast 2023- 2024 £000	Total £000
Other Stock Condition Improvements							
Structural Works	980	980	990	990	1,000	1,000	5,940
Lift and Disability Discrimination Act Improvements – High Rise	670	670	670	680	680	680	4,050
Fire Safety Improvements – High Rise	1,100	2,380	2,380	2,250	2,250	2,250	12,610
Roofing Refurbishment Programme	4,800	7,350	4,800	4,800	4,800	4,800	31,350
Door Entry Security Programme	370	370	370	370	370	370	2,220
Other Stock Condition Improvements Total	7,920	11,750	9,210	9,090	9,100	9,100	56,170
Other Improvements to the Public Realm							
Pathway Improvement and Safety Programme Total	200	200	200	200	200	200	1,200

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Review of Senior Management Structure – April 2019	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader of the Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Tim Johnson, Managing Director	
Originating service	Corporate Directorate	
Accountable employee	Tim Johnson	Managing Director
	Tel	01902 554500
	Email	tim.johnson@wolverhampton.gov.uk
Report to be/has been considered by	Executive Team	21 January 2019
	Senior Management	5 February 2019
	Restructure Advisory Group	

Recommendations for decision:

The Cabinet recommends that Council approve:

1. The Director of Pensions post to be regraded from Grade 14 to Grade 15.
2. The Assistant Director – Investment and Pensions post to be regraded from Grade 13 to Grade 14.
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.

The Cabinet is recommended to approve:

1. The structural changes outlined within this report to further increase opportunities for creative solutions and increased performance of the Council's business activities.
2. That the Managing Director be given delegated authority to undertake any final consultations with employees and trade unions to implement the changes contained within this report.
3. 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 the Director of Commercial Services post is deleted, the current post holder left the Council on 21 December 2018.
5. That the Service Director for Strategy and Change post is deleted, the current post holder left the Council on 27 January 2019.
6. That the Assistant Director – Schools Standards vacant post is deleted.

Recommendations for noting:

The Cabinet is recommended to note:

1. The structural changes contained within this report will be implemented, subject to approval with effect from 1 April 2019, unless otherwise stated within this report.
2. 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.
3. That job evaluation takes place, as appropriate where roles have changed as a result of the Senior Management restructure.
4. That there are net savings arising from these recommendations to the General Fund in the region of £350,000.
5. 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.

6. That the line management arrangements currently aligned to the Strategic Director for Place are changed as detailed within this report.
7. That the line management arrangements currently aligned to the Director of Commercial Services are changed as detailed within this report.
8. The Head of Corporate Landlord post remains vacant until the review of the service has been completed.
9. The Head of Visitor Economy post remains vacant until the review of the service has been completed.
10. 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.
11. That a number of services, detailed within this report have transferred to the Director of Governance with effect from 28 January 2019.
12. 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.
13. That the Head of Business Management be redesignated the Head of Business Change and assume responsibilities for services as detailed within this report with effect from 28 January 2019.
14. That the creation of a Head of Strategy post will have responsibility for the services as detailed within this report.
15. That the Head of Human Resources will change reporting lines from the Managing Director to the Deputy Managing Director.
16. That the Head of Strategic Commissioning left the Council on 3 March 2019 and the post has been deleted.
17. 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.
18. That the Head of People post be deleted, and a Head of Children's Improvement and Head of Adults Improvement be created.
19. That the Head of Customer Service post has been deleted following the departure of the postholder on 30 September 2018.

20. That following the review of Customer Services the function will report to the Director of City Environment.
21. That a further review of the structure at the West Midlands Pension Fund will take place following the senior manager changes.

1.0 Purpose

- 1.1 This report seeks approval for revisions to the Senior Management Structure of the Council.
- 1.2 The recently appointed Managing Director has undertaken a thorough review of the current Senior Management Structure to ensure it aligns to the Council's Vision 2030 and Corporate Plan Objectives.

2.0 Background

- 2.1 The Managing Director set out his interim senior management arrangements shortly after being appointed (wef 1 October 2018), pending this more detailed structural review. The current interim senior management structure can be seen in Appendix 1.
- 2.2 The interim changes also made improvements to the governance and assurance framework for leadership team meetings, including the Strategic Executive Board (SEB). These changes further enabled and empowered Directors to lead and deliver their strategic priorities. The revised officer governance structure can be seen in Appendix 2.
- 2.3 The interim changes also created a stronger 'corporate core' made up of the Director of Finance, Governance, Commercial Services, Strategy and Change as well as the Heads of Communications, HR and Business Management.
- 2.4 The Strategic Director for People was also made Deputy Managing Director in addition to his responsibilities as Strategic Director for People.
- 2.5 This report proposes changes to the senior management structures as part of a continuous review to ensure the Council proactively responds to its environment in terms of both financial constraints and priorities as set through the City's Vision 2030 and Council's Plan.
- 2.6 This structure review proposes changes across all Directorates, moving away from a directorate led (Corporate, People & Place) organisation to one that continues to operate and respond in a dynamic, cross cutting and agile style, regardless of the directorate.
- 2.7 This review most importantly ensures that services and responsibilities are aligned to the relevant accountable Directors, further empowering and enabling senior managers.
- 2.8 Work programmes for SEB members have been developed and implemented to provide clarity, oversight and assurance, these will be embedded into the performance framework. An example work programme can be seen in Appendix 3.
- 2.9 Every SEB work programme provides clarity on roles, expectations, and accountabilities, including;
 - a. Timelines
 - b. Priorities
 - c. Key Stakeholders
 - d. Assurance mechanism for monitoring outcomes
 - e. Key named strategic leads/SRO roles
 - f. Council Representation/Governance roles

- 2.10 The work programmes will enable the Managing Director (MD) and the Deputy Managing Director (DMD) to have improved assurance/oversight, which in turn empowers Directors to lead their areas of the business. This improved way of working also creates capacity for the MD/DMD to align their time to the key strategic local, regional and national initiatives as well as driving the ongoing transformation of the Council and the City.
- 2.11 SEB have worked collaboratively in developing each other's work programmes and will share these with their relevant Cabinet Member/s.
- 2.12 The Managing Director has carried out ward walk visits, these are visits to the City's 20 wards. The 'Ward walks' also support one of the new Managing Director's priorities 'shaping a new community relationship'. The purpose of these visits was to meet with Councillors, local residents and businesses to understand key issues in each area and then put in place quick and sometimes more sustainable solutions to those issues.
- 2.13 The outcome of this work has further strengthened the Managing Director's aspiration relating to a new relationship with communities, which will feature heavily in the work underway with the Wolverhampton for Everyone Partnership, a new approach that is enshrined within the draft Council Plan. A report is being prepared for the April Cabinet meeting that will provide further details on this new approach, which will focus on coproduction and codesigning, and some related initiatives.
- 2.14 The proposed structural changes also provide alignment to the Managing Directors priorities, the six key themes of these are as follows:
- People are our key asset – increasing focus on employee wellbeing and productivity
 - Empowering the organisation, championing innovation and increasing accountability
 - Refreshing our corporate plan, giving renewed clarity and focus
 - Involving young people more in what we do
 - Shaping a new community relationship
 - Refreshing and maximising our city regional relationships.
- 2.15 The outcome of the proposed changes is a net saving to the General Fund in the region of £350,000.
- 2.16 In previous years the senior management restructures have made the following savings to the General Fund after payback:

Structure review - year	Savings achieved
2014 – 2015	£500,000 (in addition to approximately £1.2 million saved since 2010)
2016	£200,000
2017	£263,000
2018	£260,000
2019	£350,000
Total	£2.8 million

- 2.17 Any changes to grades as a result of job evaluation will be contained within directorate budgets ensuring that the whole of the net saving is achieved.
- 2.18 The structural changes contained within this report will be implemented, subject to approval with effect from 1 April 2019, unless otherwise stated within this report.

3.0 Governance Arrangements

3.1 Strategic Executive Board

- 3.2 Membership to the Strategic Executive Board will continue to be as follows:

Strategic Executive Board – held on a fortnightly basis

Managing Director

Deputy Managing Director

Director of Children's Services'

Director of Adult Services'

Director of Finance

Director of Governance

Director of Education

Director of Communications and External Relations*

Director of Regeneration

Director of City Housing*

Director of City Environment*

Head of Human Resources

Head of Business Change

Head of Strategy

*subject to post redesignation within this report

3.3 The same above officer attendance will be applicable to the daily 0900 morning meetings of Directors.

3.4 Leadership Team Meetings

3.5 The governance changes that came into effect from 1 October in relation to Leadership Team meetings will remain unchanged, with the exception of changes that will occur subject to this report being approved (i.e post titles/remit changes). The revised officer governance structure can be seen in Appendix 2.

4.0 Structure proposals

4.1 To avoid any unnecessary confusion, the Deputy Managing Director will no longer have the combined Deputy Managing Director/Strategic Director for People post title. It is proposed the post will utilise the Deputy Managing Director, however, the postholder will continue to assume the responsibilities contained within both posts.

4.2 The Strategic Director of Place (Grade 15) post will be deleted with effect from 31 March 2019, However, the current postholder (interim Strategic Director for Place) may remain with the Council to complete some project based work beyond the current contract end date of 31 March 2019. Therefore, the proposed changes to line management arrangements as a result of this are as follows:

Director	Line Management Arrangements wef 1 April 2019
Regeneration	Managing Director – wef 11/02/2019
Housing	Managing Director – wef 01/04/2019
City Environment	Deputy Managing Director – wef 11/02/2019

4.3 The Director of Commercial Services (Grade 14) left the Council on 21 December 2018, therefore a review has taken place of this area. The below interim changes have been progressed with a view to the below proposed permanent arrangements taking place with effect from 1 April 2019. The Director of Commercial Services post will subsequently be deleted.

Commercial Service	Interim Arrangement – up until 31 March 2019	Permanent Arrangement – wef 1 April 2019
Corporate Landlord	Strategic Director – Place	Deputy Managing Director (after the review completed by the current interim Strategic Director for Place)
Customer Services	Deputy Managing Director	Director of City Environment – wef 1 October 2019
ICT	Deputy Managing Director	To be determined after the review of the service
Procurement & Commercial	Deputy Managing Director	To be determined after the review of the service

- 4.4 The Head of Corporate Landlord post and Head of Visitor Economy post will remain vacant and funded, pending the outcome of the above review.
- 4.5 The Service Director of Strategy and Change (Grade 13) left the Council on 27 January 2019, therefore a review has taken place of this area. The below interim changes have been progressed with a view to the below proposed permanent arrangements taking place with effect from 1 April 2019.
- 4.6 The Service Director of Strategy and Change post will subsequently be deleted. The responsibilities and accountabilities of this post will be aligned as appropriate to the Director of Governance, the Head of Business Management (to be redesignated the Head of Business Change) and also to a newly created post of Head of Strategy (Grade 12).

Strategy & Change Service	Permanent Arrangement
Mayoral Support	Director of Governance via Head of Governance
Councillor Support	Director of Governance via Head of Governance
Elections & Electoral Referenda	Director of Governance via Head of Governance
Information Governance	Director of Governance via Head of Governance
Organisational Development	Director of Education (SEB Senior Responsible Officer) via Head of Governance
Register Officer & Coroner	Director of City Environment*
Transformation Team	Head of Business Change
Projects & Programmes	Head of Business Change
Insight & Performance	Head of Strategy
Our Council Programme	Head of Strategy
West Midlands Combined Authority / ABCA / LEP	Head of Strategy
Strategic Partnerships	Head of Strategy

Corporate Assurance	Head of Strategy
Future Strategy Development	Head of Strategy

- 4.7 The Director of Governance will therefore now have appropriate responsibility for the below services with effect from 28 January 2019:
- Legal services
 - Democratic Services
 - Scrutiny
 - Equality & Diversity
 - Electoral Registration
 - Elections & Electoral registration/referenda
 - Information Governance
 - Councillor & Mayoral Support
 - Organisational Development
- 4.8 The Head of Public Service Reform will be redesignated Head of Governance, reporting to the Director of Governance, with responsibility for the below services:
- Democratic Services
 - Scrutiny
 - Electoral Registration
 - Elections & Electoral registration/referenda
 - Information Governance
 - Councillor & Mayoral Support
 - Organisational Development – SEB Senior Responsible Officer is the Director of Education
- 4.9 The Democratic Services Manager and Scrutiny & Systems Manager will consequently report directly to the Head of Governance.
- 4.10 Legal Services will continue to be led by the Head of Legal Services, reporting directly to the Director of Governance.
- 4.11 The Head of Business Change (formerly Head of Business Management) will have responsibility for the below services and will report to the Deputy Managing Director with effect from 28 January 2019:
- Business Support Unit
 - Executive Support (PA support/ Leaders briefing support)
 - Business Improvement
 - Business Transformation
 - Projects & Programmes
 - Political Assistants

- 4.12 The newly established Head of Strategy will have responsibility for the below services and will report directly to the Managing Director:
- West Midlands Combined Authority/ABCA/LEP
 - Public Service Reform
 - Strategic Partnerships
 - Our Council Programme & Council Plan
 - Future Strategy Development
 - Insight & Performance
 - Corporate Assurance
- 4.13 The Head of Human Resources will report directly to the Deputy Managing Director with effect from 1 April 2019.
- 4.14 The Head of Communications post has evolved and is required to continue to build strong mutually beneficial strategic relationships between the Council and its stakeholders. This post will focus on working with Councillors and senior managers to identify and cultivate stakeholder relationships that will enhance the development, transformation and reputation of the Council and the City of Wolverhampton. It is therefore proposed that the Head of Communications is redesignated the Director of Communications and External Relations (Grade 14) with effect from 1 April 2019.
- 4.15 To ensure a consistent approach is adopted across the senior management structure, and furthermore to empower Directors to lead their area of accountability and responsibility it is proposed that the two remaining Service Directors for City Housing and City Environment are redesignated Directors.
- 4.16 The Director for City Environment will report to the Deputy Managing Director and will assume responsibility for the Register Officer and Coroner, this will provide an opportunity to review the Registrar, Bereavement Services and Coroner services currently provided. It is also proposed that the Customer Services function will transfer to the Director for City Environment (after the Deputy Managing Director has completed the review of this area), effectively becoming the strategic lead for the Council's front line services.
- 4.17 The Director for City Housing reporting line will change from the Strategic Director - Place to the Managing Director.
- 4.18 The Director of Pensions post to be regraded from Grade 14 to Grade 15 (subject to Full Council approval on 3 April) to align to roles within the wider organisation with comparable depth and range of knowledge and responsibilities.
- 4.19 The Director of Pensions is in the process of restructuring the team at the West Midlands Pension Fund and has proposed to regrade the Assistant Director – Investment and Pensions to Grade 14 to align to roles within the wider organisation with comparable depth and range of knowledge and responsibilities.

- 4.20 As part of this restructure it is also proposed to create an Assistant Director – Pensions (Grade 14) to support a strengthen the structure to enable the Fund to continue to be a recognised leader within LGPS.
- 4.21 The Council will appoint a Special Appointments Committee, as set out in Part 4 of the Council’s Constitution (Officer Employment Procedure Rules) to appoint an Assistant Director – Pensions, this will consist of senior members of the City Council and the Chair and Vice Chair of the Superannuation Committee, the Deputy Leader, in his capacity as Member of the Investment Advisory Sub-Committee and two representatives from the District Councils on a politically balanced basis.
- 4.22 The Director of Black Country Transport is regraded to Grade 14. This post is currently funded jointly by Councils from the Black Country.
- 4.23 The Head of Customer Service post was deleted with effect from 1 October 2018 as the postholder left via voluntary redundancy on 30 September 2018. The Head of Service Improvement has assumed operational responsibilities as part of the transformation of Customer Services.
- 4.24 The Head of Strategic Commissioning left the Council on 3 March 2019; therefore, a review has taken place of this area. It is proposed that the Strategic Commissioning Team will be devolved back into each individual Service (Children’s, adults and Public Health), so that Directors can prioritise commissioning resources in a more agile and flexible way. Subsequently the Head of Strategic Commissioning post will be deleted.
- 4.25 It is proposed to establish a Head of Adults Improvement post reporting to the Director of Adults Services (DASS) and a Head of Children’s Improvement post, reporting to the Director of Children’s Services (DCS), both Grade 12 – subject to HAY evaluation.
- 4.26 These posts will deputise for the statutory officers (DASS and DCS) as and when required and will provide the capacity that both Directors require to lead and continuously improve their services. The newly created posts will also assume the line management responsibility for the newly devolved Commissioning Teams as well as any other services as required by their Directors.
- 4.27 The establishment of the above Heads of Service posts will result in the deletion of the Head of People post. The current postholder will have a ring-fenced priority interview for one of the newly created Head of Improvement posts.
- 4.28 The vacant Assistant Director – Schools Standards (Grade 12) has been deleted. There has been a significant impact on pupil attainment over the last few years. The Education Team is targeting its resources in a consistent way ensuring maximum impact. The additional capacity of the vacant Assistant Director post is no longer required. The current team has absorbed any work required from the post.
- 4.29 The senior managers salary scale has been reviewed as part of the Senior Management Pay Policy. It is proposed to amend the pay grades to reflect the deletion of strategic directors and the resulting increase in accountability of the redesignated Directors.

4.30 The current senior managers salary grades have been used within this report, however subject to approval the revised senior managers salary grades will be used when implementing the relevant changes.

4.31 The proposed senior management structure can be seen in Appendix 4.

5.0 Evaluation of alternative options

5.1 The development of the proposal included consultation with senior managers to explore alternative proposals.

5.2 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.

6.0 Reasons for decision

6.1 The recommendations in this report are designed to strengthen the Council's Senior Management Structure whilst making cost savings.

7.0 Financial implications

7.1 The senior managers salary scale has been reviewed as part of the Senior Management Pay Policy. It is proposed to amend the pay grades to reflect the deletion of strategic directors and the resulting increase in accountability of the redesignated Directors.

7.2 The one-off cost of redundancy and pension fund 'strain', arising from the restructuring of senior management, is estimated to be in the region of £180,000. As is usually the case this will be fully funded from capital receipts flexibility and reserves in order that the savings can flow immediately into the revenue budget. The one-off cost will be paid back within 6 months.

7.3 The restructuring and other related changes at the Council will result in an estimated annual ongoing net saving to the General Fund in the region of £350,000 based on the updated Senior Managers Salary Scale. The payback period for the cost of redundancy and pension fund 'strain' will therefore be less than one year based on ongoing annual financial implications, which is well within the 1.5 years payback period that is usually worked to. The savings of £350,000 have been incorporated into the 2019-2020 Budget and Medium Term Financial Strategy.

7.4 The restructuring and other related changes at the West Midlands Pension Fund will result in a net cost in the region of £230,000, at the maximum of the grade based on the updated Senior Managers Salary Scale, which will be fully funded by West Midlands Pensions Fund. A further review of the structure at the West Midlands Pension Fund will take place following the senior manager changes.

[MH/12032019/O]

8.0 Legal implications

- 8.1 There are no direct legal implications arising from the report. The proposed changes are devised to achieve savings and emphasis focus upon the Council's vision.

[TC/04022019/Z]

9.0 Corporate Landlord implications

- 9.1 Under these proposals the Corporate Landlord function will change reporting lines from the Director of Commercial Services to the Strategic Director of Place up until 31 March 2019.
- 9.2 A further report detailing the outcome of the review of this area with a proposed structure will follow.

10.0 Equalities implications

- 10.1 The current and new gender, age and ethnicity profiles are attached as Appendix 5.

11.0 Environmental implications

- 11.1 The revised structure strengthens the commitment to environmental matters in line with the Council's Plan.

12.0 Human resources implications

- 12.1 The human resources implications will be dealt with in line with the Council's policies. As this only relates to senior management greater flexibility will be expected from the relevant employees to reflect the agile and business led approach the Council needs to adopt.
- 12.2 Any further restructuring will be undertaken in accordance with the City of Wolverhampton Council's Restructure Policy and Procedures.
- 12.3 The Managing Director and Head of Human Resources met with Unison on 21 January 2019 to brief and consult on the proposals.
- 12.4 All Senior Managers have been briefed and consulted on the proposals contained within this report.

13.0 Health and Wellbeing implications

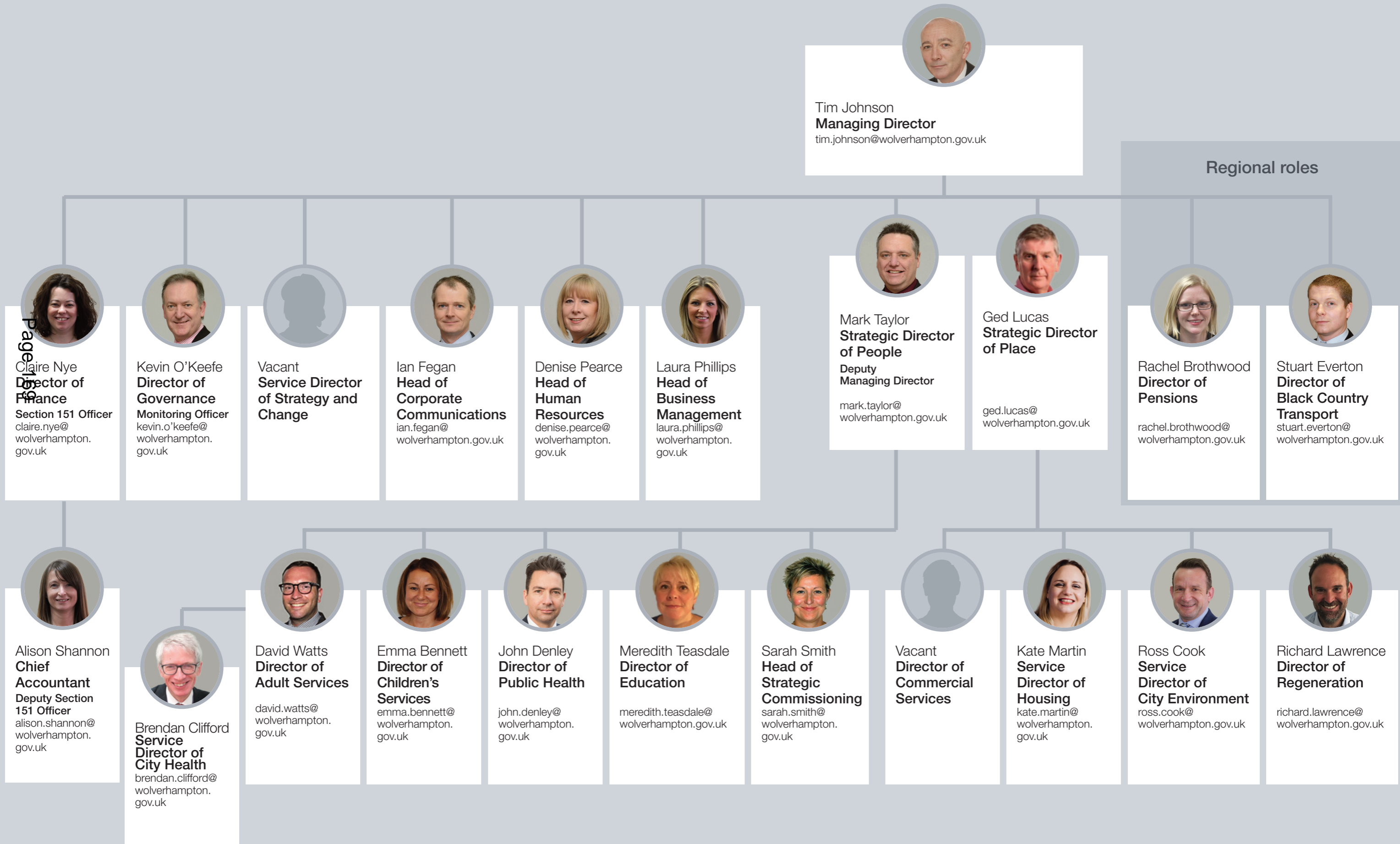
- 13.1 There are no direct Health and Wellbeing implications arising from this report. Health and Wellbeing remains a key priority for the Council.

14.0 Appendices

Appendix 1 – Interim Senior Management Structure (1 October – 31 March 2019)
Appendix 2 – Officer Governance arrangements
Appendix 3 – SEB Work Programme (example)
Appendix 4 – Proposed Senior Management Structure – wef 1 April 2019
Appendix 5 – Equality Impact Assessment

City of Wolverhampton Council

Senior Management Structure



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City of Wolverhampton Council

Governance and Assurance Structure

Councillor Meetings

Full Council	Cabinet	Cabinet Resources Panel	Cabinet Performance Management Panel	Scrutiny Boards and panels
Decision	Decision	Decision	Decision	Scrutiny
Executive Team	Leader's Meeting	Opposition Leader's Meeting	Cabinet Member Briefings	Audit and Risk Committee
Formal Briefing / Discussion Forum	Formal Briefing / Discussion Forum	Formal Briefing / Discussion Forum	Formal Briefing / Discussion Forum	Audit

Note: Additional Partnership, Licensing, Regulatory, Advisory and other Committee Meetings can be seen on [Modern.Gov](https://www.modern.gov.uk)

STRATEGIC EXECUTIVE BOARD (SEB)									
Chair:	Vice Chair:	Membership:					Day:	Support Officer:	
Tim Johnson Managing Director	Mark Taylor Deputy Managing Director	All Leadership Team Chairs Director of Finance Director of Pensions (when applicable) Director of Governance Director of Communications and External Relations Head of Human Resources Head of Business Change Head of Strategy					Tuesday 1pm - 4pm Fortnightly	Jaswinder Kaur	
Corporate Leadership Team	Commercial Services Leadership Team*	Regeneration Leadership Team	Housing Leadership Team	City Environment Leadership Team	Children's Services Leadership Team	Education and Skills Leadership Team	Adult Services Leadership Team	Public Health Leadership Team	
Tim Johnson Managing Director	Mark Taylor Deputy Managing Director Ged Lucas Strategic Director of Place	Richard Lawrence Director of Regeneration	Kate Martin Director of City Housing	Ross Cook Director of City Environment	Emma Bennett Director of Children's Services	Meredith Teasdale Director of Education	David Watts Director of Adult Services	John Denley Director of Public Health	
Mark Taylor Deputy Managing Director	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Consultant in Public Health (On rotation)	
Tuesday 1pm - 4pm	Various	Tuesday 10am - noon	Tuesday 2.30pm - 4pm	Tuesday 1pm - 3pm	Thursday 2pm - 5pm	Monday 10am - noon	Tuesday 9.30am - 12.30pm	Tuesday 10am - noon	
Fortnightly	Weekly/Fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Weekly	Fortnightly	Weekly	
Karon Bood	Lynne Kitson / Vicky Moulding	Santush Chaunkria	Chaih Bogle	Sharon Hall	Sue Russon	Julie Round	Jas Patel	Jo Birtles	

Daily 0900 SEB: Support Officer, Angela Palmer. Directors and their Support Officers can circulate papers in advance to 0900 members using '0900 SEB' in the email subject header.

Officer Governance: Leadership Teams should have a minimum of one meeting per fortnight. Cross Working/Joint Leadership Team meetings may need to take place within the above meeting cycle to deal with issues that are cross directorate: Directors to identify and arrange these as and when applicable. Terms of reference have been developed for the officer meetings above.

*** Commercial Services:** The temporary arrangements for this area of work will see the service split between two areas. This will be the Deputy Managing Director's Leadership Team chaired by Mark Taylor, fortnightly on Mondays between 11.30am - 12.30pm and covers CBiP, ICT and Customer Services. The Support Officer is Lynne Kitson. The remaining areas - Facilities, Projects and Works, Assets, Procurement and Commercial - will be covered by the weekly Commercial Services Leadership Team meetings chaired by Strategic Director of Place Ged Lucas. The meeting takes place on Thursday between 9.30am - 10.30am and the Support Officer is Vicky Moulding.

Chair



Vice Chair

Day

Support Officer

City of Wolverhampton Council

Officer Governance

STRATEGIC EXECUTIVE BOARD (SEB)								
Chair:	Vice Chair:	Membership:					Day:	Support Officer:
Tim Johnson Managing Director	Mark Taylor Deputy Managing Director	All Leadership Team Chairs Director of Finance Director of Pensions (when applicable) Director of Governance Director of Communications and External Relations Head of Human Resources Head of Business Change Head of Strategy					Tuesday 1pm - 4pm Fortnightly	Jaswinder Kaur
Corporate Leadership Team	Commercial Services Leadership Team*	Regeneration Leadership Team	Housing Leadership Team	City Environment Leadership Team	Children's Services Leadership Team	Education and Skills Leadership Team	Adult Services Leadership Team	Public Health Leadership Team
	 							
Tim Johnson Managing Director	Mark Taylor Deputy Managing Director Ged Lucas Strategic Director of Place	Richard Lawrence Director of Regeneration	Kate Martin Director of City Housing	Ross Cook Director of City Environment	Emma Bennett Director of Children's Services	Meredith Teasdale Director of Education	David Watts Director of Adult Services	John Denley Director of Public Health
Mark Taylor Deputy Managing Director	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Head of Service (On rotation)	Consultant in Public Health (On rotation)
Tuesday 1pm - 4pm	Various	Tuesday 10am - noon	Tuesday 2.30pm - 4pm	Tuesday 1pm - 3pm	Thursday 2pm - 5pm	Monday 10am - noon	Tuesday 9.30am - 12.30pm	Tuesday 10am - noon
Fortnightly	Weekly/Fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Weekly	Fortnightly	Weekly
Karon Bood	Lynne / Vicky Kitson / Moulding	Santush Chaunkria	Chaih Bogle	Sharon Hall	Sue Russon	Julie Round	Jas Patel	Jo Birtles
<ul style="list-style-type: none"> Director of Finance Director of Governance Director of Communications and External Relations Head of Human Resources Head of Business Change Head of Strategy 	<ul style="list-style-type: none"> Programme Director (CBIP) Mobilisation Director (CBIP) Commercial Business Partner Head of Procurement Head of Assets Head of Projects and Works Head of ICT Head of Customer Services Head of Facilities 	<ul style="list-style-type: none"> Head of City Development Head of Enterprise Head of Local Economy Head of City Planning Finance Manager (by invitation) 	<ul style="list-style-type: none"> Head of Service (vacant) Service Manager, Development Service Manager, Private Sector Housing Service Lead - Housing Strategy Homelessness Strategy and External Relationships Manager Finance Business Partner (by invitation) HR Business Partner (by invitation) 	<ul style="list-style-type: none"> Head of City Transport Head of Business Services Head of Environmental Services Waste Services Lead Finance Manager (by invitation) HR Business Partner (by invitation) Communications Officer (by invitation) 	<ul style="list-style-type: none"> Head of Service for People Head of Safeguarding Head of Strengthening Families Head of Children and Young People in Care Head of Specialist Support Head of Inclusion Support Principal Social Worker Lead Commissioner, Specialist and Targeted HR Business Partner (by invitation) 	<ul style="list-style-type: none"> Head of School Improvement Head of School Organisation Head of SEND Head of Skills Head of Adult Education Health Business Partner Business Support Manager Finance Manager (by invitation) HR Business Partner (by invitation) 	<ul style="list-style-type: none"> Service Director of City Health Head of Service for People Head of Adult Services & Health Partnerships Head of Adult Services and Communities Head of Mental Health Head of Adult Provision Head of Community Financial Support Principal Social Worker Lead Commissioner, Personalised Support Safeguarding Manager (by invitation) Insight and Performance (by invitation) HR Business Partner (by invitation) 	<ul style="list-style-type: none"> Service Director of City Health Consultant in Public Health (4) Head of Community Safety Health Business Partner (Education) Lead Commissioner, Public Health Public Health Principal (6) HR Business Partner (by invitation) Finance Manager (by invitation)

Chair
Page 17
Vice Chair
Day
Support Officer
Membership

Daily 0900 SEB: Support Officer, Angela Palmer. Directors and their Support Officers can circulate papers in advance to 0900 members using '0900 SEB' in the email subject header.

Officer Governance: Leadership Teams should have a minimum of one meeting per fortnight. Cross Working/Joint Leadership Team meetings may need to take place within the above meeting cycle to deal with issues that are cross directorate: Directors to identify and arrange these as and when applicable. Terms of reference have been developed for the officer meetings above.

*** Commercial Services:** The temporary arrangements for this area of work will see the service split between two areas. This will be the Deputy Managing Director's Leadership Team chaired by Mark Taylor, fortnightly on Mondays between 11.30am - 12.30pm and covers CBiP, ICT and Customer Services. The Support Officer is Lynne Kitson. The remaining areas - Facilities, Projects and Works, Assets, Procurement and Commercial - will be covered by the weekly Commercial Services Leadership Team meetings chaired by Strategic Director of Place Ged Lucas. The meeting takes place on Thursday between 9.30am - 10.30am and the Support Officer is Vicky Moulding.

Overview and Work Programme (to be shared with SEB)

Name:	Mark Taylor	Title:	Deputy Managing Director/Strategic Director People
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Strategic Lead/SRO Roles:	<ol style="list-style-type: none"> 1. Delivering Independent Travel Programme SRO 2. Wolverhampton Together Programme (formerly Community Offer/Stronger Communities) SRO 3. Third Sector Officer Champion (subject to agreement) 4. Resettlement Programme Strategic Lead 5. Equal Pay SRO 6. CBIP Programme SRO
Membership of/ Council Representation/ Governance Roles	<p>Internal:</p> <ol style="list-style-type: none"> 1. Strategic Executive Board (SEB) 2. Corporate Leadership Team 3. Chair of Health, Safety and Wellbeing Board 4. Deputise for the Managing Director as required 5. Elections Board
	<p>External/Partnership: (prioritised order):</p> <ol style="list-style-type: none"> 1. Chair of Governors at St Patrick’s Roman Catholic Primary School 2. Chair of WV Living 3. Chair of City of Wolverhampton College Project Group (time limited) 4. Chair of Corporate Parenting Partnership Board 5. Chair of Safer Wolverhampton Partnership (SWP) 6. Partnership/Boards Joint Working Meeting (Chair) 7. City of Wolverhampton College Board (to be confirmed) 8. Deputise for the Managing Director as required

Appendix 3

Key Priorities (prioritised)				
Key priority Personal (what the Director will do/deliver)	Why is this a priority?	Timescales	Monitoring/Assurance mechanism (i.e. Verto, Action Portal)	Corporate Plan Priority
A1. Ensure relevant and timely stakeholder management takes place (to include Leader, Cabinet Members, Councillors and the wider organisation)	As an organisation we face our most challenging time ever, all members of SEB must therefore ensure that they are on top of all priorities, challenges and issues. It is equally important to keep all internal stakeholders apprised of progress, challenges and issues in a very timely manner	Ongoing	All methods and means of monitoring and communication	All
A2. Create the time and space to lead, think and be strategic	As an organisation we face the most challenging time ever, SEB must find the time and space to respond and rise to the challenge	Ongoing		
A3. Review of the Capital Programme	Future Money Contribution to budget challenge	End November 2018	Action Portal	Future Money

Appendix 3

Key Priorities (prioritised)				
Key priority Personal (what the Director will do/deliver)	Why is this a priority?	Timescales	Monitoring/Assurance mechanism (i.e. Verto, Action Portal)	Corporate Plan Priority
A4. Review of the Corporate Centre	Significant contribution to budget challenge	End December 2018	Action Portal	Future Money
A5. Review of all Front-Line Services	Significant contribution to budget challenge	End December 2018	Action Portal	Future Money

Appendix 3

Key Priorities (prioritised)				
Key priority Portfolio (what the Director will lead/play a key role in and others will deliver)	Why is this a priority?	Timescales	Monitoring/Assurance mechanism (i.e. Verto, Action Portal)	Corporate Plan Priority
B1. Elections	Major reputational risk, with uncertain timing	Potentially next six weeks	Existing Elections Governance and 1-2-1s with MD	Stronger Organisation
B2. Support the work to transition to the new working/leadership arrangements (primarily with the Head of Business Management and the Director of Strategy and Change)	To facilitate a smooth and speedy transition to the new arrangements so that everyone can focus on their own agreed priorities	End November 2018	1-2-1s with MD	Stronger Communities
B3. Maintain Regional and Sub-Regional Awareness	To ensure we retain a consistent and proactive approach to regional work when covering for the Managing Director	Ongoing	1-2-1s with MD	All
B4. Improve the Council's reputation and relationship with the Third Sector	The Third Sector are key partners and part of the solution to meet the challenging times ahead for our City	Ongoing, with a conscious and deliberate increase in activity over the coming months to build bridges	Verto and 1-2-1s with MD	Stronger Communities
B5. Drive forward the Stronger Communities Priority and gain some genuine pace and momentum	Key element of our promoting independence agenda, with an anticipated significant contribution to the budget challenge, albeit over the medium/long term	Ongoing approach needs to be embedded across the entire Council, programme of activity to be captured/developed by the end of January 2019	Verto	Stronger Communities and Future Money

Appendix 3

B6. Continue to drive forward the Delivering Independent Travel Programme	Key element of our promoting independence agenda, with an anticipated significant contribution to the budget challenge	Programme deadline of September 2020, with key benefits/milestones throughout the period of the programme	Verto	Stronger Communities and Future Money
B7. Secure Dementia Friendly Council Status	Continued demonstration of our commitment to promoting independence and supporting the most vulnerable in our City	March 2019	Verto? and 1-2-1s with MD	Stronger Communities
B8. Maintain the focus and increase the profile of Corporate Parenting within the Council and Partner Organisations	The Children and Young People in our care deserve nothing less to help them to achieve a good life	Ongoing, with a conscious and deliberate increase in activity over the coming months	Existing Corporate Parenting Governance and 1-2-1s with MD	People Live Longer, Healthier Lives
B9. Continue to work with SWP partners to improve safety in the City	A safe city continues to be a priority, especially during the current period of increased violent crime and violence	Ongoing, with an urgency to tackle the recent increase in violent crime and violence	Existing SWP Governance and 1-2-1s with MD	Keeping the City Safe
B10. Continue to improve working arrangements across Partnership/Boards Joint Working Meeting	To ensure we get the best out of our partnerships and take advantage of all opportunities to work smarter and the increase/improve impact	Ongoing, with a conscious and deliberate increase in activity over the coming months	1-2-1s with MD	All
B.11 Continue to drive forward WV Living	Local housing need, employment and skills, budget benefits	Ongoing	Existing WV Living Governance and 1-2-1s with MD	Future Money

Page 177

Appendix 3

<p>B12.Maintain the focus and increase the profile of Health, Safety and Wellbeing across the Council</p>	<p>Supporting our employees to be healthy, safe and improve their wellbeing is mutually beneficial and will help us all deal with the challenging time ahead and to maintain quality services for our customers</p>	<p>Ongoing, with a conscious and deliberate increase in activity over the coming months</p>	<p>Existing Health, Safety and Wellbeing Governance and 1-2-1s with MD</p>	<p>Future People</p>
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Appendix 3

Key Priorities (prioritised)				
Key priority Portfolio (what the Director will lead/play a key role in and others will deliver)	Why is this a priority?	Timescales	Monitoring/Assurance mechanism (i.e. Verto, Action Portal)	Corporate Plan Priority
B13. Deliver the agreed work programme of the City of Wolverhampton College Project Group	To facilitate a smooth transition to the new governance and working relationships [college] to provide the best education for children and young people	End October 2018	Existing City of Wolverhampton College Project Group Governance and 1-2-1s with MD	Challenging and Supporting Schools
B14. Lead a smooth transition to academisation of St Patrick's Roman Catholic Primary School	Standards at the school have fallen so a new Board of Governors has been put in place with the support/insistence of our School Improvement Service. Recent Ofsted Inspection outcome has expedited the plans to academise	End August 2019	1-2-1s with MD	Challenging and supporting schools to provide the best education for children and young people
B15. Join/actively participate in the City of Wolverhampton College Board	To facilitate a smooth transition to the new governance and working relationships [college] to provide the best education for children and young people	March 2019	Existing City of Wolverhampton College Governance and 1-2-1s with MD	Challenging and Supporting Schools
B16. Sharing Services – Strategic Partner	Medium term contribution to budget challenge	September 2019 (with some potential quick wins sooner)	1-2-1s with MD and Verto at the appropriate time	Stronger Organisation

Appendix 3

B17. Strategic Commissioning	Oversee the delivery of Strategic Commissioning savings and contractual efficiencies of £342,000 (2018-2019) and £50,000 (2019-2020).			Future Money
B18. Delivery of Customer Services Improvement Programme	£850k revenue savings	April 2019		Stronger Organisation Future Money
B19. Oversee CBIP Programme				Stronger Organisation Future Money
B20. Oversee ICT Transformation				Stronger Organisation Future Money
B21. Develop a new Council Plan for period 2019-24, including significant consultation and engagement using innovative approaches, including world café's, community conversations and Citizen Labs.	This document will set out the council's role, purpose, priorities and delivery commitments. It will focus on how to break the city's cycle of deprivation, the council's role in that and how we will deliver with decreasing resources. All service plans and employee plans will fall out from this document. It will also align to the MTFS.	Cabinet March 2019 Council April 2019 Effective from April 2019	Verto	All Council Plan wide

Appendix 3

<p>B22. C3 Our Assets:</p> <ul style="list-style-type: none"> • City-based asset management focussed on service and demand reduction • City fleet review (wider than DIT scope) (SRO Ross Cook) providing support scoping and city partner relationships 	<p>Deliver public service efficiency savings through greater service integration and new delivery models which support service demand management.</p> <p>Deliver greater savings in running and maintenance costs of public service buildings.</p> <p>Raise capital receipts to support the delivery of the City of Wolverhampton Council's target of £30 million.</p>	<p>December 2019</p>	<p>Verto</p>	<p>Future Money</p>
<p>B23. Shaping a new community relationship</p>				<p>Stronger Communities People Live Longer, Healthier Lives,</p>

Page 181

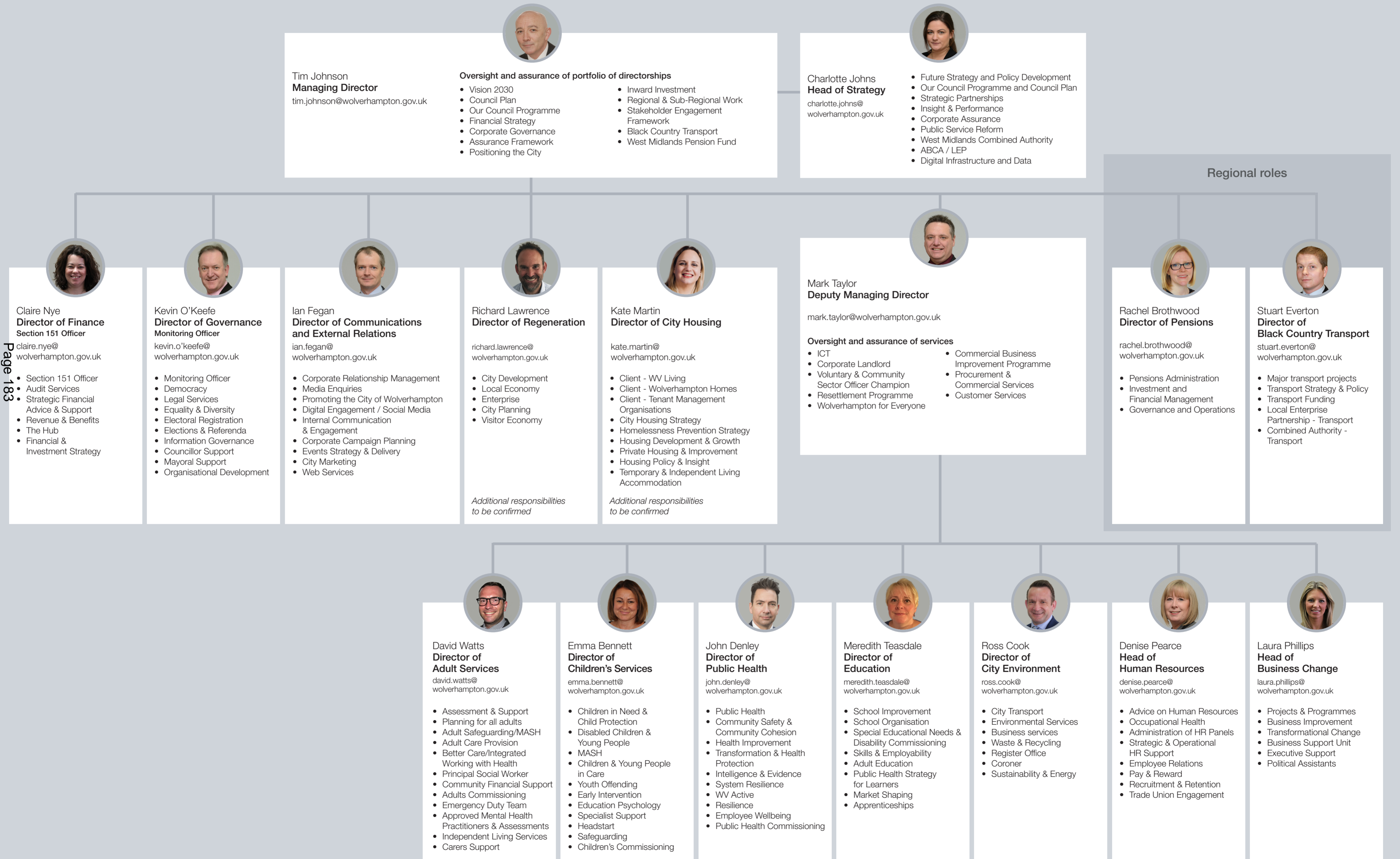
Key Partners/Stakeholders: (locally, regionally and nationally)

Name	Organisation	Rationale for relationship
1. Andy Beard, Chief Superintendent	West Midlands Police	Key SWP Partner
2. Ian Darch, Chief Executive	Wolverhampton Voluntary Sector Council	Key Third Sector Partner
3. Other Third Sector Partners TBC	Other Third Sector Partners TBC	Work in progress
4. Mike Sharon, Director of Strategic Planning & Performance	Royal Wolverhampton NHS Trust	Key West Park Extra Care Partner

Appendix 3

Key Partners/Stakeholders: (locally, regionally and nationally)

Name	Organisation	Rationale for relationship
5. Steven Marshall, Director of Strategy & Transformation	Wolverhampton City CCG	Key West Park Extra Care Partner
6. Mal Cowgill, Principal and Chief Executive	City of Wolverhampton College	Key Member of the City of Wolverhampton College Project Group



Page 183

Tim Johnson
Managing Director
tim.johnson@wolverhampton.gov.uk

Oversight and assurance of portfolio of directorships

- Vision 2030
- Council Plan
- Our Council Programme
- Financial Strategy
- Corporate Governance
- Assurance Framework
- Positioning the City
- Inward Investment
- Regional & Sub-Regional Work
- Stakeholder Engagement Framework
- Black Country Transport
- West Midlands Pension Fund

Charlotte Johns
Head of Strategy
charlotte.johns@wolverhampton.gov.uk

- Future Strategy and Policy Development
- Our Council Programme and Council Plan
- Strategic Partnerships
- Insight & Performance
- Corporate Assurance
- Public Service Reform
- West Midlands Combined Authority
- ABCA / LEP
- Digital Infrastructure and Data

Claire Nye
Director of Finance
Section 151 Officer
claire.nye@wolverhampton.gov.uk

- Section 151 Officer
- Audit Services
- Strategic Financial Advice & Support
- Revenue & Benefits
- The Hub
- Financial & Investment Strategy

Kevin O'Keefe
Director of Governance
Monitoring Officer
kevin.o'keefe@wolverhampton.gov.uk

- Monitoring Officer
- Democracy
- Legal Services
- Equality & Diversity
- Electoral Registration
- Elections & Referenda
- Information Governance
- Councillor Support
- Mayoral Support
- Organisational Development

Ian Fegan
Director of Communications and External Relations
ian.fegan@wolverhampton.gov.uk

- Corporate Relationship Management
- Media Enquiries
- Promoting the City of Wolverhampton
- Digital Engagement / Social Media
- Internal Communication & Engagement
- Corporate Campaign Planning
- Events Strategy & Delivery
- City Marketing
- Web Services

Richard Lawrence
Director of Regeneration
richard.lawrence@wolverhampton.gov.uk

- City Development
- Local Economy
- Enterprise
- City Planning
- Visitor Economy

Additional responsibilities to be confirmed

Kate Martin
Director of City Housing
kate.martin@wolverhampton.gov.uk

- Client - WV Living
- Client - Wolverhampton Homes
- Client - Tenant Management Organisations
- City Housing Strategy
- Homelessness Prevention Strategy
- Housing Development & Growth
- Private Housing & Improvement
- Housing Policy & Insight
- Temporary & Independent Living Accommodation

Additional responsibilities to be confirmed

Mark Taylor
Deputy Managing Director
mark.taylor@wolverhampton.gov.uk

Oversight and assurance of services

- ICT
- Corporate Landlord
- Voluntary & Community Sector Officer Champion
- Resettlement Programme
- Wolverhampton for Everyone
- Commercial Business Improvement Programme
- Procurement & Commercial Services
- Customer Services

Regional roles

Rachel Brothwood
Director of Pensions
rachel.brothwood@wolverhampton.gov.uk

- Pensions Administration
- Investment and Financial Management
- Governance and Operations

Stuart Everton
Director of Black Country Transport
stuart.everson@wolverhampton.gov.uk

- Major transport projects
- Transport Strategy & Policy
- Transport Funding
- Local Enterprise Partnership - Transport
- Combined Authority - Transport

David Watts
Director of Adult Services
david.watts@wolverhampton.gov.uk

- Assessment & Support
- Planning for all adults
- Adult Safeguarding/MASH
- Adult Care Provision
- Better Care/Integrated Working with Health
- Principal Social Worker
- Community Financial Support
- Adults Commissioning
- Emergency Duty Team
- Approved Mental Health Practitioners & Assessments
- Independent Living Services
- Carers Support

Emma Bennett
Director of Children's Services
emma.bennett@wolverhampton.gov.uk

- Children in Need & Child Protection
- Disabled Children & Young People
- MASH
- Children & Young People in Care
- Youth Offending
- Early Intervention
- Education Psychology
- Specialist Support
- Headstart
- Safeguarding
- Children's Commissioning

John Denley
Director of Public Health
john.denley@wolverhampton.gov.uk

- Public Health
- Community Safety & Community Cohesion
- Health Improvement
- Transformation & Health Protection
- Intelligence & Evidence
- System Resilience
- WV Active
- Resilience
- Employee Wellbeing
- Public Health Commissioning

Meredith Teasdale
Director of Education
meredith.teasdale@wolverhampton.gov.uk

- School Improvement
- School Organisation
- Special Educational Needs & Disability Commissioning
- Skills & Employability
- Adult Education
- Public Health Strategy for Learners
- Market Shaping
- Apprenticeships

Ross Cook
Director of City Environment
ross.cook@wolverhampton.gov.uk

- City Transport
- Environmental Services
- Business services
- Waste & Recycling
- Register Office
- Coroner
- Sustainability & Energy

Denise Pearce
Head of Human Resources
denise.pearce@wolverhampton.gov.uk

- Advice on Human Resources
- Occupational Health
- Administration of HR Panels
- Strategic & Operational HR Support
- Employee Relations
- Pay & Reward
- Recruitment & Retention
- Trade Union Engagement

Laura Phillips
Head of Business Change
laura.phillips@wolverhampton.gov.uk

- Projects & Programmes
- Business Improvement
- Transformational Change
- Business Support Unit
- Executive Support
- Political Assistants

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Senior Pay Policy Statement 2019-2020	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable director	Tim Johnson, Managing Director	
Originating service	Human Resources	
Accountable employee	Denise Pearce	Head of Human Resources
	Tel	01902 554515
	Email	denise.pearce@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	26 February 2019
	Council	3 April 2019

Recommendations for decision:

The Cabinet recommends that Council:

1. Approves the Senior Pay Policy Statement for 2019 - 2020.
2. Approves the publication of the Senior Pay Policy Statement in line with the requirements of the Localism Act 2011.

Recommendation for noting

The Cabinet recommends that Council notes:

1. The Service Director and Director grades become a single grade 13 recognising the parity of the roles and responsibilities of the postholders.
2. 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

payments to senior management, upon cessation of employment, in addition to redundancy payments where these amount to less than £100,000 in total.

3. The constitution will require some changes to comply with legislation and this Senior Pay Policy. These will be reported to a future Governance Committee.

1.0 Purpose

- 1.1 To refer to Council for approval the new Senior Pay Policy and the publication of the Senior Pay Policy
- 1.2 This report has been compiled to comply with the requirements of section 38 (1) of the Localism Act 2011.

2.0 Background

- 2.1 Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”.
- 2.2 Section 38 of The Localism Act 2011 requires that each council prepares an annual pay policy statement setting out the following:
 - a. The remuneration of its chief officers. In this context a ‘chief officer’ is defined as:
 - The head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
 - Its Monitoring Officer designated under section 5(1) of the act;
 - A statutory chief officer mentioned in section 2(6) of that Act;
 - A non-statutory chief officer mentioned in section 2(6) of that Act;
 - A deputy chief officer mentioned in section 2(8) of that Act.
 - b. The remuneration of its lowest-paid employees, and
 - c. The relationship between:
 - The remuneration of its chief officers, and
 - The remuneration of its employees who are not chief officers.
- 2.3 It should be noted that provisions of the Act do not apply to the staff based in local authority schools.
- 2.4 Additionally the Act requires that the pay policy statement must set out the Council’s policies relating to:
 - a. The level and elements of remuneration for each chief officer covered by the Act
 - b. The remuneration of chief officers on recruitment
 - c. Increases and additions to remuneration for each chief officer
 - d. The use of performance related pay for chief officers
 - e. The use of bonuses for chief officers
 - f. The publication of, and access to, information relating to remuneration of chief officers.

- 2.5 The Localism Act requires that a local authority publish the pay policy statement “in such manner as they see fit which must include publication on the authority’s website”. In addition, section 38 (4) requires authorities to set out in their pay policy statements their approach to the publication of and access to information relating to the remuneration of chief officers.
- 2.6 The requirements to publish a pay policy statement and details of senior pay have been underpinned by the mandatory requirements in the Local Government Transparency Code 2014. City of Wolverhampton Council will publish the relevant data sets under the transparency code on the Wolverhampton data share site following the approval of the Senior Pay Policy.
- 2.7 The Senior Pay Policy Statement for 2019 – 2020 (appendix 1), reflects the senior management structure as it will be amended in April 2019, subject to approval by Full Council on 3 April 2019 and Cabinet on 27 March 2019. It sets out the principles of remuneration which will be followed in 2019 - 2020.
- 2.8 The senior pay scale (appendix 2) sets out the grades that will be applied to senior managers in 2019 – 2020. It includes the nationally agreed pay awards and the proposed changes to the Senior Management structure. It should be noted that Service Director and Director grades become a single grade 13 recognising the parity of the roles and responsibilities of the postholders. The senior pay data (appendix 3) covers senior posts in line within the definitions in the guidance. Decisions on individual increments will not at this point have been taken, as these are subject to performance management criteria and will not take effect, if approved, until after 1 April 2019.
- 2.9 Data on all senior salaries in 2019 - 2020 will be published on the Wolverhampton data share site at <http://data.wolverhampton.gov.uk/View/employees/senior-salaries-wcc> and on the City Council’s web site, following approval.
- 2.10 Data required by the Local Government Transparency Code 2015, will also be available by 31 March 2019. This includes employees whose remuneration in the year 2018- 2019 was at least £50,000 in brackets of £5,000. This information is recorded by job title. For senior managers whose salaries are £150,000 or more a name must also be given. At City of Wolverhampton Council this would only apply to the Managing Director.

3.0 Evaluation of alternative options

- 3.1 The authority is required to prepare and publish a Pay Policy in accordance with the Localism Act 2011.

4.0 Reasons for decision

- 4.1 To ensure that the authority complies with the relevant legislation and best practice guidance.

5.0 Financial Implications

- 5.1 As outlined in section 7 of the Senior Pay Policy (Appendix 1) the costs of payments in recognition of election responsibilities are met from Central Government.
- 5.2 The financial implications of the Senior Pay Policy have been fully reflected in the Council's Medium-Term Financial Strategy that was presented to Cabinet on 20 February 2019 and Full Council on 6 March 2019.
[AS/12032019/I]

6.0 Legal Implications

- 6.1 The preparation and approval of a pay policy statement is a requirement of section 38 of the Localism Act 2011. The Act prescribes information to be included in the statement, its manner of publication and the requirement for the Council to act in accordance with its approved Policy Statement.
[JB/06032019/F]

7.0 Environmental Implications

- 7.1 There are no environmental implications arising from this report.

8.0 Equalities Implications

- 8.1 This report sets out the policies used to manage senior pay across the Council and the current relationship between the highest and the lowest salary levels. The report highlights that the Council has a pay ratio which is within the Hutton report recommended range. All posts are subject to Job Evaluation, as agreed by the Trade Unions in the signing of our collective agreement.

9.0 Human resources implications

- 9.1 There are no direct human resources implications arising from this report. Appointments into the senior pay structure are made in line with the Council's Constitution and relevant policies and procedures.

10.0 Corporate Landlord implications

- 10.1 There are no Corporate Landlord implications arising from this report.

11.0 Health and Wellbeing implications

- 11.1 There are no health and wellbeing implications arising from this report.

12.0 Appendices

Appendix 1 – Senior Pay Policy Statement

Appendix 2 – Senior Management Pay Scales

Appendix 3 - Pay Policy Data

Appendix 4 – Current roles above £100,000 per annum

Senior Pay Policy Statement 2019 - 2020

General Principles

This Policy Statement has been compiled to comply with the requirements of section 38 (1) of the Localism Act 2011, which requires local authorities to state their policy on the level and elements of remuneration for each Chief Officer (as defined by the Act).

1. Appointment and increments

- 1.1 The Appointment of Senior Managers is governed by the Employee Employment Procedure Rules detailed in The Constitution of the City of Wolverhampton Council. A Special Appointment Committee will be established to appoint the Head of Paid Service, Section 151 Officer, Monitoring Officer and roles graded 15 and above, on a politically balanced basis and will usually comprise the Leader and Deputy Leader of the Council, any appropriate Cabinet Member, the Cabinet Member with lead responsibility for Human Resources and their opposition counterparts or their substitutes. The recommendation of the Special Appointments Committee for these posts must be confirmed by Full Council.
- 1.2. To comply with the guidance from the Secretary of State, Full Council approval is required, to agree appointment packages including salary, bonus, fees allowances and benefits in kind, to posts exceeding a pay range of £100,000. For existing posts where the salary range exceeds £100,000 (Directors and above currently), the Council is reaffirming its approval to the current and any future appointment to these already established roles. These posts are detailed in appendix 4. Where the creation of a comparable post is required, this will need the approval of Full Council. A Special Appointments Committee will be established on a politically balanced basis and will usually comprise the appropriate Cabinet Member, Opposition counterpart, Lead Councillor and Opposition Lead Councillor of the appropriate Scrutiny Panel or their substitutes.
- 1.3 All other Senior Manager roles are subject to appropriate HR recruitment policy and process.
- 1.3 The salary scale upon appointment will usually be at the “minimum point of advantage” in certain circumstances in may be appropriate to appoint at a higher pay point within the grade. This must be agreed by the Managing Director in consultation with the Head of Human Resources.
- 1.4 Senior Management roles who meet the eligible criteria, received the appropriate increment, normally backdated to 1 April (see 4.2).
- 1.5 The Senior Management pays scales for 2019 – 2020 reflect the proposed restructure and the removal of Strategic and Service Directors (appendix 2).
- 1.6 The structure review proposes changes across all Directorates, moving away from a directorate led (Corporate, People & Place) organisation to one that continues to operate and respond in a dynamic, cross cutting and agile style regardless of the directorate. In

addition Service Director and Director grades become a single grade 13, recognising the parity of roles and responsibilities of the postholders.

2. Annual Pay Award

- 2.1. All annual pay awards are set in line with nationally negotiated rates. The last nationally agreed pay award was a two-year deal for 2% each year, for both Chief Executives and Chief Officers, for 2018 -2019. The 2% pay award will be applied to salaries on 1 April 2019. The Managing Director on Grade 15 receives the equivalent pay award percentage rate for a Chief Executive and other Senior Managers on grade12 to Grade 14 receive the equivalent pay award percentage rate for Chief Officers.
- 2.2 Employees Grade 11 and below receive the pay award agreed through collective bargaining with the National Employers and the relevant Trade Unions (NJC). NJC employees will receive the negotiated pay award on 1 April 2019.

3. Market forces supplements

- 3.1. City of Wolverhampton Council has a policy to offer market forces supplements in instances where the substantive grade of the post is insufficient to attract or retain post holders in skill shortage areas. Market forces supplements are awarded for a defined period and subject to regular review. Currently there are no senior managers receiving Market Force Supplements.

4. 'Earn Back,' bonus and performance related pay

- 4.1. Local authorities have been asked to consider Lord Hutton's recommendation (Final Report of the Independent Review into Fair Pay in the Public Sector, March 2011) that senior staff could have an element of their basic pay 'at risk' to be earned back each year through meeting pre-agreed objectives. City of Wolverhampton Council has not implemented this. It should be noted that had the City of Wolverhampton Council implemented Performance Related Pay, this would be in addition to any substantive salary.
- 4.2 None of the posts featured in this report are eligible for bonus or performance related pay. However, there is no automatic incremental progression within senior management grades. Movement within grade is dependent on performance and for those Senior Managers grade 12 and above. Director's progression is agreed by the Managing Director in consultation with the Leader of the Council and any incremental progression for the Managing Director is agreed by the Leader of the Council. Senior Managers who meet the performance criteria are expected to receive an increment in 2019 -2020.

5. Cessation of Employment

- 5.1. If made redundant, post holders covered by this policy will be compensated in the same way as other Council employees and within the confines of the Council's approved redundancy scheme. The extent of any payment will depend on the individual's age, length of service and whether the redundancy is voluntary or compulsory.

- 5.2 The Council retains provision to make additional payments, or payments for some reason other than redundancy. The authority for such payments has been delegated by Full Council to the Leader of the Council in consultation with the Head of Paid Service.
- 5.3 Section 40, a supplement to the original Localism 2011 Act, stated that we should have regard for any guidance issued or approved by the Secretary of State. Guidance issued recommends that Full Council should be given the opportunity to vote on salary packages and severance payment of £100,000 and over. Appointments processes are detailed in 1.1 of the Pay Policy and have been agreed by Full Council following the constitution review. Any severance packages in excess of £100,000, (not inclusive of pension capital costs), will be agreed by Full Council. This may need to be amended if the proposed Exit Capping regulations are introduced.
- 5.4 Exit Capping and 'claw back' will have an impact on redundancy/early retirement processes and re-engagement. Decisions and a date for roll out still needs to be made by the Government. The impact this will have on City of Wolverhampton Council will be subject to a separate report, when the full facts are available.
- 6. Re-engagement of senior employees in receipt of a local government pension**
- 6.1. City of Wolverhampton Council recognises that the re-employment of retired local government officers is likely to be perceived negatively and bring into question the use of retirement packages in the public sector. The Council's Voluntary Redundancy Scheme makes clear that employees, regardless of salary level, should not seek re-employment into council roles for 12 months after accepting early retirement/voluntary redundancy. Appointment of ex-employees as either agency staff or consultants is also prohibited if the arrangement could have been foreseen at the time of retirement. The Council is, however, not averse to appointing senior staff who have retired from other public sector employers. This is because City of Wolverhampton Council has no control over the decision-making of other employers and could potentially benefit from the skills and experience of the individual concerned.
- 7. Payments made in recognition of election responsibilities**
- 7.1 In accordance with the regulations, at times of General or Mayoral Elections the council appoints an Acting Returning Officer, by convention, the Head of Paid Service, whose fee for overseeing the election process, is paid by central government. The fee is set nationally. However, at times of a Local Election it forms part of the Head of Paid Services' contract of employment to be Returning Officer and no additional payment is made by Central Government for his role. Other Senior Managers may act as Returning Officer at times of a Local Election and will receive payment from Central Government.
- 8. Pension Contributions and other elements of remuneration**
- 8.1. Employer pension contributions have been included in the pay data included in this policy; this is in line with the definitions of remuneration in the Local Government Transparency Code 2014. The employer contribution rate for LGPS in 2018 - 2019 was 30.47% and for NHS pensions was 14.38%. However, the employer contribution rate for 2019 - 2020 is not yet confirmed.

9. Interim Senior Managers

- 9.1. The fixed term arrangement for the current Interim Strategic Director of Place will cease on the 31 March 2019. The current incumbent will remain for period of time undertaking project work. There are no immediate plans to appoint interims to the senior management structure however from time to time this may be a requirement in response to short term vacancies or skill shortages.

10. Pay comparison between the highest and the lowest paid

- 10.1 When publishing his interim report on fair pay in the public sector, Lord Hutton said:

“There is a strong case for public sector organisations having to comply with, or explain why they do not comply with, a maximum pay multiple, such as 20:1. This would demonstrate fairness by reassuring public opinion, address a problem of collective action across remuneration committees, and benefit organisations’ productivity “

“The public sector walks a fine line. It must create value for citizens by attracting and retaining talented individuals – otherwise it will become a second-class sector of the economy. But equally it has to be vigilant about ensuring value for money”

- 10.2. In setting the requirement that the policy statement includes a comparison between the highest and the lowest paid, the Act gives no definition of ‘lowest paid’ and specifies that authorities should set their own and explain why it has been chosen.
- 10.3. For the purposes of this policy statement, to comply with the Localism Act, the identification of the lowest paid role has been identified as a full-time job, performed all year round, with the exclusion of posts that include an on-going training requirement, such as an apprenticeship.
- 10.4. The lowest paid role that meets these criteria is that of a Cleaner, who is paid Grade 2, Local Pay Point 2 on the Wolverhampton local pay scale which was implemented as part of the Single Status collective agreement on 1 April 2013. On 1 April 2019 the nationally agreed pay award will be applied to the Wolverhampton pay scale and the annual salary for Grade 2 Local Pay Point 2 will be £18,065 per annum (full time equivalent).
- 10.5. There are 32 employees paid at Grade 1, but they do not fit the criteria of having employees in post full time and all year round, they are casual, ad hoc roles.
- 10.6 Research recently undertaken by Unison and reported in the Municipal Journal, found that the average pay differentials between highest and lowest paid employees in local

government is 10 times lower than the figures found across comparable private sector firms.

- 10.7 On average, council Chief Executives earn around 11 times more than their organisations lowest paid worker, comfortably below Lord Hutton's public sector threshold of 20: 1.
- 10.8 The average private sector ratio is 111: 1.
- 10.9 City of Wolverhampton Councils pay ratio of 8.61: 1 is less than the average Local Authority, which has a pay ration of 11: 1. It also falls below City of Wolverhampton Councils pledge to keep the pay ratio below 10: 1

Lord Hutton's recommended Pay Multiple	Average Private Sector Pay Multiple	Average Local Authority Pay Multiple	City of Wolverhampton Council's Pay Multiple	Difference between highest and lowest paid	Highest and Lowest paid roles
20: 1	111: 1	11: 1	8.61: 1	£155,550*	Managing Director
				£18,065**	Cleaner

*Annual salary effective from 1 April 2019 taking into account the nationally agreed pay award for Chief Executives.

**Annual salary effective from 1 April 2019 taking into account the national agreed NJC pay award for local government employees.

- 10.10 Research undertaken by Unison and reported in the Municipal Journal, found that the average pay differentials between highest and lowest paid employees in local government is 10 times lower than the figures found across comparable private sector firms.
- 10.11 In addition to reporting the above as part of the Localism Act, there is a requirement under the Transparency Code 2015, to report the pay multiple, defined in this case, as the ratio between the highest taxable earnings for a given year (2017/2018) and the median figure for the whole authority's workforce. The median figure should be calculated using all employees on a fixed date each year. The date of 1 April 2018 has been used, as employees would have had any pay award and increment due, by this date. The highest salary is the Managing Director on Grade 15 £153,449 and the lowest pay is an apprentice on £7,800. The median earning figure used as the denominator is £25,463, giving a pay ratio of 1: 6.0

11. Publication

- 11.1. The Pay Policy Statement 2019-2020 will be published on the City of Wolverhampton Council's website, alongside the data published under the Local Government Transparency code, at <http://www.wolverhampton.gov.uk/article/1889/Corporate>

- 11.2 As good practice the actual remuneration of Chief Officers (as defined by the Localism Act) for the 2018 – 2019 will be published on the City of Wolverhampton Council's website.

PROPOSED SENIOR MANAGEMENT PAY SCALES 2019

DESCRIPTION	CWC (Hay) Grade	LPP	01 April 2018	Pay Award	01 April 2019	Pay Award
LEAD PROFESSIONAL	GR12	62	£67,659	2%	£69,012	2%
	GR12	63	£70,113	2%	£71,515	2%
	GR12	64	£72,565	2%	£74,016	2%
	GR12	65	£75,020	2%	£76,520	2%
	GR12	66	£77,476	2%	£79,026	2%
DIRECTOR	GR13	67	£95,015	2%	£96,915	2%
	GR13	68	£100,295	2%	£102,300	2%
	GR13	69	£104,050	2%	£106,131	2%
	GR13	70	£107,537	2%	£109,687	2%
	GR13	71	£111,022	2%	£113,242	2%
	GR13	72	£114,455	2%	£116,744	2%
DEPUTY MANAGING DIRECTOR	GR14	73	£128,770	2%	£131,345	2%
	GR14	74	£131,995	2%	£134,635	2%
	GR14	75	£135,265	2%	£137,971	2%
	GR14	76	£137,156	2%	£139,899	2%
	GR14	77	£138,907	2%	£141,685	2%
MANAGING DIRECTOR	GR15	78	£150,000*	2%	£153,000	2%
	GR15	79	£152,500*	2%	£155,550	2%
	GR15	80	£155,000*	2%	£158,100	2%
	GR15	81	£157,500*	2%	£160,650	2%
	GR15	82	£160,000*	2%	£163,200	2%

*effective 01 July 2018

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Directorate	Position	Regulations Definition	Annual Actual Salary	Pay Ceiling	Employers Pension Contribution	Employers Rate %	Left Role
Corporate	Chief Accountant	Deputy Chief Officer	£61,008	£64,802	£18,589.14	30.47	
Corporate	Head of School Organisation	Deputy Chief Officer	£61,008	£64,802	£18,589.14	30.47	
Place	Head of Public Service Reform	Deputy Chief Officer	£61,008	£64,802	£18,589.14	30.47	
West Midland Pension Fund	Head of Governance & Corporate Services	Deputy Chief Officer	£61,008	£64,802	£18,589.14	30.47	
West Midland Pension Fund	Head of Operations	Deputy Chief Officer	£61,956	£64,802	£18,877.99	30.47	
People	Head of Adult Services	Deputy Chief Officer	£62,905	£64,802	£19,167.15	30.47	
People	Head of Adult Services	Deputy Chief Officer	£62,905	£64,802	£19,167.15	30.47	
Corporate	Head of Legal Services	Deputy Chief Officer	£63,854	£64,802	£19,456.31	30.47	
People	Head of Service	Deputy Chief Officer	£63,854	£64,802	£19,456.31	30.47	
Corporate	Head of Skills	Deputy Chief Officer	£64,802	£64,802	£19,745.17	30.47	
Corporate	Head of Adult Education	Deputy Chief Officer	£64,802	£64,802	£19,745.17	30.47	
West Midland Pension Fund	Head of Pensions	Deputy Chief Officer	£67,659	£77,476	£20,615.70	30.47	
People	Head of Looked after Children	Deputy Chief Officer	£67,659	£77,476	£20,615.70	30.47	
People	Head of Strengthening Families	Deputy Chief Officer	£67,659	£77,476	£20,615.70	30.47	
People	Head of Service, People	Deputy Chief Officer	£70,113	£77,476	£21,363.43	30.47	
People	Head of Service	Deputy Chief Officer	£70,113	£77,476	£21,363.43	30.47	
People	Head of Strategic Commissioning	Deputy Chief Officer	£75,020	£77,476	£22,858.59	30.47	
Corporate	Head of School Improvement	Deputy Chief Officer	£77,476	£77,476	£23,606.94	30.47	
Corporate	Head of Corporate Communications	Non Statutory Chief Officer	£77,476	£77,476	£23,606.94	30.47	
People	Director of City Health	Deputy Chief Officer	£86,914	£100,295	£26,482.70	30.47	
Place	Service Director City Environment	Deputy Chief Officer	£92,027	£100,295	£28,040.63	30.47	
Place	Black Country Transport Director	Non Statutory Chief Officer	£95,015	£100,295	£28,951.07	30.47	
West Midland Pension Fund	Investment - Revenue	Deputy Chief Officer	£100,295	£100,295	£30,559.89	30.47	
West Midland Pension Fund	Investment - Revenue	Deputy Chief Officer	£100,295	£100,295	£30,559.89	30.47	
Corporate	Director of Finance	Section 151 Officer	£104,050	£114,455	£31,704.04	30.47	
Place	Director of Regeneration	Deputy Chief Officer	£104,050	£114,455	£31,704.04	30.47	
People	Director for Adult Services	Statutory Chief Officer	£107,537	£114,455	£32,766.52	30.47	
People	Director for Children's Service	Statutory Chief Officer	£107,537	£114,455	£32,766.52	30.47	
People	Director for Public Health	Statutory Chief Officer	£107,537	£114,455	£32,766.52	30.47	
Corporate	Director of Governance	Monitoring Officer	£111,022	£114,455	£33,828.40	30.47	
West Midland Pension Fund	Director of Pensions	Non Statutory Chief Officer	£114,455	£114,455	£34,874.44	30.47	
Corporate	Director of Education	Statutory Chief Officer	£114,455	£114,455	£34,874.44	30.47	
People	Strategic Director	Non Statutory Chief Officer	£131,995	£138,907	£40,218.88	30.47	
Corporate	Managing Director	Head of Paid Service	£152,500	£160,000	£46,466.75	30.47	
People	Consultant in Public Health	Deputy Chief Officer	£56,924	£85,333	£8,185.64	14.38	
People	Consultant in Public Health	Deputy Chief Officer	£70,206	£85,333	£10,095.62	14.38	
People	Consultant In Public Health	Deputy Chief Officer	£70,206	£85,333	£10,095.62	14.38	
People	Consultant In Public Health	Deputy Chief Officer	£68,266	£85,333	£9,816.71	14.38	

Directorate	Position	Regulations Definition	Annual Actual Salary	Pay Ceiling	Employers Pension Contribution	Employers Rate %	Left Role
Place	Service Director	Non Statutory Chief Officer	£100,295	£100,295	£30,559.89	30.47	30/04/18
Corporate	Managing Director	Head of Paid Service	£153,449	£160,000	£46,755.91	30.47	30/06/18
People	Health Improvement Principal	Deputy Chief Officer	£51,861	£59,964	£7,457.58	14.38	07/04/18
Place	Director of Commercial Services	Deputy Chief Officer	£111,022	£114,455	£33,828.40	30.47	31/12/18
Place	Service Director Strategy and Change	Non Statutory Chief Officer	£92,027	£100,925	£28,040.63	30.47	25/01/19
Place	Strategic Director Place	Non Statutory Chief Officer	£136,183	£136,183	£41,494.96	30.47	18/07/18

Localism Act

- (2) In this Chapter "chief officer", in relation to a relevant authority, means each of the following—
- the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
 - its monitoring officer designated under section 5(1) of that Act;
 - a statutory chief officer mentioned in section 2(6) of that Act.
 - a non-statutory chief officer mentioned in section 2(7) of that Act;
 - a deputy chief officer mentioned in section 2(8) of that Act.

Local Gov't & Housing Act

- (7) In this section "non-statutory chief officer" means, subject to the following provisions of this section—
- a person for whom the head of the authority's paid service is directly responsible;
 - a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service; and
 - any person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.
- (8) In this section "deputy chief officer" means, subject to the following provisions of this section, a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.
- (9) A person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a non-statutory chief officer or a deputy chief officer for the purposes of this Part.

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Appendix 5

Post	New Grade
Director - Housing	13
Black Country Transport Director	13
Director - City Environment	13
Assistant Director - Pensions	13
Assistant Director - Investment & Finance	13
Director of Finance	13
Director of Adults Services	13
Director for Regeneration	13
Director for Children Services	13
Director of Education	13
Director - Public Health & Wellbeing	13
Director of Governance	13
Director of Communication & External Relations	13
Strategic Director of Pensions	14
Deputy Managing Director	14
Managing Director	15

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Employee Offer, Pay Model and Collective Agreement	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable director	Tim Johnson, Managing Director	
Originating service	Human Resources	
Accountable employee	Denise Pearce	Head of Human Resources
	Tel	01902 554515
	Email	denise.pearce@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	26 February 2019

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the proposed amendments to the NJC pay Model as detailed in the Collective Agreement March 2019.
2. Approve the amendments to terms and conditions as detailed in the Collective Agreement March 2019.
3. Approve the implementation of above with an effective date of 1 April 2019.

1.0 Purpose

- 1.1 To refer to Cabinet for approval the amendments to terms and conditions of employment and the implementation of a new NJC pay model.

2.0 Background

- 2.1 In April 2019 a new national NJC pay model will be introduced. The pay model in appendix 1 incorporates the nationally agreed pay award to the City of Wolverhampton pay model whilst maintaining the equality and the look and feel of the current pay model.
- 2.2 All NJC employees will receive the national agreed pay award of a minimum of 2%.
- 2.3 Those employees that have transferred to City of Wolverhampton under a TUPE arrangement that have differing terms and conditions will receive a 2% cost of living pay award on 1 April 2019.
- 2.4 Over the last eight years the Council has identified budget reductions in excess of £220 million due to Government cuts, rising cost pressures and increased need for services. When the 2018-2019 budget was approved by Full Council in March 2018, it was projected that further budget reductions and income generation proposals totalling £19.5 million for 2019-2020 were required.
- 2.5 Work has been ongoing to identify ways in which the Council can meet the budget challenge for 2019-2020. In October 2018, the Council had identified budget efficiencies and budget reduction proposals to reduce the deficit, leaving a gap in the region of £6 million to find for 2019-2020.
- 2.6 The estimated total payroll costs for the Council for 2019-2020 is in the region of £150 million. This includes the NJC pay award which must be implemented in April 2019. The Council is seeking to achieve savings of £2 million from amendments to the terms and conditions of employment in 2019-2020.

Mandatory unpaid leave

- 2.7 With effect from 1 April 2019 all employees within scope will be required to take three days leave without pay, or equivalent for part time workers.
- 2.8 This represents a pay deduction equivalent to 1.15% of gross salary, which will be deducted in 12 amounts each month.

Christmas Closure

- 2.9 It is proposed to introduce a Christmas closure, with the exception of “essential” and “emergency” services for all employees the period of unpaid mandatory leave will be fixed as the three days that fall between Christmas and new year.

Flexi-Leave and Flexible Working Hours

- 2.10 It is proposed that the Council engages with the trade unions regarding future changes non-contractual terms relating to flexi leave and flexible working hours arrangements.
- 2.11 Future changes to either flexi leave and/or flexible working hours will only be implemented following appropriate engagement and notice.

3.0 Trade Union Consultation

- 3.1 The proposals are subject to consultation with the recognised trade unions.
- 3.2 Formal consultation began with trade unions on 28 January 2019. Unison, Unite, GMB, NUE, Prospect and AEP have been consulted on these changes.
- 3.3 The Council's Strategic Executive Board (SEB) supported by Human Resources have held employee drop in sessions to explain proposals and answer queries.
- 3.4 A following microsite <http://www.employee-offer.com/> has been created to share information with employees which includes details of the new pay model, FAQ's, case studies, pay calculators and consultation documents.
- 3.5 Senior management and Human Resources have continued to meet throughout the consultation period which closes on 15 March 2019.
- 3.6 Unison and GMB have undertaken a member ballot regarding the proposals. The outcome of the ballots was 69% and 70%, for Unison and GMB respectively, in favour of the proposals. Other trade unions have acknowledged the proposals and raised no formal objections.

4.0 Evaluation of alternative options

- 4.1 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).
- 4.2 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

5.0 Reasons for decision

- 5.1 Changes ensure that the national NJC pay model is implemented and cost savings are achieved.

6.0 Financial Implications

- 6.1 The financial implications of the pay policy have been fully reflected in the Council's Medium Term Financial Strategy that was presented to Cabinet on 20 February 2019 and approved by Council on 6 March 2019.
- 6.2 The Medium Term Financial Strategy includes a Budget Reduction proposal of £1.5 million for the changes in terms and conditions.

[AS/12032019/Y]

7.0 Legal Implications

- 7.1 The national pay model is collectively agreed as part of the National Agreement on Pay and Conditions of Service for Local Government Services (the Green Book).
- 7.2 The proposed pay model for City of Wolverhampton NJC employees ensure that the nationally agreed pay award is implemented, and equalities are maintained within the pay model.
- 7.3 The proposed changes to terms and conditions are introduced through collective agreement made in accordance with s.178 of the Trade Unions & Labour Relations (Consolidation) Act 1992 between the Council and the trade unions recognised for the purposes of collective bargaining.

[JB/21022019/J]

8.0 Environmental Implications

- 8.1 There are no environmental implications arising from this report.

9.0 Equalities Implications

- 9.1 There are no equalities implications arising from this report. An Equality Impact Assessment has been undertaken on these proposals.

10.0 Human resources implications

- 10.1 This report has significant direct human resources implications as it proposes a number of changes to current leave provisions which are subject to consultation and appropriate notification.

11.0 Corporate Landlord implications

- 11.1 There are no Corporate Landlord implications arising from this report.

12.0 Health and Wellbeing implications

12.1 There are no health and wellbeing implications arising from this report.

13.0 Appendices

Appendix 1 – Pay Model

Appendix 2 – Collective Agreement 2019

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Existing				New (starting April 2019)				
Grade	Pay point	£ per year	£ per hour	Pay point	£ per year	£ per hour	Increase	Grade
				1	£17,364	£9.00	N/A	Grade 2
				2	£17,711	£9.18	N/A	
Grade 1	1	£16,863	£8.74	3	£18,065	£9.36	7.09%	
Grade 2	2	£17,007	£8.82				6.12%	
Grade 3	3	£17,173	£8.90	4	£18,426	£9.55	7.3%	Grade 3
	4	£17,391	£9.01				5.99%	
	5	£17,681	£9.16	5	£18,795	£9.74	6.33%	
	6	£17,972	£9.32				4.51%	
			6	£19,171	£9.94	N/A		
Grade 4	8	£18,672	£9.68	7	£19,554	£10.14	4.75%	Grade 4
	9	£18,870	£9.78				3.68%	
	10	£19,446	£10.08	8	£19,945	£10.34	2.58%	
	11	£19,819	£10.27	9	£20,344	£10.54	2.63%	
				10	£20,751	£10.76	N/A	
			11	£21,166	£10.97	3%		
Grade 5	15	£22,401	£11.61	12	£22,911	£11.88	2.33%	Grade 5
	16	£23,111	£11.98	13	£23,836	£12.35	3.09%	
	17	£23,866	£12.37	14	£24,799	£12.85	3.88%	
	18	£24,657	£12.78	15	£25,295	£13.11	2.58%	
	19	£25,463	£13.20	16	£26,317	£13.64	3.33%	
Grade 6	22	£28,221	£14.63	17	£28,785	£14.92	2%	Grade 6
	23	£29,055	£15.06	18	£29,636	£15.36	2%	
	24	£29,909	£15.50	19	£30,507	£15.81	2%	
	25	£30,756	£15.94	20	£31,371	£16.26	2%	
	26	£31,401	£16.28	21	£32,029	£16.60	2%	
	27	£32,233	£16.71	22	£32,878	£17.04	2%	
Grade 7	30	£35,229	£18.26	23	£35,934	£18.63	2%	Grade 7
	31	£36,153	£18.74	24	£36,876	£19.11	2%	
	32	£37,107	£19.23	25	£37,849	£19.62	2%	
	33	£38,052	£19.72	26	£38,813	£20.12	2%	
	34	£39,002	£20.22	27	£39,782	£20.62	2%	
	35	£39,961	£20.71	28	£40,760	£21.13	2%	
Grade 8	38	£42,806	£22.19	29	£43,662	£22.63	2%	Grade 8
	39	£43,757	£22.68	30	£44,632	£23.13	2%	
	40	£44,697	£23.17	31	£45,591	£23.63	2%	
	41	£45,651	£23.66	32	£46,564	£24.14	2%	
	42	£46,608	£24.16	33	£47,540	£24.64	2%	
Grade 9	45	£49,522	£25.67	34	£50,512	£26.18	2%	Grade 9
	46	£50,476	£26.16	35	£51,485	£26.69	2%	
	47	£51,442	£26.66	36	£52,470	£27.20	2%	
	48	£52,416	£27.17	37	£53,464	£27.71	2%	
Grade 10	51	£55,319	£28.67	38	£56,425	£29.25	2%	Grade 10
	52	£56,289	£29.18	39	£57,414	£29.76	2%	
	53	£57,234	£29.67	40	£58,379	£30.26	2%	
	54	£58,174	£30.15	41	£59,337	£30.76	2%	
Grade 11	57	£61,008	£31.62	42	£62,228	£32.25	2%	Grade 11
	58	£61,956	£32.11	43	£63,195	£32.76	2%	
	59	£62,905	£32.61	44	£64,164	£33.26	2%	
	60	£63,854	£33.10	45	£65,131	£33.76	2%	
	61	£64,802	£33.59	46	£66,098	£34.26	2%	

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City of Wolverhampton Council

Collective Agreement

March 2019

Amendments to the Terms and Conditions of employment

1. Introduction

1.1 This collective agreement is made in accordance with s.178 of the Trade Unions & Labour Relations (Consolidation) Act 1992 between City of Wolverhampton Council (the Council) and the following trade unions recognised for collective bargaining purposed on behalf of the Councils employees;

- Unison
- GMB
- Unite
- Prospect
- Association of Educational Psychologists
- National Education Union

2. Scope of the Agreement

2.1 This agreement is in two parts;

- **Part 1. Pay Model**
- **Part 2. Terms and Conditions**

2.2 Part 1. Pay Model

2.2.1 Part 1 of this agreement affects all employees of the Council appointed on City of Wolverhampton NJC terms and conditions of employment.

2.2.2 NJC employees that have transferred to the Council under a TUPE arrangement will receive the nationally agreed pay award and will be aligned to their current pay point on the national pay spine on 1 April 2019.

2.3 Part 2. Term and Conditions

- 2.3.1 Part 2 of this agreement affects all employees of the Council including those employed on Soulbury and Senior Management terms and conditions with the exception of;
- a) those employed on Adult Lecturers terms and conditions of employment
 - b) those employed by a maintained school.
 - c) those employed on Apprenticeship Level 2 pay grade would be exempt from the mandatory unpaid leave deduction to prevent their hourly rate reducing below the statutory minimum. They will be required to book annual leave during the Christmas closure period in the normal way.
 - d) those employed on term time contracts who are contractually unable to take any form of leave during term time.
- 2.3.2 The modifications to the terms and conditions contained within this agreement are incorporated into individual contracts of employment of all Council staff, subject to the exceptions in 2.3.1.
- 2.3.3 The Council will continue to observe the terms and conditions of service agreed by the National Joint Council (NJC) for Local Government Services, Joint National Councils (JNC) for Chief Executives and Chief Officers and Soulbury Committee for Soulbury Officers, with the exception of such modifications contained within this and previous local agreements and any further modifications that may be collectively agreed in the future.
- 2.4 This agreement is in accordance with the s.178 of the Trade Union & Labour Relations (Consolidation) Act 1992 and it is intended it be legally enforceable.

Terms of the Agreement

3. Context and Background

- 3.1 Over the last eight financial years the Council has identified budget reductions in excess of £220 million due to Government cuts, rising cost pressures and increased need for services. When the 2018-2019 budget was approved by Full Council in March 2018, it was projected that further budget reduction and income generation proposals totalling £19.5 million for 2019-2020 were required. This is in addition to the £28.3 million already agreed.
- 3.2 Work has been ongoing to identify ways in which the Council can meet the budget challenge for 2019-2020. In October 2018, the Council had identified budget efficiencies and budget reduction proposals to reduce the deficit, leaving a gap in the region of £6 million to find for 2019-2020.

- 3.3 Due to the uncertainty the Council currently faces, it is difficult to establish a medium-term financial strategy beyond 2019-2020, however work has been ongoing to project a medium-term position forecast. It is projected that the medium-term budget challenge could be in the region of £40-50 million over the next five years. This continues to represent the most significant financial challenge that the Council has faced. Service areas across the Council will continue to develop budget efficiencies, service transformation and income generation proposals in order to meet the budget challenge.
- 3.4 The estimated total payroll costs for the Council for 2019-2020 is in the region of £150 million. This includes the NJC pay award which must be implemented in April 2019. The council is seeking to achieve savings of £2 million from amendments to the terms and conditions of employment in 2019/20.

4. Summary of Proposals

4.1 Pay Model

- 4.1.1 The 2016-2018 pay deal included a commitment for the National Joint Council (NJC) to review the pay structure. From 1 April 2019 a new NJC pay model will be introduced. This will impact all employees employed on City of Wolverhampton Councils (CWCs), current Single Status, NJC terms and conditions and those employees who have transferred to CWC on NJC salary scales
- 4.1.2 The Council has considered a number of pay models, the impact to employees and the cost to the organisation.
- 4.1.3 The key features of the agreed Pay Model are;
- It maintains the “look and feel” of the current pay model
 - There are no spot points i.e. more than one incremental point in all grades
 - It is not discriminatory
 - No employees are negatively impacted, with all employees on NJC terms and conditions receiving their pay award (minimum 2%, but some employees receiving significantly more than 2%, i.e. employees paid on grade 2 to grade 5 getting between 2.33% and 9.4% pay increases.)
- 4.1.4 Those employees employed on City of Wolverhampton Council NJC terms and conditions will transfer to the revised pay model is set out below, on 1 April 2019
- 4.1.5 An equality Impact Assessment has been undertaken on the design and impact of the structure as part of the development.
- 4.1.6 NJC employees who have transferred to City of Wolverhampton Council under a TUPE arrangement will receive the nationally agreed pay award and their pay point will be aligned to the NJC national pay spine on 1 April 2019.

4.1.7 Those employees that have transferred to City of Wolverhampton Council under a TUPE arrangement who have differing terms and conditions (not NJC) will receive a 2 % cost of living pay award on 1 April 2019. This agreement does not constitute a precedent for future pay awards.

Existing				New (starting April 2019)							
Grade	Pay point	£ per year	£ per hour	Pay point	£ per year	£ per hour	Increase	Grade			
Grade 1	1	£16,863	£8.74	1	£17,364	£9.00	N/A	Grade 2			
				2	£17,711	£9.18	N/A				
				3	£18,065	£9.36	7.09%				
Grade 2	2	£17,007	£8.82	3	£18,065	£9.36	6.12%	Grade 3			
Grade 3	3	£17,173	£8.90				7.3%				
4	£17,391	£9.01	5.99%								
Grade 3	3	£17,173	£8.90	4	£18,426	£9.55	7.3%	Grade 3			
							4		£17,391	£9.01	5.99%
							5		£17,681	£9.16	6.33%
Grade 4	8	£18,672	£9.68	7	£19,554	£10.14	4.75%	Grade 4			
							9		£18,870	£9.78	3.68%
							10		£19,446	£10.08	2.58%
Grade 4	11	£19,819	£10.27	9	£20,344	£10.54	2.63%	Grade 4			
							10		£20,751	£10.76	N/A
							12		£20,541	£10.65	3%
Grade 5	15	£22,401	£11.61	12	£22,911	£11.88	2.33%	Grade 5			
							16		£23,111	£11.98	3.09%
							17		£23,866	£12.37	3.88%
Grade 5	18	£24,657	£12.78	15	£25,295	£13.11	2.58%	Grade 5			
							19		£25,463	£13.20	3.33%
							22		£28,221	£14.63	2%
Grade 6	23	£29,055	£15.06	18	£29,636	£15.36	2%	Grade 6			
							24		£29,909	£15.50	2%
							25		£30,756	£15.94	2%
Grade 6	26	£31,401	£16.28	21	£32,029	£16.60	2%	Grade 6			
							27		£32,233	£16.71	2%
							30		£35,229	£18.26	2%
Grade 7	31	£36,153	£18.74	23	£35,934	£18.63	2%	Grade 7			
							32		£37,107	£19.23	2%
							33		£38,052	£19.72	2%
Grade 7	34	£39,002	£20.22	24	£36,876	£19.11	2%	Grade 7			
							35		£39,961	£20.71	2%
							38		£42,806	£22.19	2%
Grade 8	39	£43,757	£22.68	25	£37,849	£19.62	2%	Grade 8			
							40		£44,697	£23.17	2%
							41		£45,651	£23.66	2%
Grade 8	42	£46,608	£24.16	26	£38,813	£20.12	2%	Grade 8			
							31		£45,591	£23.63	2%
							32		£46,564	£24.14	2%
Grade 9	45	£49,522	£25.67	27	£39,782	£20.62	2%	Grade 9			
							33		£47,540	£24.64	2%
							34		£50,512	£26.18	2%
Grade 9	46	£50,476	£26.16	28	£40,760	£21.13	2%	Grade 9			
							35		£51,485	£26.69	2%
							36		£52,470	£27.20	2%
Grade 10	48	£52,416	£27.17	29	£43,662	£22.63	2%	Grade 10			
							37		£53,464	£27.71	2%
							38		£56,425	£29.25	2%
Grade 10	51	£55,319	£28.67	30	£44,632	£23.13	2%	Grade 10			
							39		£57,414	£29.76	2%
							40		£58,379	£30.26	2%
Grade 11	53	£57,234	£29.67	31	£45,591	£23.63	2%	Grade 11			
							41		£59,337	£30.76	2%
							42		£62,228	£32.25	2%
Grade 11	57	£61,008	£31.62	32	£46,564	£24.14	2%	Grade 11			
							43		£63,195	£32.76	2%
							44		£64,164	£33.26	2%
Grade 11	58	£61,956	£32.11	33	£47,540	£24.64	2%	Grade 11			
							45		£65,131	£33.76	2%
							46		£66,098	£34.26	2%

Terms and Conditions

4.2. Mandatory Unpaid Leave.

4.2.1 With effect from 1 April 2019 all employees within scope will be required to take 3 days leave without pay, or pro rata equivalent for part time employees.

4.2.2 The salary deduction for mandatory unpaid leave salary will commence in April 2019. It is proposed that employees will have the mandatory leave added to their annual leave balance on 1 April 2019, the amount will be proportionate to the period between 1 April 2019 and the end of their personal leave year, pro rata for part time employees.

From the beginning employees next personal leave year, the full 3 days mandatory unpaid leave (pro rata for part time employees) will be added to annual leave balances.

4.2.3 This represents a pay deduction equivalent to 1.15% of gross salary, which will be deducted from salary in 12 equal amounts each month.

4.2.4 Should any employee commence or leave employment after 1 April 2019, appropriate adjustments and repayments where necessary will be made to equitably reflect the amount of leave taken in that leave year.

4.3. Christmas Closure.

4.3.1 With the exception of “essential” and “emergency” services for all employees the period of mandatory unpaid leave detailed in section 4.2 will be fixed as the 3 days that fall between the Christmas and New Year Bank Holidays. The specified days will be determined by the Council on an annual basis taking into account the timing of the respective bank holidays from year to year.

4.3.2 Employees who are required to provide “essential” or “emergency” services and work on the 3 days defined will be provided with compensatory leave which reflects the pay deduction and is to be taken in agreement with their line manager.

4.3.3 Employees engaged on term time contracts that are within scope of this agreement will be exempt subject to there being a contractual clause that prevents them from taking any form of leave during term time.

4.4 Flexi- Leave & Flexible Working Hours

4.4.1 The City of Wolverhampton Council commit to further engagement with the trade unions regarding changes to the non-contractual terms relating to flexi-leave and flexible working hours arrangements.

4.4.2 The implementation of any future changes to the current arrangements will only be introduced following appropriate engagement & notice.

Signatories to the Agreement

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Analysis of the Gender Pay Gap on 31 March 2018	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Tim Johnson, Managing Director	
Originating service	Human Resources	
Accountable employee	Baljit Basatia	HR Business Partner
	Tel	01902 555405
	Email	baljit.basatia@wolverhampton.gov.uk
Report to be/has been considered by	Equality Advisory Group	18 September 2018
	Corporate Leadership Team	19 February 2019
	Strategic Executive Board	12 March 2019

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the attached report on the City of Wolverhampton Council's Gender Pay Gap for 31 March 2018.

Recommendations for noting:

The Cabinet is recommended to:

1. Note that the median pay gap for 31 March 2018 is 0.00%.
2. Note 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.

1.0 Purpose

- 1.1 The purpose of the report is to highlight the Gender Pay Gap which exists within the Council prior to data being published on the government gender pay gap reporting site by 30 March 2019 as required by legislation.
- 1.2 To share the action plan which has been developed to help reduce the gender pay gap in the organisation.

2.0 Background

- 2.1 It is a statutory requirement for all employers with 250 or more employees to publish various figures to demonstrate how large the gender pay gap is between their male and female employees. The initial data was published by 30 March 2018 and there is a requirement thereafter to publish data on a yearly basis.
- 2.2 There are six calculations that we are required to report on, our data snapshot date is 31 March 2018;

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap*
- The median bonus gender pay gap*
- The proportion of males and females receiving a bonus payment*
- The proportion of males and females in each quartile band

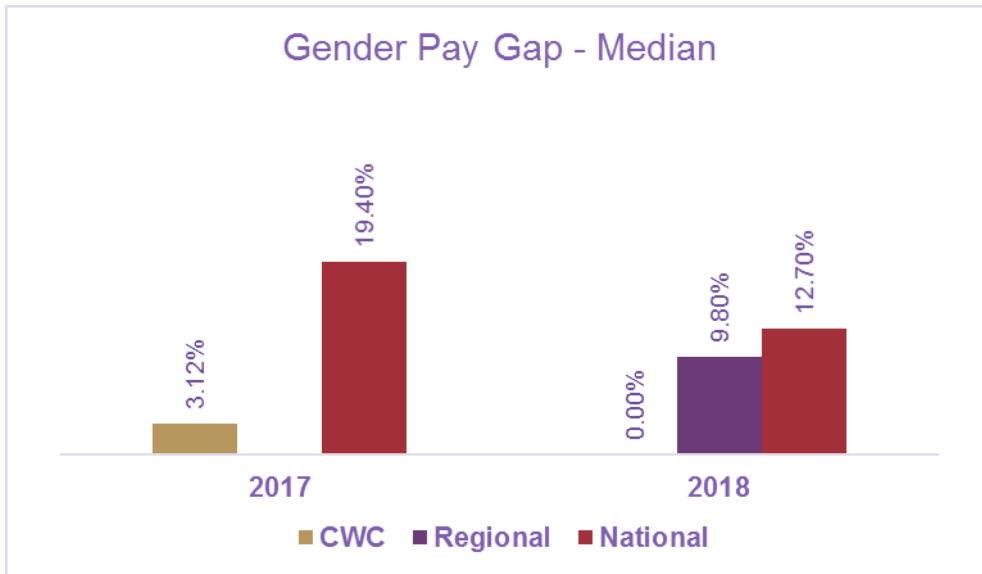
**This is not applicable to City of Wolverhampton as there is no bonus scheme in place.*

- 2.3 For the purposes of our analysis our data consists of all City of Wolverhampton Council employees excluding schools.

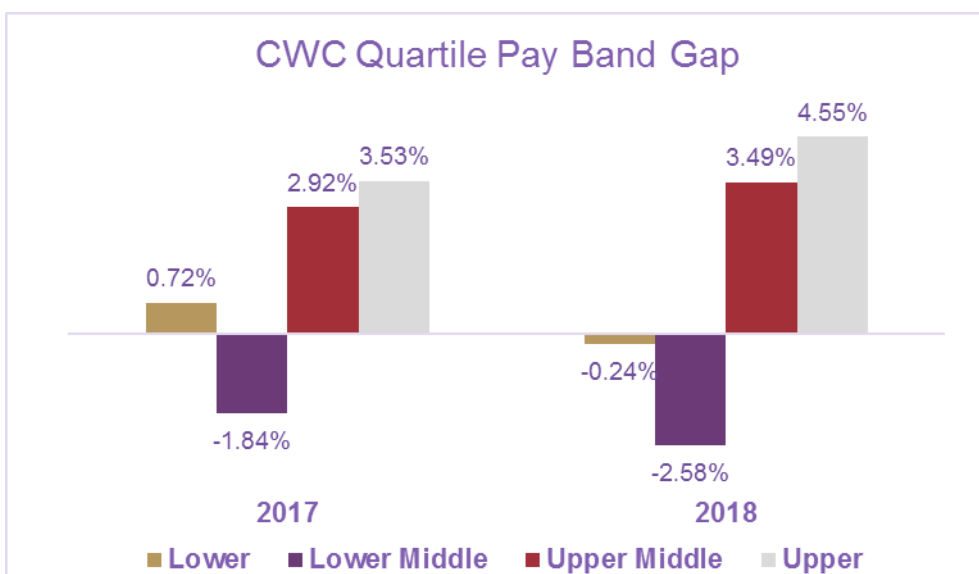
3.0 Progress

- 3.1 The gender pay gap for full-time employees in the public sector was 12.7% at April 2018 (Gender Pay Gap Report, Briefing Paper House of Commons Number 7068). The Office of National Statistics has reported that the gender pay gap for the West Midlands was 9.8% for full-time workers.
- 3.2 The graph below shows the change in the gender median pay gap from 2017 to 2018. Comparison data has been obtained from the Gender Pay Gap Report, House of Commons Number 7068 and the Office of the National Statistics.

The median value is used to highlight the gender pay gap as it avoids the issue of values at the lowest and highest salary points which can skew data. CWC had a mean gender pay gap of 0.00% on 31 March 2018.



- 3.3 CWC has a mean gender pay gap of 7.14% (2018) which has reduced from 7.76 in 2017.
- 3.4 The gender pay gap for the CWC is considerably lower than the public sector average and the West Midlands average. One rationale for this could be the use of the job allocation process ensuring all roles are fairly graded by a panel based on job requirements rather than an individual. This process is also adopted for any changes made to job descriptions.
- 3.5 Data for the quartile pay bands which are based on the calculated hourly pay rates (not actual hourly rates as per CWC pay scales) are divided into four quarters. The graph below compares the gender pay gap in 2017 and 2018.



- 3.6 On 31 March 2018 four fifths of employee in the lower quartile were women and there was a pay gap of -0.24% (this equates to 1p for a full-time average hourly rate of pay) with women being paid higher than men.
- 3.7 The lower middle quartile, equates to hourly rates in Grade 3 and Grade 5. In this quartile 69% of the employees are women and there is a pay gap of -2.58 and again women are paid slightly higher than male employees and the average full-time hourly rate of pay differs by 28p.
- 3.8 The upper middle quartile, roughly equates to grade 5 to grade 6, the band of hourly rates is narrow as the requirement is to look at the lowest and highest hourly rate of pay and split this into four equal quartiles. Almost 70% of employees in this quartile are females and there is a pay gap of 3.49 %: men are paid more than women and the average full-time hourly rate of pay differs by 51p.
- 3.9 The upper quartile ranges from grade 6 to grade 16, which is a substantial grade range, and almost 69% of the employees are women and there is a pay gap of 4.55% with men being paid more than women this equates to an average full-time hourly rate of pay which differs by £1.07.
- 3.10 The data identifies a small gender pay gap in the upper quartiles and the Council will need to act to reduce this gap, ensuring equity and that we remain an employer of choice.
- 3.11 The Council has already implemented the use of name blank (anonymised) application forms, provided Unconscious Bias training to 770 employees and requires all recruitment panels to be gender diverse.
- 3.12 Further analysis needs to be undertaken to understand why the pay gap in the upper middle and upper quartile have increase over a period of 12 months so that actions can be taken to reverse this change.
- 3.13 Comparative data for other Black Country local authorities is not yet available.

4.0 Evaluation of alternative options

- 4.1 There are no alternative options to consider as government has defined the requirements of the report.

5.0 Reasons for decision

- 5.1 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.

6.0 Financial implications

6.1 There are no direct financial implications associated with the recommendations with this report. It is worth noting, that failure to publish the data by the 30 March deadline will result in a fine of £20,000.

[AS/19032019/Z]

7.0 Legal implications

7.1 Legislation requires gender pay gap data to be published on a yearly basis. A narrative is not mandatory however it is key in providing analysis into the data and any varying differences.

[JB/19032019/J]

8.0 Equalities implications

8.1 There is a gender pay gap in the upper middle and upper quartiles 3.49% and 4.55% respectively. The gender pay gap in these quartiles has increase slightly from 2017 to 2.92% and 3.53% respectively.

8.2 In the lower quartile and lower middle quartile women are paid slightly more than men removing the gender pay gap that existed in 2017. It is encouraging to see our data reflect our flexible working ethos enabling women to return or even remain in work whilst they may have other commitments and pressures outside of work.

8.3 It is important to note that there is no evidence of inequality as such in our gender pay gap however societal factors may play a part in the difference.

9.0 Environmental implications

9.1 There are no environmental implications arising from this report.

10.0 Human resources implications

10.1 Human Resources will be required to ensure job allocation panels continue to effectively and consistently grade job descriptions.

10.2 Data from other West Midlands Local Authorities will be compared, once available following the reporting deadline of 31 March 2019, to help measure CWC's performance against others.

11.0 Corporate landlord implications

11.1 There are no Corporate landlord implications arising from this report.

12.0 Health and Wellbeing implications

12.1 There are no health and wellbeing implications arising from this report.

13.0 Appendices

Appendix 1 – Gender Pay Report



Appendix 1 Gender Pay Gap Report 2018



**Stronger
Economy**



**Stronger
Communities**



**Stronger
Organisation**

Introduction

Following the introduction of the statutory requirement in 2017, all employers with 250 or more employees are required to publish various figures to demonstrate how large their gender pay gap is between their male and female employees.

What gender pay gap reporting entails:

All public sector employers are required under the Equality Act 2010 (Specific Duties and Public Authorities) regulations 2017 to provide data on the following 6 calculations:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap*
- The median bonus gender pay gap*
- The proportion of males and females receiving a bonus payment*
- The proportion of males and females in each quartile band

**This is not applicable to City of Wolverhampton as there is no bonus scheme in place.*

For the purposes of our analysis our data consists of all City of Wolverhampton Council employees but excludes employees from maintained schools. Our data is correct as of the snapshot date of 31 March 2018.

Gender pay gap versus Equal pay- What is the difference?

It is important to note that whilst both gender pay and equal pay deal with the disparity of pay women receive in the workplace the two are different;

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010. It is unlawful to pay employees unequally based on their gender.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.



Gender Pay Gap Figures analysis

Comparing our data from 2017 we can evidence a reduction in our gender pay gap data.

For the City of Wolverhampton Council the gender pay gap for 2018 is as follows;

Mean Gender Pay Gap
7.14%

Median Gender Pay Gap
0.00%

Mean gender pay gap

To clarify the analysis required, the mean gender pay gap is a comparison of the average pay for a female and the average pay for a male.

The City of Wolverhampton Council's mean pay gap shows us that men are paid 7.14% higher than women. This is a reduction from our 2017 figures which was 7.76% The national public sector average in 2017 was 17.7% which we remain considerably below.

Median gender pay gap

To calculate the median gender pay gap, there needs to be a comparison of the 'middle' hourly rate for a female and male if all pay amounts were sorted from the lowest pay point to the highest.

The City of Wolverhampton Council's median pay gap is 0% which is a reduction from our 2017 gender pay gap figures of 3.12%. The national public sector average in 2017 was 19.4%.

Bonus payments

As mentioned previously, the City of Wolverhampton Council does not have a bonus scheme nor performance related pay and therefore there is no data to report on the following;

- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males and females receiving a bonus payment

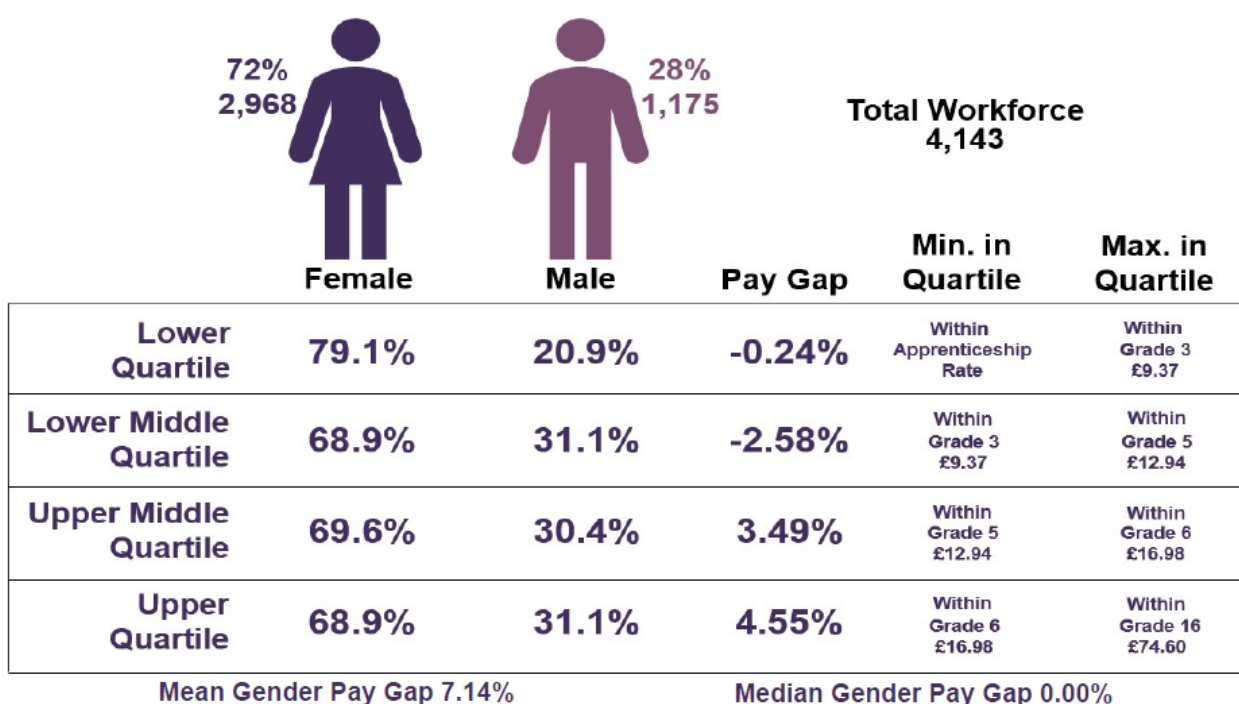


Quartile Pay Bands

It is important to understand that where there is a negative figure in the data below this will indicate that women are paid more than men for that analysis. A positive figure indicates that men are paid more than women

City of Wolverhampton Council is required to report on the proportion of men and women in each quartile in our pay structure. The quartiles are lower, lower middle, upper middle and upper quartile pay bands.

The quartile data below shows the workforce divided into four equal sized groups based on calculated hourly pay rates, whereby each quartile is made up of 25% of the workforce. The lowest paid 25% of employees are the lower quartile and the highest paid 25% are the upper quartile.



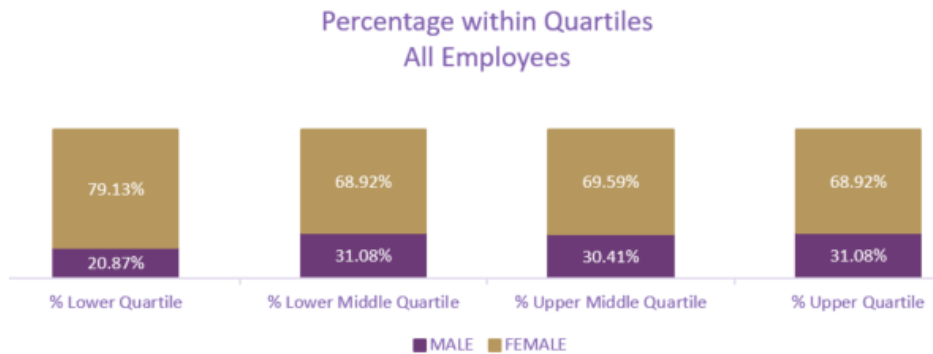
The pay gap in all our quartiles have increased from our last report in 2017. Our Lower and Lower Middle quartiles shows that women are being paid more in these grades this year (-0.24% and -2.58% respectively) compared to last year (0.72% and -1.84% respectively). There is a difference of 0.96% in the lower quartile and 0.74% lower middle quartile since 2017 in these quartiles.

Whilst our Upper Middle Quartile and Upper Quartile shows that males are being paid more in these grades with the biggest increase in the Upper Middle Quartile this year compared to last year (2.92% and 3.53% respectively).



There is a difference of 0.57% in the upper middle quartile and 1.02% in the upper quartile since 2017 in these quartiles.

The table below shows the gender split in each of the quartiles and shows that women represent at least two thirds of employees in each quartile.



What City of Wolverhampton Council has done so far to tackle gender pay gap

We continue to use the job evaluation panel for any changes in job descriptions to maintain the integrity of our single status model which was implemented to remove pay differentials for men and women doing comparable work.

All recruitment panels must be gender diverse. We have provided Unconscious Bias training to 770 employees so far.

Having reviewed the data we have now also implemented anonymised application forms following the snapshot date.

Conclusion

Comparatively, the City of Wolverhampton Council's performance around the gender pay gap is improving and has reduced in comparison to our 2017 data. However, we will continue to review and monitor our performance.



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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Our People Strategy 2019-2024	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Val Gibson Governance	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Meredith Teasdale, Director of Education	
Originating service	Organisational Development	
Accountable employee	Paula Warrilow	Strategic Organisational Development and Apprenticeship Lead
	Tel	01902 552756
	Email	paula.warrilow@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	26 February 2019

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the new Our People Strategy 2019-2024 content and action plans, which forms one strand of the new Council Plan.
2. Endorse the use of employee working groups to configure appropriate change aligned to the action plans in the strategy, in accordance with the restorative approach the Council is seeking to embed.
3. Endorse 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.

Recommendation for noting:

The Cabinet is recommended to:

1. Note 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.

1.0 Purpose

- 1.1 The Our People Strategy 2019-2024 is a document written to support new ways of attracting, supporting and managing employee, as the Council seeks to address the challenges of delivering local government services in the 21st century. The overarching outcomes required from the strategy are that all employees will feel empowered and valued, and be adaptable.
- 1.2 The action plans written within the strategy have been developed with service specialists and employees from across the Council. To embed appropriate culture change across the Council, it is important to include employees in the decisions and outcomes expected so they buy into the changes, as they have been part of creating them.
- 1.3 The Our People Strategy is required to support new ways of working, to help to make the savings identified across the Council services. To ensure that we make the most of the skills and knowledge that the workforce across the Council have and to ensure that we give every opportunity to all employees working across the organisation.

2.0 Background

- 2.1 Our People is one of the five streams of work identified in the new Our Council Plan (2019-2024). It reflects recognition at a senior level, which has been underpinned in conversations with employees, that the organisation needs to focus its energy on supporting and developing its workforce to face the expected challenges in the local government sector over the next few years.
- 2.2 Between August and October 2018, 29 organisational development engagement sessions took place at sites across the city, with 468 employees attending. The sessions were designed to understand employees' views and inform the development of the Council's Our People Strategy.
- 2.3 In addition, an employee survey was also circulated to gain further feedback. The online survey was available via Survey Monkey. Employees without access to the internet had the opportunity to complete a paper copy of the survey. 730 employees in total participated in the survey, meaning that around a quarter of the Council's workforce contributed.
- 2.4 Both the survey and the engagement workshops highlighted much positive feedback about working at the City of Wolverhampton Council. They also identified a range of areas in which the Council could improve the employee experience and develop the support provided.

3.0 Progress

- 3.1 The document has been created in two sections: the overarching strategy and the action plans. The creation of a draft strategy started in November 2018; action plans were then created with support from employees and subject specialists in January/February 2019.

Photographs were taken of employees for inclusion in the strategy and to encourage employees to read and engage with it.

3.2 Amendments have been made according to feedback and the final document is attached.

4.0 Evaluation of alternative options

4.1 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.

4.2 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.

4.3 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.

4.4 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.

5.0 Reasons for decisions

5.1 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 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.

5.2 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.

5.3 Each strand will be set up on the project management system Verto and a highlight report generated for internal review regularly.

6.0 Financial implications

- 6.1 Overseeing delivery of the Our People Strategy will be a core component of the work of the Organisational Development team. At this stage no additional budget requirements have been identified in relation to particular projects from the action plans. Should that be required, a business case will be generated, and any budgets sought will be in accordance with the Council's budgetary approval policies and procedures.

[ES/18032019/X]

7.0 Legal implications

- 7.1 There are no legal implications arising from this report.

[TS/18032019/Q]

8.0 Equalities implications

- 8.1 As part of the development of the strategy, engagement was undertaken with the equality and diversity employee forums. An equality analysis was also undertaken and the implementation of the new strategy will help the Council fulfil its commitment to advance equality of opportunity and eliminate unlawful discrimination, victimisation and harassment. The employee forums will be able to play a role in monitoring the fulfilment of the various action plans and identify new actions where a need arises. There will also be crossover with the existing equality and diversity action plans, which will support the aims of the Our People Strategy.

9.0 Environmental implications

- 9.1 People working outside of the Civic Centre may in some cases find it difficult to access training or opportunities. Continual engagement is underway to look at the best solutions.

10.0 Human resources implications

- 10.1 Some HR policies will fall into scope of the action planning section on the strategy. HR is working closely on all elements of the strategy.

11.0 Corporate landlord implications

- 11.1 There are no Corporate Landlord implications arising from this report.

12.0 Health and Wellbeing Implications

- 12.1 Health and wellbeing is one of the strands of the Our People Strategy. Modern employers take a holistic approach to employee wellbeing, recognising that the various strands of people's lives are interwoven and that there are benefits to both employer and employee in supporting healthy lifestyle choices.

13.0 Appendices

Appendix 1 – Our People Strategy 2019-2024

Our People Strategy 2019 - 2024

Preparing for the future



Contents

Preface from Tim Johnson	4
Strategy overview: changing city, changing council	6
The employee life cycle	7
1. <i>How can we attract the best people to the Council and create a good first impression?</i>	8
2. <i>How can we support and enhance your wellbeing?</i>	10
3. <i>How can we facilitate the development of your skills and knowledge?</i>	12
4. <i>What opportunities can we create for your growth and progression?</i>	14
5. <i>How do we ensure you are managed fairly and effectively?</i>	16
6. <i>How can we help you leave the organisation well?</i>	18



Action Planning	19
<i>Action Plan 1</i>	
<i>How can we attract the best people to the Council and create a good first impression?</i>	20
<i>Action Plan 2</i>	
<i>How can we support and enhance employee wellbeing?</i>	22
<i>Action Plan 3</i>	
<i>How will we develop employees' skills and knowledge?</i>	28
<i>Action Plan 4</i>	
<i>What opportunities can we create for growth and progression?</i>	32
<i>Action Plan 5</i>	
<i>How do we ensure employees are managed fairly and effectively?</i>	35
<i>Action Plan 6</i>	
<i>How can we help people to leave the organisation well?</i>	38

Preface from Tim Johnson



Tim Johnson
Managing Director


Every employee of the City of Wolverhampton Council can be proud of the contribution they have made to the journey of transformation we've been on over the last few years. When I first started work here in 2013, we faced significant challenges, both from outside the Council and in the way we worked together. And yet, within four years, we achieved the accolade of being Local Authority of the Year, recognised by our peers for realising over £150m of savings, transforming our culture, and securing real improvements for the lives of the people who live in Wolverhampton.

We couldn't have done any of that without the skills and commitments of the people who make this Council the organisation that it is today, in 2019 – our 4,500 employees. Together we are making a real difference to the city we serve.

The next stage of our journey is going to be no less challenging. We can't – I hope we don't want to – rest on our achievements. There are still massive challenges facing us – to secure investment to regenerate the city and its economy; to improve care for those who need it; to raise achievement and aspiration. All of which sits within a context of further huge financial pressure.

My vision is that we will continue to be a confident, capable council, a leading authority both regionally and nationally. Our employees sit at the heart of that. If we're going to rise to the challenges of the next decade; if we're going to see things differently, and have the courage and confidence to try new ways of working; if we're going to take the City of Wolverhampton Council, and the City of Wolverhampton, to the next level, each of us needs to be:

- (1) **EMPOWERED:** employees that have the freedom, resources, structures and processes to enable us to deliver against our personal objectives in a creative and innovative fashion.
- (2) **ADAPTABLE:** employees that can work flexibly with a range of internal and external partners, adjusting as necessary to meet the prevailing requirements.
- (3) **VALUED:** employees who feel the Council invests in them in terms of their professional development and personal wellbeing and are appreciated for the work they do.



My personal commitment to you is that we will strive as an organisation to be an employer of opportunity, where each employee receives the support, development and management they need to be empowered, adaptable and valued. And if we fall short of that goal, I want you to let me know, through our surveys and employee representative groups.

In return, I ask that you strive to give your best each day; that you are willing to look through fresh eyes at our services; that you are open to change; that you live out our PRIDE values; that each of us is accountable for the piece of the Council Plan for which we're responsible.

This strategy sets out how we're going to start to realise this over the next few years. It is built on the extensive employee engagement we did in face-to-face discussions and through surveys; where a quarter of our workforce contributed. It reflects the priorities you identified. Over time, it will change, as we achieve some objectives and identify new ones. Each employee will continue to have the opportunity to shape it.

We are the council. We are the people who, individually and collectively, under the direction of elected Councillors, deliver the wide range of services needed by our city. My hope is that this strategy will give you confidence that the Council is committed to empowering you in your role and ensuring your wellbeing.

Thank you for your contribution!

Strategy overview: changing city, changing council

Wolverhampton is a city on the move! The face of the city is changing, with a visual transformation of the city centre, and an investment in developing and improving housing stock. But economic regeneration is equally, if not more, important – creating learning and employment opportunities for people to reach their full potential. The city has strengths that are not always visible, and a diverse culture steeped in history. It is a city that is embracing technology and coming together to support both young and old.

As the city changes, so the Council must respond to that change, and evolve to meet the challenges of the coming years. In an era of continuing economic restraint, it's necessary to explore ways in which we can work differently, so we can take service delivery to the next level.

Key to this will be the restorative approach that has been piloted in the People directorate. This seeks to work with people rather than doing things to them. This will generate a high challenge and high support environment and will ensure we come together to do things in a supportive and collaborative way. The different work streams identified throughout this strategy will incorporate this approach encouraging a new way of working.

As the city and the Council change, so we all need to develop different skills to support the Council to deliver the city priorities, including:

- Digital delivery.
- Collaborative working.
- Flexibility.
- Commercial acumen.

This strategy is structured around the key phases of the employee lifecycle, answering several key questions that you put to us during the engagement sessions and linking to the

Council Plan:

- (1) How do we attract the best people to the Council and create a good first impression?
- (2) How together can we support and enhance wellbeing?
- (3) What opportunities can we create for your growth and progression?
- (4) How can we ensure you are managed fairly and effectively?
- (5) How can we ensure you finish on a positive note, if you leave the organisation?

The strategy aims to ensure that you are:

Empowered to

- Think creatively
- Enable communities
- Manage demand
- Champion change

Adaptable by

- Taking personal responsibility
- Having the right skills at the right time
- Applying skills flexibly
- Working together with partners
- Embracing smarter working practices

Valued through

- Ongoing development
- Career progression opportunities
- Celebration of successes
- Support for health and wellbeing
- Effective communication

A dynamic city needs a dynamic Council, that attracts, supports and retains the best people. A Council where employees can be responsive to local regional and national initiatives. This strategy sets out how together we can meet those goals over the next few years.

The employee life cycle

This strategy is for you, shaped by you. It is based on extensive consultation across the organisation and reflects the key themes that emerged from those conversations and feedback, the concerns and issues you said you face on a daily basis. The primary aim of the strategy is to ensure that you are purposeful, productive and effective in your jobs, happy and healthy in your roles, so that together we can achieve the objectives set out in the Council Plan and make Wolverhampton a better place to live, to work in, and to visit.

Because it's about you, the strategy is structured around key phases of the employee life cycle, from an individual's first encounter with us through the recruitment process, to when they leave the organisation. Each phase is focused around a key question, and a number of sub-questions that reflect many of the topics that emerged from the employee engagement. Each phase has a corresponding action plan, which outlines in more detail what we will be doing to respond over the coming months and years.

1 How do we attract the right people to work in the council and create a good first impression?

What is great about working at the City of Wolverhampton Council?

Will the recruitment process be simple and quick?

Will I have an induction and what will it look like?

2 How can we support and enhance your wellbeing?

What does the Council do for employee wellbeing?

How will you ensure that I know about everything available?

How can I support the employee wellbeing ethos at the Council?

3 How can we facilitate the development of your skills and knowledge?

How will I access relevant training and development?

Will my manager support me?

Have I got enough time to attend training?

4 What opportunities can we create for your growth and progression?

Will there be opportunities to work beyond the scope of my normal role?

How will I hear about them?

Are all jobs open to internal applicants?

Will the Council support my aspirations?

5 How do we ensure you are managed fairly and effectively?

Does my manager have the skills and support needed to manage me well?

Do the HR policies reflect the needs of employees as well as the Council?

Will the Council do things to me or with me?

6 How can we help you leave the organisation well?

Does the Council care why people leave?

Does it respond to any concerns?

If I get promotion and move on I want to feel good about this.

1

How can we attract the best people to the Council and create a good first impression?



The City of Wolverhampton Council aspires to attract the best people to work here. We want the best for the area we serve and so we want diverse employees who come with the relevant skills and experience, who help us reflect the local community, and who share our commitment to improve the city.

Good people expect the best, so we aim to ensure that our recruitment process is clear, transparent and streamlined. And we want to help people transition into being an effective CWC employee through a thorough induction process, that starts before they begin work with us.

You said:

- We should speed up the recruitment process so that people can start new roles quicker.
- We should improve the induction process to make it more consistent and provide a true flavour of what it is like to work here.
- We should make sure that internal candidates are always considered for appropriate vacancies.

Objectives	Key indicators
<ul style="list-style-type: none"> • To enable you to access internal opportunities for progression • To attract the best applicants for roles advertised externally • To operate a streamlined recruitment process • To provide a thorough induction process that meets the needs of the business and the individual • To offer a competitive remuneration and benefits package 	<ol style="list-style-type: none"> (1) Percentage of vacancies advertised internally before external recruitment (2) Data on the number of external new recruits (3) Average recruitment period (from advert to start date) of up to 3 months (4) Percentage of new starters rating their induction period as good or very good (5) 90% of new employees completing their mandatory training within the first week of employment (6) More employees using the benefits Package (7) Financial remuneration in line with or above that of comparator organisations

Action Plan 1 identifies the work that will be undertaken to meet the objectives outlined above.



2

How can we support and enhance your wellbeing?



The increasingly connected nature of our lives means that the traditional boundaries between work and other aspects of life have blurred. During the engagement sessions you highlighted many ways in which you would feel supported with your wellbeing going forward. Work has already started to action some of this feedback; all wellbeing intervention is important making a positive contribution to a happier, more productive workforce.

You said:

- Over half of employees who fed back feel the Council is committed to their health and wellbeing, but
- We can do more to reduce the effects of stress due to work loads.
- The organisational culture could improve (e.g. in regard to blame, flexibility, the inclement weather policy, etc.).
- We should make more space for quiet working in our offices.

Objectives	Key indicators
<ul style="list-style-type: none"> • To provide various options to support employee wellbeing • To communicate to the whole of the organisation everything available to support employee wellbeing • To give all employees the opportunity to undertake activity that will support their wellbeing ethos at the council • Manage policy and process in a more flexible way where possible 	<ul style="list-style-type: none"> (1) Notable increase in employees undertaking wellbeing activity (2) As above but from bases outside of the Civic Centre (3) Feedback from staff survey

Action Plan 2 covers the feedback highlighted in the engagement sessions and is framed around five principal employee wellbeing areas, which are derived from the West Midlands Combined Authority's Thrive at Work programme:

- Enablers of health: the structures and processes that facilitate healthy lives.
- External risks to health: addressing the health challenges faced by employees outside the workplace.
- Mental health: as the single biggest cause of employee absence.
- Musculoskeletal health: another key cause of employee absence.
- Healthy lifestyles: helping employees live holistically healthy lives.

3

How can we facilitate the development of your skills and knowledge?



Providing opportunities for learning and development has been key feedback from the engagement sessions and the survey: it is a motivator, a tool for deliberation, an educator and a performance enhancer. Allowing you time away from your day job to develop new skills and knowledge will be necessary to facilitate new ways of working and is likely to improve your performance and wellbeing.

Engagement with employees demonstrated clearly that this was an important area, with some negative perceptions about availability of budget, managers' commitment to development, lack of opportunities and time. The Council is committed to providing a range of development opportunities, employing various models of delivery to meet your different learning preferences.

You said:

- Continued training is really important, and time and budget should be made available to undertake training that helps us develop individually and provide the best services collectively.
- Workloads don't allow for attendance at training.
- Training should be provided that supports different learning styles, and in particular, more face-to-face delivery.
- More support is needed for those who aspire to management roles.

Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> • To ensure that all employees have access to relevant training and development • To help managers understand the best way to support their employees in accessing the relevant training or development opportunity • For all employees to have the permission to attend relevant training and the skills to prioritise this as part of their work 	<p><i>Increase in positive responses to the statements:</i></p> <p>(1) My line manager supports my development</p> <p>(2) I am able to access the right learning and development opportunities</p>

Action Plan 3 will cluster the work streams that sit under this section, including;

- Reviewing current learning and development training available across the council
- Digital support mechanisms to aid managers and OD professionals to deliver the relevant training
- Proactively supporting managers to understand your development needs
- Utilising apprenticeship levy to provide you with professional qualification and to enhance service delivery
- Utilising external funding to deliver service training
- Development of learning and development policy



4

What opportunities can we create for your growth and progression?



The Council aspires to be an employer of opportunity, providing scope for you to undertake new permanent roles, secondments or matrix working across teams, as well as development within existing roles. This supports the organisation's aspiration to work more flexibly, adapting and responding to the prevailing circumstances.

Where you are looking for career progression or skill development you will have the chance to apply for opportunities and will be considered prior to resourcing externally. If you are facing redundancy every effort will be made to match opportunities to you prior to other internal employees.

If you have opportunities, you will be more likely to remain with the Council and perform well; you will be enthusiastic and open to change. These are the benefits the Council needs to move it

forward with the skills and behaviours needed to support and serve the city.

You said:

- We would like more career progression opportunities so that we can have long fulfilling careers (39% don't think there are career progression opportunities).
- We would like opportunities to utilise our skillsets outside of our core roles, capitalising on existing expertise rather than relying on consultants.
- We are proud of our diversity and would like to see greater diversity at a senior level.
- We want to be empowered in our roles and have more scope to use our initiative.
- The workforce is divided between 'corporate' and those outside the Civic Centre.

Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> • Opportunities will be given to employees to work beyond the scope of their normal role • All opportunities are communicated across the Council through different processes • Managers across the Council will be assisted to support employees with their aspirations • To ensure that job opportunities are offered to appropriate redeployees in the first instance and then internal employees prior to recruiting externally or through a temporary worker • Managers are engaged with the benefits of secondments and opportunity to matrix work across different service areas when skills and capacity allow 	<p><i>Increase in positive responses to the statement:</i></p> <p>(1) There are career progression opportunities for me at the Council</p> <p><i>Also:</i></p> <p>(2) Increase in the number of secondments and matrix working arrangements</p>

Action Plan 4 will set out the work that is required to ensure that you are given every opportunity to progress where possible, and managers understand and have the support to manage required resource through opportunities identified.



5

How do we ensure you are managed fairly and effectively?



Managers are important in every business. They take the vision and strategy of the organisation and the responsibility for delivering the outcomes. They are the key to delivery through their relationships with you. A good manager will motivate and inspire you to achieve above and beyond expectations, will encourage you to reach for your career aspirations and listen when you have ideas and problems.

The City of Wolverhampton Council wants to ensure that every manager is equipped for their role, so that you are empowered in yours. Managers will have the technical skills for the service they are delivering but it is equally important that they have the associated skills to motivate and support you. Effective and fair management is vital to ensure the Council can deliver services to the highest standards by people who feel valued, regardless of the level at which they work.

You said:

- Over half of employees feel valued.
- Over half of employees feel empowered in their jobs.
- A significant minority feel opportunities to work from home are being limited.
- There should be more collaborative working across directorates.
- Improvements to support services are required, particularly ICT, The Hub and Agresso.

Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> • To ensure all employees with people management responsibility across the Council have the skills to be effective managers • To have a process that will ensure an employee has a platform to showcase the outcomes of their role and discuss development requirements, as well as managers having a mechanism to manage performance • To utilise appropriate development mechanisms to upskill aspiring managers across the Council 	<p><i>Increase in positive responses to the statements:</i></p> <ul style="list-style-type: none"> (1) I feel valued by my manager (2) I feel empowered to do my job (3) The professional conversation process supports my personal development <p><i>Also:</i></p> <ul style="list-style-type: none"> (4) Increase in the number of managerial posts filled internally

Action Plan 5 will identify the work required to ensure changes in the way the workforce is managed can be actioned. It will ensure the Council has a leadership team ready to take on future challenges and a workforce which is adaptable and feels valued and empowered.



6

How can we help you leave the organisation well?



If you move on from our organisation, the Council's aim, whatever the circumstances, is to help you finish well, so you will continue to be an ambassador for the Council and the city. To understand why you left, in case there is any learning that can be gleaned from it. This will give the Council the opportunity to make appropriate changes or address issues of concern.

You said:

- We should be more proactive at understanding why people leave.
- A significant knowledge pool is leaving the organisation.

Objectives	Key indicators
<ul style="list-style-type: none"> • To understand why people, leave the organisation and identify improvement actions where required • To demonstrate that the Council cares about how people feel and takes account of their views • Celebrate that people are leaving the Council to progress in their career, making way for new employees and opportunities 	<ol style="list-style-type: none"> (1) Annual report to SEB summarising reasons for leaving and making recommendations for improvement, which is appropriately communicated to employees (2) Reduction in the percentage of employees leaving the Council for negative reasons (3) Recognised as an exemplar employer

Action Planning

For this strategy to be embedded into the Council there needs to be action plans for each of the lifecycle areas.

The action plans will be set out with all the activity aligned to the specific area and will be based over a three year period.



Action Plan 1

How can we attract the best people to the Council and create a good first impression?

	Activity	Benefits	Owner	Timetable
1	<p>Further develop effective attraction methods to accommodate the different employees required</p> <ul style="list-style-type: none"> • Job sites • Social media • Sourcing through LinkedIn and other talent pipelines • Recruitment fairs • School careers events 	<ul style="list-style-type: none"> • To aim the adverts to where appropriate applicants will see them • Showcases exemplar employer • Visible to local residents across the city • Able to source high quality candidates • Save money on recruitment agencies 	Head of HR	Year 1
2	<p>Review the current recruitment process and identify appropriate systems and process changes</p> <ul style="list-style-type: none"> • Attraction • Assessment • Appointment • Induction • Probation 	<ul style="list-style-type: none"> • Cut out unnecessary steps in the recruitment process • Remove Approval to Recruit form (ATR) and keep SMR • Use the Applicant Tracking system for the whole process • Ensures as much importance is put on the induction of a new employee as in the attraction of them 	Head of HR	Year 1, 2
3	<p>Further develop robust assessment methods which would support the different employees being recruited</p>	<ul style="list-style-type: none"> • Minimise the risk of employing a person that does not fit the ethos of the council • Develop a structured assessment process that gives candidates a greater feel for the organisation – shows investment 	HR Business Partner	Year 1

	Activity	Benefits	Owner	Timetable
4	<p>Streamline the appointment and onboarding process</p> <ul style="list-style-type: none"> • Appropriate timely process for collecting references • DBS details are collected during assessment process to reduce the amount of onboarding time • Ensure that the assets are requested prior to the new employee starting • Investigate option for undertaking mandatory training in advance 	<ul style="list-style-type: none"> • Reduce the time from appointment to start date • Streamline the onboarding process and ensure that new employees have some elements of training prior to the first day 	HR Business Partner	Year 1
5	<p>Review the current induction process across the council</p> <ul style="list-style-type: none"> • Are they consistent and appropriate quality? • Are they flexible covering all aspects required for the initial 3 months of employment • Incorporating specific blended learning processes into the induction • Delivering specific training appropriate to all during the corporate induction: <ul style="list-style-type: none"> - <i>Restorative approach</i> - <i>Unconscious bias</i> - <i>Health and safety</i> • Local inductions are consistent and professional covering all the required skills and knowledge to carry out the role 	<ul style="list-style-type: none"> • To welcome the new employee • To ensure they have the time to complete the components of the induction • To ensure that they have all the knowledge required to undertake the role • To ensure that the new employee feel valued from the onset of their employment 	Head of HR / OD Lead	Year 1, 2

Action Plan 2

How can we support and enhance employee wellbeing?

The modern employer must take a more holistic approach to organisational development, ensuring not only that its employees are well equipped, developed, empowered and supported, but also healthy and resilient. Employee wellbeing is therefore one of the main strands of the Our People strategy, which aims to ensure that the Council has a workforce that is fit for purpose for the challenges that will face the City of Wolverhampton Council over the next few years.

Enablers of Health

	Activity	Benefits	Owner	Timetable
1	Undertake a review of the management of attendance policy in the context of restorative practice	<ul style="list-style-type: none"> Ensuring the policy aligns with the Council's restorative approach Giving employees confidence the policy is for their benefit/not punitive 	HR Business Partner	Year 1
2	Launch the SMART working policy	<ul style="list-style-type: none"> Empower employees to determine the most productive ways of working Make best use of the available physical space/resources 	HR Business Partner	Year 1
3	Increase take-up of the flu vaccination offer (baselined against 2018)	<ul style="list-style-type: none"> Reduce levels of employee absence during the winter period 	Head of HR	Year 1
4	Increase employee take-up of the initial free WV Active membership	<ul style="list-style-type: none"> Encourage active and healthy lifestyles 	WV Active Manager	Year 1
5	Develop a menopause policy	<ul style="list-style-type: none"> Provide support to the relevant demographic in the Council's workforce Recognise and cater for a key life challenge for female employees 	HR Business Partner	Year 1

Enablers of Health (cont)

	Activity	Benefits	Owner	Timetable
6	<p>(i) Launch an initial quiet workspace at the Civic Centre</p> <p>(ii) Provide additional quiet workspaces.</p>	<ul style="list-style-type: none"> Respond to concerns raised by employees about quiet workspace Facilitate a more productive working environment Recognise different learning /working styles 	Facilities Manager	Year 1
7	Develop a solution for linking screens around the Civic Centre, in order to deploy more effective messaging	<ul style="list-style-type: none"> Enable more effective communication about employee wellbeing issues 	Head of ICT	Year 1
8	Develop a communications strategy that enables directors to demonstrate a lead on employee wellbeing issues	<ul style="list-style-type: none"> Demonstrate leadership and management buy-in to employee wellbeing issues 	Internal Communications Officer	Year 1



External Risks to Health

	Activity	Benefits	Owner	Timetable
1	Deploy the 'Neyber' functionality as part of the new employee benefits platform	<ul style="list-style-type: none"> To improve financial wellbeing for all employees 	HR Business Partner	Year 1

Mental Health

	Activity	Benefits	Owner	Timetable
1	Sign-up to the mental health pledge	<ul style="list-style-type: none"> Demonstrate corporate commitment to tackling mental health issues 	PH Consultant	Year 1
2	Train and promote mental health first aiders and champions	<ul style="list-style-type: none"> Demonstrate corporate commitment to tackling mental health issues Provide routes for employees to appropriately raise mental health concerns and seek support 	PH Consultant	Year 1
3	Set-up an employee mental health wellbeing forum	<ul style="list-style-type: none"> Empower employees to help themselves and each other in regard to mental health issues 	Head of HR	Year 1
4	Review feedback from employee survey to identify key areas for action	<ul style="list-style-type: none"> Identify and act upon those issues that are important to employees 	Strategic Lead - Apprenticeships and OD	Year 1

Mental Health (cont)

	Activity	Benefits	Owner	Timetable
5	Roll out mental health awareness training for managers	<ul style="list-style-type: none"> Enable managers to support employees affected by mental health issues 	PH Consultant	Year 1
6	Conduct a stress audit across the Council at team level	<ul style="list-style-type: none"> Highlight work areas where additional support may be required 	Health & Safety Team	Year 2
7	Use personal stories to highlight mental health issues (cross reference with A8)	<ul style="list-style-type: none"> Demonstrate that mental health is an issue that can affect anyone Encourage a culture of openness in regard to mental health issues 	Internal Communications Officer	Year 1
8	Run employee wellbeing workshops	<ul style="list-style-type: none"> To update employees on what is available to support them. 	Head of HR	Year 1



Musculoskeletal Health

	Activity	Benefits	Owner	Timetable
1	Introduce a corporate target to reduce emails (and Skype?)	<ul style="list-style-type: none"> Encourage a working culture that depends more on conversation Move towards corporate accountability 	Internal Communications Officer	Year 1
2	Increase the number of work station assessments carried out	<ul style="list-style-type: none"> Enable employees to better help themselves Reduce employee absence due to MSK conditions 	Health & Safety Lead	Year 1

Healthy Lifestyles

	Activity	Benefits	Owner	Timetable
1	<p>(i) Develop options appraisal for a wellbeing space (gym, studio, treatment room, 'break space')</p> <p>(ii) Conduct employee consultation about usage, financial contributions, etc</p>	<ul style="list-style-type: none"> Enable employees to incorporate exercise in their day Respond to employee demand for a 'break space' 	Head of Assets/Head of Facilities Management	Year 1
2	Develop an intranet portal to connect people interested in different sorts of activities	<ul style="list-style-type: none"> Facilitate employee connections Encourage exercise and activity groups 	Head of Communications	Year 1
3	Conduct a campaign to promote walking meetings or 1-2-1s	<ul style="list-style-type: none"> Create permission to hold meetings in different ways Build exercise into the working day 	Internal Communications Officer	Year 1
4	Investigate offering FitBits through the employee benefits portal	<ul style="list-style-type: none"> Develop awareness amongst employees of their level of activity 	HR Business Partner	Year 1

Healthy Lifestyles (cont)

	Activity	Benefits	Owner	Timetable
5	Work with the CCG to pilot a floorwalking GP service	<ul style="list-style-type: none"> Enable employees to raise health concerns without having to visit their GP 	PH Consultant	Year 1
6	Develop a wellbeing area in the employee benefits portal	<ul style="list-style-type: none"> Raise awareness of wellbeing issues Signpost support routes 	HR Business Partner	Year 1
7	Review Civic Centre café soft drinks offer	<ul style="list-style-type: none"> Reduce the amount of sugary drinks on offer Provide greater variety of sugar free drinks Combat myths about sweeteners 	Head of Facilities Management	Year 1
8	Develop and promote a top ten healthy lifestyles tips	<ul style="list-style-type: none"> Provide simple ways for employees to improve their lifestyles 	PH Consultant / Internal Communications Officer	Year 1
9	Increase purchase of annual leave	<ul style="list-style-type: none"> Improve work/life balance for those who would benefit Facilitate short career break options 	Head of HR / Internal Communications Officer	Year 1
10	Review Christmas leave/closure options	<ul style="list-style-type: none"> Improve productivity by having a shutdown during a quiet period Generate savings from building closures, etc 	Director of Public Health	Year 1
11	Review temperatures in the Civic Centre.	<ul style="list-style-type: none"> Identify and address hot and cold spots to improve productivity and comfort 	Head of Facilities Management	Year 1

Action Plan 3

How will we develop employees' skills and knowledge?

	Activity	Benefits	Owner	Timetable
1	<p>Use different ways to promote the awareness of different training available</p> <ul style="list-style-type: none"> • Learning Hub • Service team Meetings • Service emails • Training bulletin emailed out weekly • Induction • Snap surveys • Employee briefings • IT Ribbon • Screen savers • Management and employee conversations about training and development 	<ul style="list-style-type: none"> • People realise that they have options to suit individual learning styles and understand where they can find information about training and development • Not restricted to one method • Transparency across the council 	<p>Head of Communications OD Lead / managers / Head of IT</p>	<p>Year 1</p>
2	<p>Review the Learning Management System (LMS) functions and other digital support mechanisms</p> <ul style="list-style-type: none"> • Create videos • Bite size e-learning modules • Talk over on the screen • Quiet space for undertaking the e learning 	<ul style="list-style-type: none"> • To ensure that they are accurate and fit for purpose • All functions are being used effectively • Employees have somewhere away from the desk to undertake e-learning 	<p>OD Lead</p>	<p>Year 1, 2</p>

	Activity	Benefits	Owner	Timetable
3	<p>Review the training currently being delivered</p> <ul style="list-style-type: none"> • E learning • Mandatory training • Face to face • Apprenticeships • Externally Delivered, • Professional qualifications • Coaching and mentoring • Future Leaders • Graduate trainees 	<ul style="list-style-type: none"> • To ensure the best options are being provided • The e-learning is accurate and updated where required • To reflect the diversity of the roles • Value for money • Appropriate for the role • Used as required • Utilise Internal expertise to ensure quality and the relevancy to City of Wolverhampton Council 	OD Lead	Year 1
4	<p>Explore new ways of supporting skill and knowledge development</p> <ul style="list-style-type: none"> • Shadowing • Internal work experience • External work experience 	<ul style="list-style-type: none"> • By teams and service areas working together people can learn new skills to bring back into the team • To create relevant development opportunities for employees from minority groups in line with organisational needs 	OD Lead / head of HR / Managers and Employees	Year 2
5	<p>Explore with managers the use of the Apprenticeship Standards, to upskill existing employees in comparison with the traditional routes for training</p>	<ul style="list-style-type: none"> • To maximise the use of the Levy available 	OD Lead	Year 1

Action Plan 3

	Activity	Benefits		
6	<p>Explore all external funding streams with appropriate service areas, including</p> <ul style="list-style-type: none"> • NMDS • Income generation methods of training delivery • Grant funded training 	<ul style="list-style-type: none"> • To maximise the use of the Levy available 	OD Lead	Year 1, 2, 3
7	<p>Culture Change</p> <ul style="list-style-type: none"> • Reports are created on a bi-monthly basis to identify training attendance where training has been identified as a development need • To create a simplified CPD monitoring tool • To ensure that employees on short term contracts have access to appropriate training where possible • To utilise team away days, team building exercises to develop staff • Cross directorate working/ shadowing • Restorative approach training • Unconscious Bias training for all 	<ul style="list-style-type: none"> • To ensure learning and training is facilitated by managers and employees during work time • Benefits are recognised and show cased • Ensure all the workforce has opportunities • This is a two-way process and so employees feel valued • Team culture is developed, and employees feel empowered 	Head of Communications / OD Lead/ Head of HR/ Managers / Employees	Year 1, 2, 3

	Activity	Benefits		
8	<p>Develop appropriate policy to support training and development, with options for</p> <ul style="list-style-type: none"> • Employees to directly contact OD initially with requests of training • OD to request the approval from the manager if suitable options identified (new initiative) 	<ul style="list-style-type: none"> • To raise accountability for undertaking training to ensure skills and personal development is utilised in the workplace • Link to other Our People Strategies • Reports can be run on who has requested training and who has attended training • Ensure a restorative approach were possible 	Head of HR / OD Lead	Year 1, 2, 3
9	<p>Assist managers to understand how to support employees through training and development</p>	<ul style="list-style-type: none"> • More employees will have the opportunity to undertake training as required 	OD Lead	Year 1
10	<p>Consider current development processes and opportunities and consider changes required to Develop appropriate training for the council going forward</p> <ul style="list-style-type: none"> • Further consider the strategic needs and personal development required to ensure the culture changes happen in line with the new council plan. • Political awareness shadowing • Use internal resource where appropriate • Embedding a restorative approach across the council • Apply for funding and funded training 	<ul style="list-style-type: none"> • Consider costs • Deliver what is needed to ensure people have the tools to do the job • People feel motivated • People have new knowledge and skills 	OD Lead	Year 1, 2

Action Plan 4

What opportunities can we create for growth and progression?

Where possible employees should consider all opportunities available to them in their role and options across the council. Consider different ways of working and the benefits of these opportunities. The employer will consider service need and the development required to ensure that employees have the right skills and knowledge to work according to the need of the council and the people of the city.

Where appropriate, employees should be able to take advantage of opportunities across the Council, with support from managers. Managers can consider different ways of sourcing capacity that may include across service working.

	Activity	Benefits	Owner	Timetable
1	Create a register of employee skills over and above of their normal work	<ul style="list-style-type: none"> • Employees can undertake other work where required – matrix working opportunity • Employees can set up wellbeing activities • Managers can invite employees to engage with project work 	Head of HR / OD Lead	Year 1
2	Further develop volunteering opportunities for council employees. Building upon the current strategy and 2 days paid time to volunteer. Communications highlighting: <ul style="list-style-type: none"> • Where to volunteer • When to volunteer • Time to volunteer 	<ul style="list-style-type: none"> • More people may take up the opportunity to volunteer and benefitting the city • Employees have the opportunity to learn new skills, they can't get in their paid role • Employees can contribute to the city in a different way that is celebrated and recognised • Opportunity to use it within the council services 	Employment and Skills Team – Volunteering manager/ OD Lead	

	Activity	Benefits		
3	<p>Develop new ways of working across the council</p> <ul style="list-style-type: none"> • Secondments – short term/ long term • Matrix and cross directorate working • Part time workers being offered alternative work in other teams to build up to full time. 	<ul style="list-style-type: none"> • This will maximise resource and minimise waste • Managers and employees can be innovative in how they deliver required outcomes across services 	Head of HR/OD Lead / Managers / Employees	Year 2, 3
4	Develop appropriate data sets to record the different development undertaken	<ul style="list-style-type: none"> • Gaps can be recognised and filled • Different working patterns can be identified • Understanding the changes taking place culturally across the council can be quantified 	Insight and Performance / OD Lead	Year 1, 2, 3
5	Confirm effective processes for employees to identify their development needs and their career progression aspirations	<ul style="list-style-type: none"> • Employees have accountability for their own career development • Feel empowered and valued • Gather data to monitor activity through 	Head of HR/OD Lead / Managers / Employees	Year 1
6	Communication strategy to ensure that all employees have access to opportunities	<ul style="list-style-type: none"> • Create a sense of fairness across all employees • Ability to showcase different opportunities and build as an exemplar employer 	Head of Communications	Year 1

Action Plan 4

	Activity	Benefits		
7	Review current HR policy and develop policy to support new ways of working	<ul style="list-style-type: none"> • Guidance for managers as to how to manage the changing processes • Gives managers permission to look at all options available to maximise resources • To ensure that there is a process and permission to carry out new ways of working • Work as one Council 	Head of HR/ Managers	Year 1
8	Develop a competency framework which will link to Job Families and level of roles	<ul style="list-style-type: none"> • Give a guideline as to the level of work that can be carried out • To support future appraisal processes 	OD Lead / Head of HR	Year 2
9	Streamline internal process to manage the allocation of internal resource	<ul style="list-style-type: none"> • Managers have access to resource when they need it 	Head of HR	Year 1, 2



Action Plan 5

How do we ensure employees are managed fairly and effectively?

We want the workforce to enjoy coming to work, after all the work they do is important for the city of Wolverhampton. Being able to showcase the work that they do and the benefits it has is integral to how individuals will feel. Ensuring that links with their manager is a positive or fair experience is very important and will be a key factor in whether the employee feels valued.

	Activity	Benefits		
1	<p>Create a suite of effective management development opportunities</p> <ul style="list-style-type: none"> • Formal professional qualification • Middle management development programme • Bitesize training modules that cover specific training areas • Good practice sharing with colleagues • Coaching and Mentoring • Management induction • Management CPD portal • Restorative management training • Peer support and challenges • Reflection on training and how this is being used in the work place • Research modern management approaches 	<ul style="list-style-type: none"> • Management development is available in different ways to accommodate various levels and amount of need • Continual updating of management skills • Culture change across the Council • All management development information is in one place, so managers can go to it directly to find what they are looking for 	OD Lead/ Managers	Year 1, 2, 3
2	<p>Review relevant HR policies and develop new where appropriate</p> <ul style="list-style-type: none"> • Flexible working policy • Appraisal policy • Secondment policy 	<ul style="list-style-type: none"> • To update where necessary and ensure they are fit for purpose 	Head of HR	Year 1, 2, 3

Action Plan 5

	Activity	Benefits		
3	Develop an updated appraisal and 121 process across the Council	<ul style="list-style-type: none"> To ensure that it is aligned to the needs of the service areas and the employees To ensure it is useful and utilised Embeds a restorative approach across the Council 	Head of HR/OD Lead and working group	Year 1
4	Develop communication and engagement processes which highlight changes to working practice. Ensuring that it can be used both internally and externally of the Civic Centre <ul style="list-style-type: none"> Restorative approach with teams and customers Unconscious Bias support 	<ul style="list-style-type: none"> Gaining regular feedback on the training and how new ways of working have been implemented into the service Showcasing successful changes Supporting culture change across the Council and the way we work 	Head of HR/ Head of Communications	Year 1
5	Set up a manager network group <ul style="list-style-type: none"> Restorative approach with teams and customers Unconscious Bias support 	<ul style="list-style-type: none"> Peer support and discussion through restorative approach to problem solving and innovation Show case new work and good management practice 	OD Lead/ Managers/ SEB	Year 1
6	Managers learning from their teams <ul style="list-style-type: none"> Good conversations Flexible approach Restorative approach Set of principals Team integration Different tools and techniques required 	<ul style="list-style-type: none"> 360 Approach to management development Create a tool box of solutions and techniques to effectively support as required Working together to reach solutions to problems Open and honest approach Listening to ideas from teams Culture change 	Managers/ Teams/ Head of HR/OD lead	Year 1, 2, 3

	Activity	Benefits		
7	<p>Managers understand and use the processes available to ensure that employees have the flexibility to work differently in order to deliver outcomes for service areas</p> <ul style="list-style-type: none"> • Embed agile working where appropriate • Effective team meetings • Create meaningful targets to showcase achievement 	<ul style="list-style-type: none"> • Teams can work in an agile way where possible • Teams feel empowered and trusted • Relevant accountability across the team from the manager to the team members • Leaders are encouraged to lead, and employees feel led 	Managers/ Teams/HR	Year 1, 2, 3
8	<p>Working with other managers to create a cross service approach</p> <ul style="list-style-type: none"> • Shadowing opportunities • Using available resource even if that is in another service area • Cross service briefings • Managers spend some development time in other areas • Managers work across other councils where appropriate 	<ul style="list-style-type: none"> • Reduction of silo working • Empowers managers to be accountable for outcomes • Assist with policy development • Develop as a manager 	Managers/ OD lead/ Head of HR	Year 1, 2, 3



Action Plan 6

How can we help people to leave the organisation well?

	Activity	Benefits	Owner	Timetable
1	Review and develop effective exit process	<ul style="list-style-type: none"> To understand what the manager is required to do and what the employee should do To ensure all activity is completed for when the employee leaves the organisation Showcase positive promotions Deliver actions to support negative challenges To capture feedback and data on why people are leaving the Council To ensure that any activity to support the resignation can be carried out 	Head of HR / working group	Year 1
2	Data collection and review of leavers	<ul style="list-style-type: none"> To understand if there are any problems and if so make effort to respond to them To identify why people are leaving the organisation 	Head of HR	Year 1



SEB and the OD team want to thank the hundreds of employees who have contributed to the new Our People Strategy; the people who have been part of specific working groups, members of the staff equalities groups, all the people who responded to the OD survey and all those people who took the time to attend one of the engagement sessions in the summer and autumn of 2018.





Adam Ingram	Debra Boniface	Jayne Hart	Lynsey Kelly	Richard Slack
Aisha Khan	Debra Buckton	Jayne Watters	Mai Gibbons	Ruby Morrison
Ajoypal Simon	Denise Pearce	Jeff Marlow	Marc Doley	Ruth Horton
Alan Shakespeare	Donna Garbett	Jennifer Brake	Margaret Banks	Samantha Axtell
Alberto Andrade Mendonca	Doreth Fannell	Jennifer Davis	Marguerite Nugent	Samantha Pugh
Alex Lees	Elaine Higgins	Jessica Prince	Maria Davenport	Sara Bayliss
Alexander Lane	Elaine Rochester	Jo Smith	Mark Darmody	Sarah Prescott
Amanda Benton	Elizabeth Hartle	Joanna Bryan	Mark Godson	Sarah Preston-loader
Amanda Porter	Ellie Reynolds	Joanne Farley	Marley Butler	Sarah Price
Amanpreet Thamrat	Elpida Griffiths	Joanne Keatley	Martyn Gregory	Sayfahna Khatoon
Andrea Patel	Esther Douglas	John Harding	Martyn Sargeant	Sean Cullen
Andrew Austwick	Everton Simpson	John Simpson	Mary Costello	Sean Hynes
Andrew Scragg	Gary Willington	Joseph Burley	Mathew Friend	Sharon Burns
Anesu Makondo	Gary Hartle	Julia Jackson Davies	Matthew Bowden	Sharon Sohal
Anita Pearce	Gary Hawkins	Julie Dixon	Matthew Lyons	Shekera Lodge
Ann Geadah	Gary Price	Julie Metcalfe	Matthew Stocken	Simon Hamilton
Anthony Bardi	Gem Brown	Julie Simcox	Matthew Vins	Simon Malpass
Anthony Wilkinson	Gerard Starr	Kameron Paul	Michael Chui	Sonia Jackson
Anupam Sharma	Gianina Antoniou	Kamlesh Chand	Michael Conroy	Sophie Todd
Bakshinder Jagpal	Gillian Gil	Karen Brough	Michael Hallows	Stephen Alexander
Baljit Basatia	Gillian Hateley	Karen Plimmer	Michael Harris	Stephen Morgan
Ben Jones	Gorka Vazquez	Karen Rhodes	Michael Poole	Stephen Woodcock
Bethaney Ridge	Grace Odesanya	Kate Jaspers	Namita Parekh	Steven Abrams
Bethany Davies-Roath	Greg Bickerdike	Kay Stroud	Natalie Barrow	Steven Cartwright
Beverley Mccalla	Gulsharan Anmol	Kayla Mazunda	Nathan Spargo	Steven Hallett
Beverley Ward	Gursharan Breach	Kaylin Watson	Nicholas Knowles	Stuart Rutter
Blair Cumming	Guy Morgan	Kelly Wheatley	Nicola Baker	Stuart Sharman
Caitlin O'Hara	Habiba Amjad	Kieran Simpson	Nicola Hack	Sukhminder Chahal
Carol Jeavons	Hannah Connop	Kiran Purewal	Nicola Kimbell	Sukhvinder Mattu
Carole Evans	Hannah Pawley	Kiran Sohal	Nina-marie Gayden	Suzanne Levy
Casey Gavin	Harpreet Riyat	Kirpal Bilkhu	Oliver Ford	Theresa Radcliffe
Chantel Johnson	Hayley Dibble	Kulwant Chahal	Orjeta Kolonja	Thomas Horan
Charlotte Baker	Hayley Reid	Lakhvinder Kainth	Pamela Hill	Thomas Irvine
Christina Warrilow	Heidi Parkinson	Laura Ash	Paravinder Kaur	Thomas Senior
Christine May	Helen Bayliss	Laura King	Parvinder Uppal	Timothy Jukes
Christopher Franks	Helen Spencer	Laura Noonan	Patricia Clarke	Timothy Philpot
Christopher Hoskins	Henry Gregory	Laura Palmer	Patrick Fennelly	Tina Larkham
Christopher Jones	Isaac Vivian	Leonie Woodward	Patrick Flynn	Tina Lauchlan
Christopher Pugh	Jacqueline Powell	Liam Russell	Paul Beddows	Tina Power
Christopher Watabiki	Jagtar Singh	Liam Tipton	Paul Coxill	Toby Adshead
Dale Stallard	James Bayliss	Lisa Hill	Paul Holser	Tracy Crutchley
Darren Charlesworth	Jamie Hall	Lisa Taylor	Paul Timmins	Trevor White
Darren Dawes	Jane Andrews	Lisa Turner	Peter Norton	Valerie Richards
Daryl Evans	Jane Dixon	Lorna Carr	Philip Clifton	Victor Harper
David Humpage	Jane Hodgetts	Louise Chambers	Priti Calleea	Vijay Sharma
David Smith	Janice Wilkes	Louise Grant	Rachael Southan	Virgilio Sabetta
David Taylor	Jasmeet Kaur Ahir	Louise McCloskey	Rachel Phillips	Wayne Baker
Dawn Halford	Jasmin Bains	Louise Price	Rachel Walley	Will Moyle
Dawn O'Brien	Jasroop Grewal	Louise Sketchley	Ravinder Lalli	William Piercy
Debbie Pheasant	Jayne Capella	Luke Brown	Rebecca Peach	Zenith Ignadossian
Deborah Gait	Jayne Goddard - Mills	Lynn Askin	Rebecca Whitehouse	Zoe Angel

In total over 120 Environmental Service Operatives attended the briefings and update sessions, supported by their managers Richard Macvicar and Richard Johnson.



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City of Wolverhampton Council, Civic Centre, St. Peter's Square,
Wolverhampton WV1 1SH

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Scrutiny Review of Flood Risk Preparation and Response	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Hazel Malcolm Public Health and Wellbeing	
Key decision	No	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Kevin O'Keefe, Director of Governance John Denley, Director of Public Health	
Originating service	Scrutiny	
Review Chair	Councillor Philip Bateman MBE	
Review Members	Councillor Greg Brackenridge Councillor Alan Butt Councillor Keith Inston Councillor Linda Leach Councillor Asha Mattu	
Lead Scrutiny Review Officer	Earl Piggott-Smith, Scrutiny Officer earl.piggott-smith@wolverhampton.gov.uk	
Link Officers	Alan Johnson, Highways Operations Manager alan.johnson@wolverhampton.gov.uk John Denley, Director of Public Health john.denley@wolverhampton.gov.uk	
Report to be/has been considered by	Corporate Leadership Team	30 October 2018
	Public Health Leadership Team	8 January 2019
	Strategic Executive Board	29 January 2019
	Scrutiny Board	12 March 2019

Recommendation for decision:

The Cabinet is recommended to:

Approve the recommendations of the review group as detailed in Appendix 2 to this report.

1.0 Purpose

- 1.1 To bring to the attention of Cabinet the key findings and recommendations of the scrutiny review of the performance and response of City of Wolverhampton Council (CWC) and other relevant partners to the flash flooding incident that affected parts of Wolverhampton in May 2018.

2.0 Background

- 2.1 The City of Wolverhampton Council (CWC) is designated as Lead Local Flood Authority (LLFA), under the Flood and Water Management Act 2010, which gives it a duty to investigate flood incidents.
- 2.2 The issue of response to the flash flooding that affected Wolverhampton between Saturday 26 – Sunday 27 May 2018 was discussed at the Scrutiny Board meeting on 5 June 2018
- 2.3 The Board agreed to set up a review group chaired by Councillor Phillip Bateman MBE to consider the work done by those organisations with a responsibility for emergency resilience planning or flood risk management before, during and after the flash flooding in May 2018.

3.0 Discussion

- 3.1 There are strategic and operational boards that provide discussion forums in each LLFA to manage flood risk and monitor and review progress. The day to day management of flood risk is the responsibility of the Flood Risk Manager.
- 3.2 The review recommendations are intended to support CWC in meetings its strategic and operational duties, for example to undertake a preliminary flood risk assessment (PFRA) and publish the findings.
- 3.3 CWC also has specific responsibilities for resilience planning.
- 3.4 The findings and recommendations of review are detailed in the report.

4.0 Evaluation of alternative options

- 4.1 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.
- 4.2 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.

4.3 A key responsibility of a Lead Local Flood Authority under (S19) of the Act is to investigate flooding incidents.

5.0 Reasons for decision

5.1 CWC has specific legislative duties and responsibilities for emergency resilience planning and flood risk management.

5.2 CWC published a Multi-Agency Flood Plan in January 2018 which identifies areas in 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.

5.3 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.

6.0 Financial implications

6.1 At this point no financial implications are anticipated to arise from the recommendations in the review report. Should any financial implications emerge in pursuit of those recommendations these will be identified in future reports to Councillors.

[GE/26102018/P]

7.0 Legal implications

7.1 There are no direct legal implications arising from the recommendations in the review report.

[RB/26102018/O].

8.0 Equalities implications

8.1 Any evacuation plans would need to consider the differing needs of people who would have additional difficulties leaving their properties in the event of flooding for equalities related reasons. This consideration would need to include groups protected by the Equality Act. Elderly and or disabled people will be the principal groups. Children will also be vulnerable, but children are not protected by the Act in terms of their age as the Act believes it proper to treat children differently because of their age. They would however still need attention and support.

9.0 Environmental implications

9.1 The report is intended to support the CWC and partners to meet their statutory responsibilities for flood risk management. The issue of managing and mitigating the effects of flooding has been identified as a priority issue at national, regional and local levels. It is predicted that flooding events in the future will likely to become more frequent and more severe in response to changes in the climate.

10.0 Human resources implications

10.1 There are no human resources implications arising from the recommendations from the review.

11.0 Corporate landlord implications

11.1 There are no corporate landlord implications for CWC's property portfolio arising from the recommendations from the review.

12.0 Health and Wellbeing Implications

12.1 Proper flood prevention measures can help to reduce the impact of stress and health wellbeing due to property damage and disruption.

12.2 Flooding has very direct impacts on communities affected, particularly among vulnerable groups located in high risk areas. The report highlights the importance of raising public awareness of the risks of flooding and gives details of sources of information and help for residents and businesses, who may be affected.

13.0 Schedule of background papers

13.1 Scrutiny Board, 5 June 2018 – [Printed Minutes](#)

14.0 Appendices

Appendix 1 - Scrutiny Review of Flood Risk Preparation and Response Report

Appendix 2 – List of Recommendations

Appendix 3 – List of Witness Questions

Appendix 4 – Evidence Sessions

Appendix 5 – Terms of References

Appendix 6 – Roles and responsibilities for emergency resilience or flood prevention/mitigation

Appendix 7 – Advice to the public

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Scrutiny Review of Flood Risk Preparation and Response

Chair's Introduction

This report will inform Cabinet of the outcome of the scrutiny review into the flooding incidents that occurred in Wolverhampton on 26 and 27 May 2018.

The flash flooding which affected parts of Wolverhampton on 26 and 27 May 2018 provided a real-life test of the effectiveness of plans and procedures designed to manage flash flooding. The members of the review group welcome the decision of Scrutiny Board to look at what lessons can be learnt from the events in May and if there are any actions that can be taken to further reduce the risk to homes and businesses in the future.

No area can be completely exempt from the impact of flooding and as was seen in the events on 26 and 27 May 2018 in Wolverhampton, it can be extremely difficult to forecast the exact timing, location or impact of a flash flood.

This unpredictability can present a challenge to the Council and other partners and as such must be addressed in flood planning and business continuity planning along with a strong focus on coordinated local and national partnership working.

I would like to thank the members of the Review Group for their contributions and to all witnesses for sharing their experiences, which have informed the findings and recommendations in this report.

The work of the review group has also been supported by Dr Chris Bradley, Senior Lecturer in the School of Geography, Earth and Environmental Sciences, Birmingham University, who has provided specialist advice on the factors that contribute to the pattern of flooding in urban settings and the impact of climate changes on future weather patterns.

Members of the public were also invited to share their experiences of the flooding on my Facebook page a link to which can be found [here](#).

I commend the recommendations in this report to Cabinet and partner organisations.

Councillor Phillip Bateman MBE,
Chair of Scrutiny Review

2. Executive Summary

- 2.1 Having considered the events that took place over the bank holiday weekend in May 2018 it could be seen that there were some areas where immediate improvements were required and indeed these improvements such as changes to the out of hours telephone system and updating contact sheets for Duty Directors were made with immediate effect. The Group is therefore largely satisfied that the City of Wolverhampton Council in its role as Lead Local Flood Authority has a robust plan in place for dealing with flash flooding incidents in partnership with organizations such as Seven Trent Water, the Highways Agency and the Environment Agency. There is however, agreement of the need to fully test the logistics, communications and capabilities of the emergency resilience plans and systems and ensure clarity about the escalation policy.
- 2.2 The report includes recommendations to help ensure that changes to operating procedures following reviews of processes are implemented and are fit for purpose.
- 2.3 Recommendations have also been made to consider a review of operating procedure regarding public engagement, specifically around encouraging members of the public to register for flood alerts and severe weather warnings and to take precautions to protect their homes from flooding.
- 2.4 The review group welcomed the continued focus by the City of Wolverhampton Council and Seven Trent Water to invest in measures to improve land drainage and sewage systems to support progress towards achieving the vision for flood risk management.
- 2.5 The review group are reassured that there is a clear commitment from all the key organisations to meet their respective responsibilities for flood risk management.

3. Background

- 3.1 The City of Wolverhampton Council is responsible for leading efforts and preparing plans for local flood risk management across Wolverhampton. Following the flooding that occurred on 26 and 27 May 2018 the Scrutiny Board, at its meeting on 5 June 2018 resolved that:

A Scrutiny Review be carried out in regard to the Council and other partner organisations responses to the recent flooding in the City and that Cllr Bateman chair the Review Group.

3.2 The overall aims of the review were:

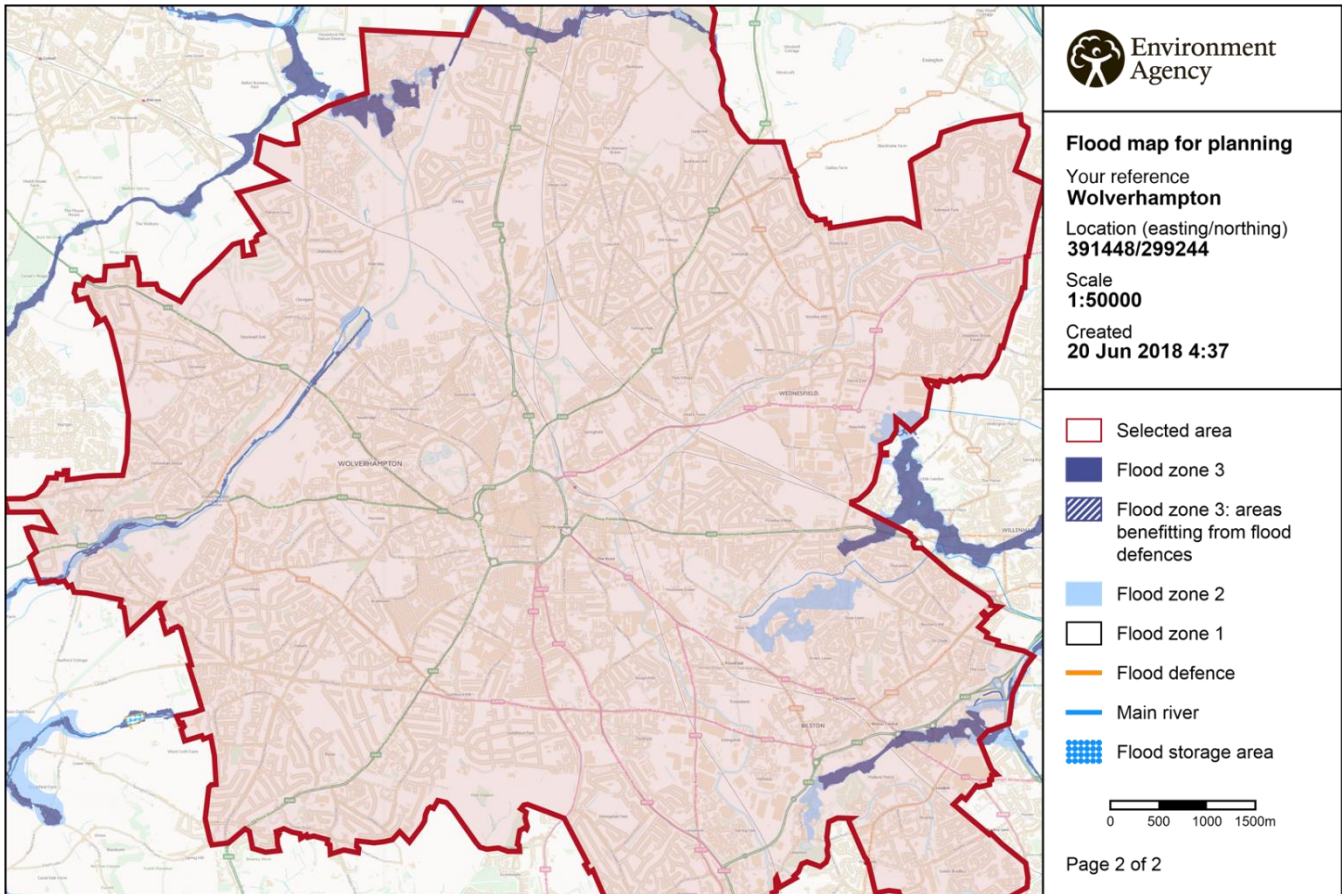
- To scrutinise the effectiveness of current policies and procedures in mitigating the effects of surface flooding.
- To review the effectiveness of emergency planning arrangements and the use of intelligence and data.
- To consider where lessons could be learned to help minimise the risk to homes and businesses in the future.

3.3 The approach to the review was to invite witnesses to submit evidence in advance and to make recommendations to the review group. All witnesses were sent a list of questions to complete (Appendix 3). In addition, witnesses were given the opportunity to meet with Cllr Bateman to discuss any issues about the purpose of the review.

3.4 The panel held two evidence sessions on 9 July 2018 and 13 July 2018 (Appendix 4).

3.5 The Full Terms of Reference for the Group are attached at Appendix 5.

3.6 The Flood Map for Planning shown below (Figure 1) highlights the areas at high risk of flooding in Wolverhampton in dark blue (Flood Zone 3):



(Figure 1)

3.7 The map at Figure 2 (below) shows the incidents of flooding reported to the Resilience Team by Highways, Education and Visitor Economy over the May bank holiday weekend 2018. It is important to note that there may have been other incidents of flooding that were not reported as members of the public will deal with a flooding incident in a variety of different ways.

3.8 The type of flooding that this review focused on is surface water flooding (also known as flash flooding). Flash flooding occurs as a result of intense rainfall and is unique in that it can happen before the water enters the river or the water course or even where none exists. This makes predicting flash flooding extremely difficult as it happens when the rainfall is more than the drains can handle and can occur very quickly. All of the highway drainage including gullies and channel drains are connected to a Severn Trent Water Sewer. This would normally be large enough to handle a regular storm event but on the weekend under review a months worth of rain fell in an hour which far exceeded the capacity of the drains.

(Figure 2)

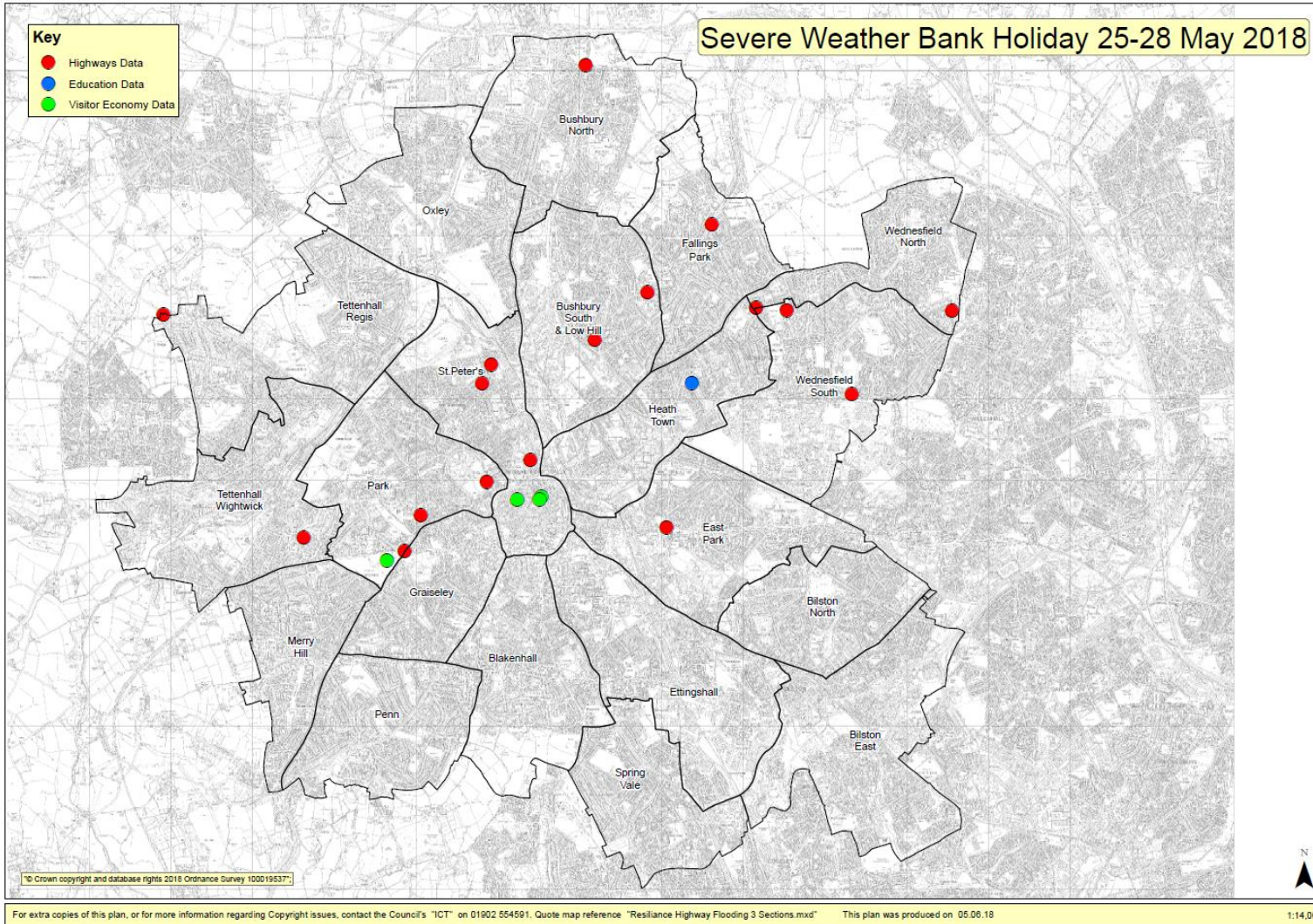


Figure 3 (below) shows the number of calls received by the Fire Service over the May bank holiday weekend (areas highlighted in red were attended by the Fire Service).

Date	Postcode	Number of Calls	Number of Attended Calls	Incident Type
27/05/2018	WV3	2	0	Flooding
27/05/2018	WV6	1	1	Special Service Call
27/05/2018	WV10	1	0	Water Rescue Incident
27/05/2018	WV10	7	1	Flooding
27/05/2018	WV10	1	1	Flooding affecting electrics
27/05/2018	WV11	7	1	Flooding
28/05/2018	WV1	3	0	Flooding
28/05/2018	WV3	3	0	Flooding
28/05/2018	WV6	1	0	Flooding
28/05/2018	WV10	3	0	Flooding
28/05/2018	WV10	1	0	Special Service Call
28/05/2018	WV11	5	0	Flooding
28/05/2018	WV12	2	0	Flooding
28/05/2018	WV14	1	0	Flooding

(Figure 3)

4 Time Line of Events

4.1 During the May bank holiday weekend, it was reported that the West Midlands region experienced the equivalent of a month's worth of rain in an hour, with over 10,000 recorded lightning strikes leading to several flash floods and power outages.

Friday 25 May	
11:55	Met Office issue a yellow warning for rain.
15:30	Resilience Team issue email forwarding Met Office warning, this email failed to send and remained in the outbox due to connectivity problems as the Team were off site. Upon receipt of the weather warnings, Highways had doubled the number of gully tankers on stand-by, and cleaned debris from culverts.
Saturday 26 May	
	Environment Agency sent an invite to the Resilience Team on 26 May. The email was sent to the emergency planning inbox inviting them to teleconference to discuss the weather warnings. However, the request was not actioned as the inbox is not monitored over the weekend.

Sunday 27 May	
10:11	Update from the Met Office – yellow warning still in place with low likelihood of medium impact but states some thundery rain with torrential downpours and frequent lightening and increasing the likelihood of flooding impact affecting areas including the West Midlands Conurbation and areas of South Staffordshire - valid until 0600 on Monday (sent to Emergency Planning inbox so not picked up at the time).
18:51	Met Office issue an amber warning – area of organised thunderstorms across parts of the West Midlands. Scope for 30mm of rain in an hour and perhaps up to 70mm of rain during a 3 hour period. Scope for significant flooding impacts due to heavy rain overwhelming drainage channels - valid until 2100 that evening. (As above, this was sent to the Emergency Planning inbox so not picked up at the time).
	Bantock House outbuilding fire, struck by lightning on roof of café. Fire Service attended and put out fire.
	Art Gallery, severe flooding Sunday evening mostly in Lichfield entrance. Water damage to some paintings on the stairs.
	Makers Dozen Studios, severe flooding to several studios Sunday evening, ceiling collapsed in one studio.
Monday 28 May	
	No Flooding Related Events Recorded
Tuesday 29 May	
09:00	Resilience Team made aware of events and issues that had occurred over the bank holiday weekend.
09:40	Resilience Team contacted all on-duty officers to ascertain if any communications had gone through and been missed – none had been received over the weekend.
09:40	Resilience Team contact Wolverhampton Homes Duty Supervisor to ascertain if any issues. Limited information available but confirmed that there was an issue and that Openreach was on site to rectify. Confirmed that many of the antenna masts received storm damage, likely from a lightning strike.
12:38	Confirmation that floods are result of flash flooding and capacity of drains being reached so surface water couldn't be drained away.
13:31	Confirmation that Heath Park School had suffered extensive water damage throughout the school. As a precaution education contacted all secondary schools by phone to make sure they were thoroughly checking their sites. Blanket email sent to all schools to check their sites and contact their relevant FM service provider if necessary.
13:56	West Midlands Pensions at the Mander Centre down with power issues. Resilience plan in operation.
13:56	Confirmed that there was an increase in out of hours emergency repairs calls for Wolverhampton Homes properties. Emergency repairs team dealt with 57 calls on the 27 th May and 5 follow on calls. Mainly queries around overflowing guttering and some roof leaks.

	An extra emergency team was working to make sure every tenant was visited. Throughout these repair calls, no pumping out/fire service attendance was required and no tenants were displaced. No approaches for emergency housing due to the weather/flooding in terms of homelessness services.
14:07	Confirmed that all Jontek calls were ok over the weekend (The Jontek system, is an emergency telecare line run by the Wolverhampton Homes control room. This line is used by individuals in need of additional support to continue living at home. It will allow the user to make an emergency call for help 24/7, by pressing a button which then immediately calls the control room. Operators must prioritise this line over any other, due to the potential life or death nature of the situation).
14:53	Data produced to show that 2 out of 356 incoming calls were not answered on the emergency out of hours 2999 number.

5 Identified Concerns and Areas for Improvement

5.1 Met Office Weather Warnings

5.2 The Resilience Team has access to Met Office live weather tracking data, and it must make a risk-based judgement on the most appropriate response to an incident. The review group were advised that the emergency resilience plan includes details of action to be taken in specific circumstances in response to warnings from either the Met Office or Environment Agency. It was agreed following evidence submitted by the Flood Risk Manager that there was a need for a proportionate response to a weather warning based on published criteria and guidance.

5.3 Problems appear to have arisen in this case because the Met Officer weather warnings were sent to a generic email address that is not monitored out of hours and due to connectivity issues with an email remaining in the outbox due to the Team being offsite (the Team were not aware that the email had not been sent).

5.4 Duty Manager and Duty Director on-call process

5.5 A Duty Director and Duty Manager are on-call at all times over a Bank Holiday. Personal telephone numbers are used at times (pre-planned) in order to accommodate the volunteer system that is used on Bank Holidays. The full list of numbers to be used is distributed to officers on-call as well as to the 24-Hour Contact Centre. The response process is as follows:

Public/Responding Organisation > 24 Hour Contact Centre > Duty Manager > Duty Director > Managing Director > Council Leader

5.6 On the weekend in question the Duty Director and Duty Managers reported that they received no calls over the weekend to their personal numbers. The Group did however note that a councillor had confirmed that he had phoned the Duty Director but received no answer.

5.7 In response to the issues surrounding the bank holiday on-call procedure, a review was taking place in the Resilience Team to ensure that the issue does not happen again.

5.8 The Contact Centre

5.9 The Review Group had been made aware of issues regarding members of the public not getting through to the 24-hour contact centre provided by Wolverhampton Homes.

It was confirmed that the 2999 out of hours line was operating and taking calls as usual, but much higher volume of calls were received on the weekend under consideration than normal.

- Saturday 26 May – 193 calls
- Sunday 27 May – 957 calls
- Monday 28 May – 440 calls

This was a total of 1590 compared to an average weekend (Sat-Sun) call volume of 270.

There were 2 call operators on shift over the weekend and an average of 17 calls were answered every hour.

5.10 Further investigation identified that some members of the public were unable to reach an operator and that these callers received an automated message explaining their call could not be answered at the time. This was due to a capacity issue, with the maximum number of calls that could be queued set at 32 which would normally be sufficient for the out of hours service.

5.11 Seven Trent Water – Actions Taken before and during the flooding incident

In evidence from Tim Smith, Flooding Analyst, Strategy and Regulation, Severn Trent Water (STW), the review group were advised that their wet weather contingency plans were triggered on Sunday 27 May in response to the Met Office forecasts. STW contract partner AMEY made extra resources available on Sunday 27 May and on the following days to deal with the incidents.

5.12 Between Sunday 27 May and Tuesday 29 May there were 226 incidents reported to STW. On Sunday 27 May, STW experienced a 400% increase in the number of calls that would normally be received on a Sunday. All planned work was cancelled to focus resources on the incident response.

5.13 STW in evidence to the review advised that in total 31 crews responded to reports of flooding incidents and communications were sent to customers via their website and social media to warn them of the need to prepare for the risk of potential flooding.

6 Findings and Outcomes

6.1 Improvements and Mitigation already actioned.

- 6.2 City of Wolverhampton Council ICT have made changes to the 2999 emergency call system to ensure that calls are now held in a queue when there is a surge in demand; a high-volume test has been completed successfully.
- 6.3 Three extra phone lines were also installed on Tuesday 29 May during the night and 2 additional operators who do not normally take the emergency calls were on duty to take calls (although they are not specifically trained to handle emergency calls), plus an on-call supervisor (4 call handlers in total plus a supervisor).
- 6.4 All 17 rest centre volunteers were alerted to the upcoming forecast and the possibility of being requested overnight.
- 6.5 Councillor phone numbers were added to the Apprise logging system for the Duty Director and Duty Manager to contact in the event of a significant incident in their ward.
- 6.6 A new webpage is now live with information for residents about what to do if they have flash flooding in their street. Residents would immediately see this link from the home page if required - www.wolverhampton.gov.uk/severeweather.
- 6.7 Emails were sent to councillors throughout the week to keep them updated.
- 6.8 Social media updates were put out throughout the week to inform the public.
- 6.9 There is also a recognised need to help people develop the skills and confidence in managing emergency incidents; whilst recognising that an incident may be outside their area of expertise. There was a suggestion that training should be carried out in the dedicated emergency room to help support the duty manager and duty director. It has now been confirmed that weekly training sessions are offered to Duty Managers and Duty Directors and that additional training sessions for councillors were in the process of being arranged.

7 Partnership Working

- 7.1 The City of Wolverhampton Council (CWC) has a strategic role in managing the risk of flooding from local sources and must work with key partner organisations such as the Environment Agency, Severn Trent Water (STW) and representatives of neighbouring authorities to ensure that all legislative responsibilities are met and that the risk of flooding to homes and properties in Wolverhampton is mitigated.
- 7.2 The review group welcomed the speedy response from witnesses representing CWC and partner organisations with responsibility for flood risk management or resilience planning

to look critically at where changes are needed to improve their respective plans and policies in managing similar incidents in the future.

- 7.3 The appointment of Jamie Cooper, Flood Risk Manager, who works for Staffordshire County Council as part of a service level agreement with Wolverhampton, Walsall and Sandwell Council was also welcomed by the Review Group.

8 Ongoing and Future Improvements

- 8.1 The review group suggest that work is needed to map areas and buildings affected by flooding and the costs of repairing any reported damage and any necessary preventative work to reduce the risk in the future.
- 8.2 There is also an acceptance by the review group of the need to work with the local community to support efforts to mitigate the effects of flooding and manage the level of risk and provide information and advice. The idea of working with local people to develop community flood response teams was suggested and it is something that should be explored, which will hopefully raise awareness in those areas considered to be at high risk of flooding.
- 8.3 The Service Director Strategy & Change confirmed that to prevent a repeat of emails being sent to a generic inbox that is not monitored out of hours, that the Duty Manager and Duty Director could be added to the inbox to receive alerts. Further work will be done to decide the best way forward regarding this.
There were issues with the phone used by the on-call Duty Director not having a signal and the review group were advised that due to this calls were not able to be escalated to the appropriate level. There are ongoing discussions about replacing the emergency Duty Director phone with a duty pager.
- 8.4 In evidence to the review it was commented that promotional campaigns desired to raise awareness of flooding risk have not been as successful as expected. The review group supports efforts to look at alternative ways to encourage the public to use the resources available which could help those affected by flooding to recover to the new normality.
- 8.5 The review group support the view of Dr Chris Bradley of the need to look at more sustainable drainage systems and the use of targeted maintenance to clean gullies more frequently in high-risk flood areas.

- 8.6 There are concerns about plans for reducing the current gulley cleaning programme which will result in some locations not been included in the annual programme and it was suggested that a report be compiled in relation to the implications that this may have.
- 8.7 The Flood Risk Manager at the time of drafting was preparing a bid to fund a survey of watercourses and analysing the associated flood risk with a view to better informing and directing any future bids for capital works.
- 8.8 Appendix 6 details the roles and responsibilities for emergency resilience or flood prevention/mitigation within CWC.

9 Emergency Planning/Resilience

- 9.1 The City of Wolverhampton Council has obligations in relation to the Civil Contingencies Act 2004. The work of the Resilience Team meets the aims and objectives of the Resilience Board through a three-year work programme.
- 9.2 The CWC Resilience Team will support the Council in response to and recovery from (major) incidents or Business Continuity incidents. At the time of an incident the Resilience Team may be called on as subject matter experts to advise and represent the Council at multi-agency meetings during office hours.

10 Planning and Flood Risk

- 10.1 The review group expressed concern about the level of consideration and challenge given by CWC to the concerns of the Planning Committee regarding the issue of flood risk management when developments are proposed for sites on a flood plain.
- 10.2 The review group were assured by the Flood Risk Manager, that the issue of flood risk management is carefully consider for major developments (all major developments are reviewed in terms of flood risk by CWC as Lead Local Flood Authority) and detailed in the Black Country Core Strategy. Further, the stated aim is that the design of future major developments will reduce the level of surface water run-off significantly and the burden on the STW drainage network.

11 Seven Trent Water and Storm Water Drainage

- 11.1 In evidence to the review group it was reported that both CWC and Severn Trent Water Authority (STW) had made significant investment into improving land drainage and sewerage system to cope with flooding from water courses and surface flooding.

- 11.2 STW has a five-year business plan agreed with OFWAT which includes investment in new drainage infrastructure but there is an acknowledgement that some areas will remain at risk of flooding from sewers and surface water.
- 11.3 The review group were advised by Dr Bradley that the impact of summer flooding events depends on the effectiveness of the storm water drainage network and how quickly water can move through the system, the importance of reducing pressure on the drainage network was highlighted during the review as key part of the flood risk management strategy.
- 11.4 Dr Bradley also commented the extent of any flooding will depend on the effectiveness of Sustainable Drainage Systems (SUDS) for example, permeable drives, which are designed to either allow excessive rainfall to be absorbed before entering the drainage network or to slow the flow of surface water runoff with the aim of reducing the risk of flooding to properties.
- 11.5 Regarding, the road network, developments such as reduction in grassed areas in urban areas, the expansion of concreted areas and building on flood plains are all factors which contribute to the efficient transport of flood water during a storm; when the water hits a hard surface, it can quickly overwhelm the sewage and drainage system.
- 11.6 Dr Bradley explained that Severn Trent Water manage and charge for surface water drainage for individual properties while the Council manages the road drainage. In most cases drainage water passes into the treatment works through the combined sewer and storm water drainage system. During a period of heavy rainfall when the capacity of the system is exceeded, the sewer inspection covers can be lifted off by the high pressure and sewage or storm water can be discharged to the local water course.
- 11.7 The Council as Lead Local Flood Authority are also working with STW to look at individual factors that have contributed to the flooding in a specific area. The review group discussed the issue of blockages in STW pipes and there was concern about the current policy of removing obstructions in drainage pipes that they maintain.

12 City of Wolverhampton Council Communications.

- 12.1 The Head of Corporate Communications advised the review group that the communications team is a council-wide resource which is available to senior officers and councillors to help them deal with a specific emergency or incident.

- 12.2 It was stated that on the weekend of 27 May there was an on-call communications officer on duty and there was no information that there was a problem with the emergency duty system or the extent of flooding affecting areas of Wolverhampton. The media protocol and emergency communications detail the roles and responsibilities of individuals across the Council to respond to an incident.
- 12.3 The Head of Corporate Communications further advised that existing command and control systems would have been able to respond to the flooding incident. However, as the Duty Communications Officer was not aware of the problems referred to earlier, the necessary resources were not deployed by the Duty Manager or Duty Director.
- 12.4 The Group noted that the issues that led to the review were not related to the command and control structure but linked to the telephony issues and if the right people were contacted at the time of the flooding then the response may have been different.
- 12.5 The Head of Corporate Communications commented on the need to have a single list of emergency numbers for Councillors with accurate information and alternative numbers provided to the 24-hour contact centre in case the Duty Officer or Duty Director could not be contacted.

13 Financial cost to the City of the flooding

- 13.1 The review group were keen to understand the financial costs to the City because of the flooding. The review group were advised that a number of council buildings were damaged either because of lightning strikes and or flooding.
- 13.2 The following CWC buildings were damaged during the storm:
- Bantock House
 - Wolverhampton Art Gallery
 - Makers Dozen Studios
 - Central Baths
- 13.3 In evidence to the review the Corporate Assurance Manager (CWC) reported that the total cost of damage caused was an estimated £26,000. It was also reported that a number of exhibits were damaged in the Art Gallery requiring restoration or estimates for restoration. An investigation by the Loss Adjuster reported a deficiency/weakness in the current guttering system on the roof of the gallery as being the cause of the flooding. The Loss Adjuster recommended the installation of a pump on the roof to remove the water

and prevent the troughs from overflowing – the area is also monitored by CCTV. The review group were advised that all the necessary work has been completed.

14 Prevention

- 14.1 The Flood Risk Manager advised the panel that there were various grant aided Government funded flood defence schemes that provided resources following a flooding incident.
- 14.2 Wolverhampton is in receipt of some grant funding for a scheme on the Waterhead Drive that is currently in development. The work is overseen by the Trent Regional Flood and Coastal Committee. The members of the board meet quarterly and CWC is represented by Cllr John Reynolds.
- 14.3 The panel were advised by the Flood Risk Manager that a funding bid had been submitted for the Black Country to meet the cost of undertaking a CCTV survey of key watercourses and a report on the size and condition of them together with an analysis of flooding.
- 14.4 The review group noted the challenge facing the region in trying to secure capital funding and revenue to update and improve drainage systems to better cope with periods of heavy rainfall leading to significant flood damage within a cost beneficial framework.
- 14.5 There was a strong view expressed by the review group of the need to ensure that CWC leads efforts to ensure that there is a recognition that different approaches to mitigating the effects of flooding will be needed in different locations.

15 Informing the public about the risk of flooding and providing advice

- 15.1 Seven Trent Water sent out communications to customers via their website and social media in preparation for potential flooding including how to deal with flooding and reporting an incident.
- 15.2 The Environment Agency (EA) have published a useful range of information to help homeowners find out if their property is in a flood risk area and also guides on how to protect their home from flooding, this [link](#) gives more details. Homeowners and businesses can enter their postcode to find out about the level of risk from flooding in a specific area and get advice about what to do in event of a flood.

- 15.3 In many flood risk areas, homeowners and businesses can sign up for flood warnings. These warn of the risk of flooding from rivers, the sea and groundwater. The public who register will get an alert by phone, email or text when flooding is expected.
- 15.4 However, the review group expressed concern about the level of public interest in finding out more information about the level of flood risk; particularly those properties which are known to be in high flood risk areas. The review group recognise the importance of giving property owners timely information and advice about what action they can take before, during and after a flood to mitigate the risk of flood damage.
- 15.5 However, evidence from other areas that have been flooded suggest more radical thinking is needed to encourage residents living in risk areas to plan how they can protect their property in the event of a flash flood.
- 15.6 The review group accept that giving timely flood advice is a challenge as the fast-moving nature of summer storms will only give short time for first responders to give advice. Therefore, there is a need for CWC representatives to have discussions with the local community groups in high risk flood areas to plan how to develop a strategy to manage the risk.
- 15.7 There is a recognition of the need to both identify and support vulnerable community members who may find it difficult to manage during a flooding incident and how to best to make them aware of rapidly changing weather conditions and to make necessary preparation.

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Appendix 2 – Recommendations

Review Recommendations	Lead	UPDATED ACTIONS
1. Lead Local Flood Authority (LLFA) to share information with the Resilience Board on progress against actions detailed in the Local Strategy for Flood Risk Management Action Plan (published <i>October 2015</i>).	LLFA	City Transport Head of Service is a member of Resilience Board and is able to update all board members on actions.
2. The LLFA to publish their findings from an investigation into the flooding incident as detailed in their list of responsibilities. Confirmation required as to whether there is an Annual Report and where and to who does this go?	Flood Risk Manager	
3. Highway Operations Manager and Flood Risk Manager to present a joint report to Cabinet about the implications for Wolverhampton to respond to a future flooding incident on a similar scale, if the current gulley cleaning budget is reduced.	Highway Operations Manager and Flood Risk Manager	
4. The Flood Risk Manager to brief the relevant Portfolio Holder on the outcome of a funding bid aimed at providing better intelligence about flood risk areas which can be part of a map-based system.	Flood Risk Manager	
5. Highway Operations Manager to brief the relevant Portfolio Holder on progress of a business case for additional funding for future flood prevention work and any specific work to reduce risk of flooding in known high risk areas of Wolverhampton.	Highway Operations Manager	A bid has been submitted to survey culverts across the Black Country where flood risk is highest and will include culverts in Wolverhampton. This has been locally approved, and we are awaiting final approval from The Environment Agency/Defra. This will include a blockage analysis of trash screen (especially where they intersect highways) to understand what the risk would be should the culvert block. The plan is to then identify any problems and remedial action with those that are important, urgent

		and quickly fixable prioritised first (for example culvert re-lining, new trash screen, etc.) through government funding and for any longer-term potential projects to be put forward for government funding in the future.
6. Wolverhampton Homes report to the LLFA forum on the feasibility and risk of installing flood resistant doors at the front and rear in new housing developments and the timeline for introducing a trial scheme to test their effectiveness and impact on the level of flood risk.	Wolverhampton Homes	As above.
7. Director of Public Health to present an update to Scrutiny on the impact of changes introduced to CWC emergency resilience planning following an internal review.	Director of Public Health	At present the options are still under review as to which system will be implemented. An initial paper has been put forward to SEB regarding the options that can be investigated. Since this a further paper is being developed on the benefits and consequences of the introduction of a new duty system. Included within this will be the potential for the introduction of new technology, including the use of pagers as opposed to mobile phones.
8. Director of Public Health, to present a report to Cabinet of any proposed changes to the arrangements for voluntary bank holiday and weekend cover by duty director and managers.	Director of Public Health	Bank holiday and public holiday cover within the scope of the proposed options for the changes to the Duty Rota system.
9. Director of Public Health, to detail plans for regular desk top and live resilience training to test the robustness of emergency systems and identify areas of concern and or training support needed.	Director of Public Health	A mini desktop exercise and training takes place each week with the oncoming Duty Manager and Duty Director. The LRF has re-established their training and exercise in preparation for a large, live, exercise. Dates are yet to be confirmed.
10. The Councillor Development and IT Advisory Group to encourage all councillors to attend Resilience Sessions: Introduction to the Major Incident Control Room and the Councillors role in an emergency. The Resilience	Councillor Development and IT Advisory Group	Four sessions were run shortly after the review, with an attendance of 08 Councillors. Feedback received was that the session was interesting and engaging.

<p>Officer to report on feedback from Councillors and to make recommendations as appropriate to the Councillor Development and IT Advisory Group.</p>		<p>Please note the Control Room is currently in the process of moving, it will be temporarily housed in Culwell Street, before moving to its permanent location within Hickman Avenue.</p> <p>Once this is complete, these sessions can be offered back out to Councillors.</p>
<p>11. The Head of Communications in partnership with Wolverhampton Homes, Highways Service, Resilience and Severn Trent Water to consider further proposals of what further action (including enhanced use of social media) could be taken to encourage residents to register for flood alerts and severe weather warnings and how to protect their homes from flooding. http://www.wolverhampton.gov.uk/severeweather</p>	<p>Ian Fegan, Head of Communications, Wolverhampton Homes, Resilience Team, Seven Trent Water.</p>	
<p>12. CWC website to be updated to stress to the public that they should not walk or drive in severe flood water as there are risks to their safety and will also add to the pressure on the emergency services responding to calls. The website information to be updated to include the information detailed in Appendix 7.</p>	<p>Director of Public Health</p>	<p>In progress - http://www.wolverhampton.gov.uk/severeweather</p>
<p>13. Wolverhampton Homes to update Cabinet on plans for alerting tenants to plan and prepare for flooding, which are suitable for the needs of vulnerable people living in known high risk flood areas</p>	<p>Darren Baggs, Wolverhampton Homes</p>	
<p>14. That the Flood Risk Manager consider more sustainable drainage systems and the use of targeted maintenance to clean gullies more frequently in high-risk flood areas.</p>	<p>Flood Risk Manager</p>	

15. That the weekly report to councillors from the Managing Director continues to be utilised and that it continues to include up to date information regarding duty managers and directors.	Head of Corporate Communications	Continuing
16. That information be received regarding Highways and Transport cross boundary working in respect of emergency planning and flood risk.	Flood Risk Manager	

Appendix 3 – List of witness questions

- a. Briefly outline your role and responsibilities for either flood risk management or emergency planning in Wolverhampton?
- b. What action did your organisation take in preparation for the weather forecast of heavy rainfall on Sunday 27 May?
- c. What are your views of the effectiveness of current flood risk management and emergency response co-ordination before during and after the flooding event on 27.5.18?
- d. What were the challenges to your service in helping to prevent surface water and sewer flooding in known high-risk areas in Wolverhampton?
- e. What changes, if any, would like to see flood risk management or emergency response plans in the future?

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Appendix 4 – Evidence Sessions

9 July 2018

- Dr Chris Bradley - Birmingham University
- Jennifer Brake - Service Director Strategy & Change, City of Wolverhampton Council
- Emma Smallman - Resilience Manager, City of Wolverhampton Council
- Darren Baggs (Assistant Director) Housing - Wolverhampton Homes
- Chelsea Sibley – Resilience Officer, City of Wolverhampton Council
- Jamie Cooper - Flood Risk Manager, Staffordshire County Council - providing a Flood Risk Management service for Staffordshire County, Sandwell, Walsall and Wolverhampton Councils.
- Alan Johnson - Highway Operations Manager - City of Wolverhampton Council

13 July 2018

- Kevin O’Keefe - Director of Governance, City of Wolverhampton Council
- Jennifer Brake - Service Director Strategy & Change, City of Wolverhampton Council
- Emma Smallman - Resilience Manager, City of Wolverhampton Council
- Darren Baggs, Assistant Director – Housing (Wolverhampton Homes)
- Ian Fegan, Head of Communications, City of Wolverhampton Council

Written evidence was submitted by Tim Smith – Flooding Analyst, Strategy and Regulation, Severn Trent Water Authority - September 2018

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Appendix 5 - Scrutiny Review of flood preparation and response

Terms of Reference

1. Introduction

The issue of managing and reducing the impact of flooding is important because it directly affects homes and businesses – particularly in those areas at highest risk.

Definition

For this review the Government classification will be used when referring to the surface flooding events on 27 May 2018 in Wolverhampton – the incident is described as **a local flood – this is defined as - local flooding small scale evacuation; no risk to critical infrastructure.**

The role for scrutiny members

The City of Wolverhampton Council (CWC) is responsible for leading efforts and preparing plans for local flood risk management across Wolverhampton.

Scrutiny has a role in representing the voice and concerns of the public. The Council by scrutinising the effectiveness of flood risk management plans and policies can offer reassurance to communities that it is taking steps to reflect on and respond to any concerns about how the forecast local flooding incident on Sunday 27 May 2018 that recently affected Wolverhampton was managed.

The review group will seek to scrutinise the performance and response of CWC and other relevant partners to the surface flooding and will consider issues relating to:

- flood risk management – policy and practice,
- emergency planning,
- public communication and information,
- preparation for the floods forecast in areas where there is history of surface flooding,
- understanding the underlying causes of surface flooding to better protect homes and businesses in high risk areas in the future.
- engage positively with and listen to the views of residents who have been affected by flooding incident.

2. Working with and engaging external organisations involved in flood risk management

The review will positively engage with representatives of external organisations as there is a recognition that flooding does not conform to local authority boundaries and to deliver an effective flood risk management plan will require co-operation of a range of different organisations.

The Flood and Water Management Act 2010 requires partner organisations with responsibilities in flood risk management to comply with requests from overview and scrutiny committees for information and response to reports. These partner organisations must also have regard to scrutiny panel reports and recommendations.

To help partners understand what to expect from a review process, so they can be more prepared, it is proposed to arrange informal meet-and-greet sessions with Councillors before the meeting starts. The aim of the meeting will be to help dispel any fears from partners about the role of elected members and answer questions about the scrutiny review process.

3. Key roles and responsibilities

CWC is the designated Local Lead Flood Authority (LLFA) for Wolverhampton. The role and responsibility of being LLFA is detailed in the Preliminary Flood Risk Assessment (PFRA). The PFRA document gives a high-level overview of flood risk management in Wolverhampton from local sources and details of past and future flood risk from the following sources:

- Surface water
- Groundwater
- Ordinary watercourses
- Canals

The final [report](#) was published in June 2011 and updated in 2017.

4. Overall review aims

The review will scrutinise the effectiveness of current policies and procedures in mitigating the effects of surface flooding, emergency planning arrangements and the use of intelligence about the weather before, during and after a flood.

The review will also consider how the public were informed and updated about the flooding on 27 May 2018 and where lessons could be learned to help minimise the risk to homes and businesses in the future.

The review will be supported by [Dr Chris Bradley](#), Birmingham University, who will provide specialist advice on flooding and respond to technical questions.

5. The key lines of enquiry for this scrutiny review are to:

1. Scrutinise the role and responsibilities of CWC and others in preparing for and mitigating the effects of local surface flooding.
2. Review effectiveness of flood risk management policies and emergency planning procedures.
3. Assess how coordinated all relevant agencies were in their attempts to prevent surface water and sewer flooding in known high-risk areas of Wolverhampton.
4. Explore the quality of follow-up activity by CWC and other responsible agencies, in relation to supporting affected communities before, during and after the floods.
5. Consider areas where improvements could be made in Wolverhampton's flood prevention policies and procedures and emergency planning arrangements.

6. The review outcomes

1. To evaluate emergency response to manage serious flooding in Wolverhampton on 27 May 2018 and assess performance against agreed standards;
2. To get a better understanding of the roles of CWC and other partners responsible for both flood response and alleviation solutions in response to a forecast local flood;

3. To assess the effectiveness of emergency planning to deal with flooding incidents and communication of the level of risk to the public and advice on action to take to mitigate the effects;
4. To consider if current resource levels, the CWC deploys to prepare and support communities when a severe flood is forecast, are sufficient;
5. To identify how CWC and other agencies can share learning and strengthen joint working to improve response to flooding.
6. To highlight the key lessons that can be learned from the response to the severe flooding on 27 May 2018.

Background References

- Local Strategy for Flood Risk Management – The Black Country (October 2015)
- Wolverhampton City Council Preliminary Flood Risk Assessment (June 2011)
- Preliminary flood risk assessment: Wolverhampton Council (addendum) (2017)
- Wolverhampton City Council - Emergency Communications Plan
- Department of Transport – Highway Flooding: Roles and Responsibilities
- Scrutiny of Flooding Toolkit -LGIU (2010)
- Flood and Water Management Act 2010
- Flood Risk Regulations 2009

V6 - 26.6.18

Appendix 6 - Roles and Responsibilities for emergency resilience or flood prevention/mitigation

Emergency Planning Team

Council responsibilities – Emergency Planning Resilience and Flood Prevention Generic Duties

The main responsibility of both the Duty Manager and the Duty Director is to be contactable 24/7 so that they are available to assess the impact of an incident. If they decide a response is required, then they will co-ordinate the response at the appropriate level.

Duty Manager

The Duty Manager is on duty between the hours of 1700-0900 Monday to Thursday and between 1700 on Friday until 0900 the following Monday morning. Should a call requiring a Council response come into the Out of Hours Contact Centre, they will escalate it to the Duty Manager as the first response, beginning an incident log on the electronic system known as Apprise.

The Duty Manager is then responsible for either, activating the required individuals and plans as necessary, such as the Rest Centre Plan and Managers or the Emergency Control Room. If the Duty Manager requires further advice or support, then they will escalate the matter to the Duty Director.

Duty Director

The Duty Director is on duty between the hours of 1700-0900 Monday to Thursday and between 1700 on Friday until 0900 the following Monday morning. Duty Director may be activated in two ways. Either directly from out of hours contact centre, should they struggle to get the Duty Manager, or via the Duty Manager.

When activated, the Duty Director holds delegated responsibility from the Managing Director and are therefore authorised to make decisions on behalf of the Managing Director. These decisions can range from the activation of all Directors to manage the response, assistance with crisis purchasing or activation of further support and advise from specialists.

The review group were advised that the Duty Director would have access to all the documents needed to make decisions. In addition, the Duty Director would also be

able to get advice from a subject matter expert – however there would be no requirement for that person to attend the meeting in person in response to an incident. This would be done as a goodwill gesture on their part. In evidence to the review group witnesses have suggested ideas for improving the current working arrangements.

During office hours, the Resilience Team will assume the duty cover. If an incident occurs that requires an immediate duty handover, there are mechanisms in place to ensure this is possible. This also includes sickness, unforeseen absences etc.

Highways Maintenance

City Transport has responsibility for the maintenance of highway and land drainage, brook courses and brook grids. Jamie Cooper is employed by Staffordshire County Council as part of an SLA with Walsall and Sandwell Councils to provide a flood risk management service based around supporting each to meet their responsibilities as Lead Local Flood Authority.

In addition, the Highways Service has a responsibility for cleaning and maintaining the network of gullies across Wolverhampton.

Communications Team

The Head of Communications team supports and advises directors and cabinet members before, during and after major incidents and civil emergencies. This helps the council to meet its statutory responsibilities to warn and inform as set out under the Civil Contingencies Act (2004).

The service work closely with the resilience team who provide the council with an 'early warning' system based on their expertise and relationships with local, regional and national partners. The service also supports this by regularly monitoring social media and media monitoring.

The service work closely with emergency planning colleagues to develop the city council's emergency communications plan. Three years ago, the service implemented and have maintained an on-call communications officer rota for out-of-hours emergency support to duty directors/managers.

In the event of an incident/emergency, the service would work closely with partners to ensure a consistent and coordinated response.

Appendix 7 - Advice to the public

In an Emergency:

If you are in immediate danger, contact the emergency services by dialling 999.

Only call for emergency assistance if there is a risk to life or a risk of serious property/environmental damage. During a flood, the emergency services may be very busy.

The latest information on flooding will be available from the Environment Agency's Floodline service: **0345 988 1188** or [here](#)

Flooding from highway drainage, surface water, groundwater or watercourses that are not main rivers (see below)

Contact [Wolverhampton Council](#) on **01902 551155**.

Main rivers are usually larger rivers and streams. The Environment Agency carries out maintenance, improvement or construction work on main rivers to manage flood risk.

Wolverhampton City Council as Lead Local Flood Authority oversee flood risk management activities on ordinary watercourses. (More detail of our duties at the bottom of this email)

Main River Flooding

Call [Environment Agency](#) – **03708 506506**. This can also be used to report blocked watercourses before flooding has occurred.

Flooding from sewers or burst water mains

Contact the appropriate company for your area (note: South Staffs Water does not operate sewers; only water supply)

- [Severn Trent Water](#): **0800 783 4444**
- [South Staffs Water](#): **0800 389 1011**

In your home:

- Clear drains to allow surface water to escape and prevent it reaching your home
- Turn off the gas, water and electricity supply to your home before flooding. This should make the services easier to reinstate once floodwater has dropped.
- Put plugs into sinks and baths and weigh them down to prevent water coming up drains and into your property. If you have other flood protection equipment such as a seal for use in toilets, install this.
- If safe to do so move valuables upstairs. If you are sheltering in your property, ensure there is a means of escape.
- Do not let children play in flood water. The water can be unsafe, and it can also become contaminated with raw sewage and chemicals.

Outside

- Monitor weather reports on local television or radio news channels or via the [Met Office](#) to ensure you have the latest information.
- Do not use towpaths as you may be unable to see where the main channel and towpath meet.
- Do not attempt to walk through flooded areas. Even shallow water can sweep you off your feet.
- Floodwater may lead to be hidden dangers such as open drains, damaged road surfaces, submerged debris or deep channels - these can cause serious injuries or even death.
- Do not travel in heavy rain storms unless absolutely necessary.

Motorists

Eighty per cent of flood deaths occur in vehicles. Motorists should not attempt to drive through flooded roads or fords. The water is often deeper than it looks and may be moving quite fast. Your vehicle may be swept away, or you may become stranded.

With water utility companies around the country advising that flood water may contain sewage, there is also the chance that driving through it you will spread this sewage onto your car and further into flooded streets.

More advice On Flooding and Insurance

Further information for advice on what to do before, during or after can be found on the Environment Agency's [website](#)

[The National Flood Forum](#) are a Registered Charity to help, support and represent people at risk of flooding and can provide specific flood advice including insurance related enquiries. They can be contacted at 01299 403 055.

Role of the Lead Local Flood Authority

Under the [Flood and Water Management Act 2010](#), Wolverhampton City Council as a Unitary Authority is a Lead Local Flood Authority and the Strategic leader for flood risk matters in Wolverhampton to include:

- Developing and implementing a [Local Flood Risk Management Strategy](#) .
- Ensuring that all organisations involved in flood risk management are aware of their responsibilities.
- Monitoring progress and activity by all parties involved in flood risk management.
- Coordinating communication, both with the public and between organisations.
- Preparing reports and plans to meet the requirements of the [Flood Risk Regulations 2009](#).
- Carrying out flood investigations where appropriate and publishing reports.
- Keeping an asset register of structures and features which may have a significant effect on local flood risk.

- Designation of Third-Party Assets where appropriate.
- Regulation of Ordinary Watercourses, including permissive powers to require landowners to maintain ordinary watercourses on their land / property.
- Providing technical advice to Local Planning Authorities on surface water drainage strategies for major developments.

We also have permissive powers which allow us to carry out works to manage flood risk from surface water and groundwater.

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	MiFriendly City Implementation update	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Kate Martin, Service Director of Housing	
Originating service	City Housing	
Accountable employee	Anthony Walker	Homelessness Strategy Manager
	Tel	01902 551631
	Email	anthony.walker@wolverhampton.gov.uk
Report to be/has been considered by	Housing Leadership Team	19 February 2019
	Public Health Leadership Team	5 March 2019

Recommendations for decision:

The Cabinet is recommended to:

1. Approve 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.
2. Approve a budget of £388,000 within City Housing for the MiFriendly Cities project on the understanding that this is funded by the grant from the European Regional Development Fund.
3. Delegate authority 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.

Recommendations for noting:

The Cabinet is recommended to:

1. Note the requirement for the Council to contribute twenty percent of the total project cost equal to £97,000 of match funding. This will be from existing approved budgets in the form of employee time.
2. Note the overall work undertaken in Wolverhampton in relation to new communities including work to date on the MiFriendly Cities project in Wolverhampton
3. Note the work on the development of an operational group to have oversight of new community projects.

1.0 Purpose

- 1.1 The purpose of this report is to update Councillors on the projects and work undertaken in relation to new communities with a specific focus on the progress of the MiFriendly Cities Programme in Wolverhampton.
- 1.2 To give details of the next steps in relation to a variety of projects related to MiFriendly Cities and outline over the next year the expenditure that will be required to meet the commitments of the MiFriendly Cities.
- 1.3 Finally, to put this expenditure in context, namely in relation to staff time working on the project and the delivery of a Pop-up Furniture Factory

2.0 Background

- 2.1 Wolverhampton is one of the most diverse areas in England. According to Office for National Statistics data 2018 (ONS) 20% of residents are non-British nationals.
- 2.2 Wolverhampton is one of the four main dispersal areas in the Midlands for asylum seekers. In October 2018, 847 individuals living in the city were being supported by the Home Office.

	Overall No.s	No.s Of people on S95 & S4 support		
	Total Population (2014 Census – mid year estimate)	August 2018	September 2018	October 2018
Birmingham	1,073,000	1849	1811	1833
Coventry	318,600	530	527	534
Wolverhampton	249,500	833	835	847
Dudley	312,900	241	246	247
Sandwell	308,100	871	873	880
Walsall	269,300	411	406	409
Stoke-on-Trent	249,000	1001	979	969
Total	2,780,400	5736	5677	5710

- 2.3 There are, according to Gov UK data (Sept 2018), a further 3,763 non-UK nationals applying for national insurance numbers (Birmingham 14,050, Coventry 7,915, Dudley 973, Sandwell 3,235, Walsall 1,765 and Stoke 2,513).
- 2.4 This level of migration has meant that Wolverhampton is involved in several projects (Appendix 1) to facilitate community cohesion between new communities and the host community locally.
- 2.5 Projects such as funded through the Controlling Migration Fund aim to improve standards in private sector housing and education for all communities, not just those that have recently arrived.

- 2.6 MiFriendly Cities is another such project that aims to improve integration and improve community resources for all communities.
- 2.7 MiFriendly Cities (MiFC) is a European programme that looks to improve integration in cities with high levels of migration. This project sits under Urban Innovative Actions (UIA), an initiative of the European Union (EU) that provides urban areas throughout Europe with resources to test new and innovative solutions to address urban challenges. The initiative takes its budget from the European Regional Development Fund (ERDF) to support urban authorities, or groupings of urban authorities, to experiment with innovative and creative solutions.
- 2.8 A consortium of eleven partners, led by Coventry City Council as the Accountable Body, was developed over 2 years ago. Members of the consortium are working together to introduce new initiatives to the region that will seek to address challenges such as language and cultural barriers, unemployment and public perceptions.
- 2.9 The MiFriendly Cities programme comprises several work packages (Appendix 2). Seven participating partners hold responsibility as leads of work packages, with all drawing on the expert knowledge and support of local partners to ensure effective implementation. The City of Wolverhampton Council does not hold responsibility for any work package but is responsible for implementing and supporting activities across six of them.
- 2.10 The eleven partners of MiFriendly Cities are:
- City of Wolverhampton Council (CWC)
 - Coventry City Council (CCC)
 - Birmingham City Council (BCC)
 - Interserve
 - The Refugee and Migrant Centre (RMC)
 - Coventry Refugee and Migrant Centre (CRMC)
 - Migrant Voice (MV)
 - Central England Law Centre (CELC)
 - Migration Work (MW)
 - Coventry University (CU)
 - Coventry University Social Enterprise (CUSE)
- 2.11 The Accountable Body, Coventry City Council, perform the governance function of MiFriendly Cities (Appendix 2). They provide an overall project management function and process the financial claims by defrayal to project partners.

- 2.12 Delegated Directors and Councillors elected from each local authority provide overall direction and strategy to MiFriendly Cities in the region. The MiFriendly Cities representatives for Wolverhampton include the Service Director of Housing and the Cabinet Member for City Assets and Housing.
- 2.13 The MiFriendly Cities project is the first of its kind, co-producing and co-financing a range of deliverables across a region. It brings new challenges as well as risk to the Councils involved. Risks will be minimised to CWC by ensuring agreements are in place with partners to achieve good outcomes in the city. Financial risks to CWC will be monitored and expenditure will follow stringent ERDF guidelines to ensure the Council is able to recover all costs as outputs are achieved.
- 2.14 In addition, CWC will work with stakeholders across the city to ensure that as many of our migrant populations as possible are able to access new services and opportunities afforded by MiFriendly Cities. Partnership working is key to implementing this project and collaborating with external stakeholders will ensure that the risk of not meeting output targets is mitigated.
- 2.15 Internally, MiFriendly Cities will build on the work of the Public Health department's Health Champions, the Skills Team's apprenticeship and employment offer and Wolverhampton Homes' experience with home-makeovers and vulnerability assessments. There are further links in Education, Children's Services and Enterprise which will aid the project to meet regional objectives such as to improve awareness of immigration status amongst school children and 16 new migrant-run social enterprises.
- 2.16 MiFriendly Cities is able to build on the success of projects and funding for new communities in Wolverhampton, such as Controlling Migration Funds and the Syrian Resettlement Programme. A project team has been formed to share learning from these initiatives and aim to support not duplicate any existing provision in the city.

3.0 Update

- 3.1 MiFriendly Cities was formally launched by Coventry City Council in March 2018, Birmingham City Council will launch later this year. The project commenced in Wolverhampton in July with allocated employees as described in 6.3 and a Project Manager. It formally launched in the city on 3 October 2018. The event invited stakeholders to hear about the new project and activities to come over the next three years in Wolverhampton and beyond.
- 3.2 The launch event was well attended with attendance from the Leader, Mayor, community groups and clients / residents of the City of Wolverhampton.
- 3.3 The project has now reached a stage of implementation work to be undertaken with community groups in Wolverhampton in relation to the development of a pop-up furniture project by utilising existing community resources.

- 3.4 The furniture project will work to renovate restore and recycle donated items and offer a sustainable option to the public.
- 3.5 The project is the key deliverable for CWC with the main outcomes being that of the upskilling of migrants and undertaking 100 home makeovers for vulnerable households across the City.
- 3.6 Given the specialist nature of furniture recycling projects it is proposed that we undertake a procurement process to secure a provider to deliver this project, under the guidance of Procurement.

Further activities to be delivered in Wolverhampton as part of the MiFriendly Cities project

Activity	Description	Estimated delivery date
Pop up furniture factory	Workshops and equipment to upskill or teach new wood working or practical skills	May 2019
Home makeovers	Furniture makeover to homes occupied by vulnerable residents	December 2020
Health champions	Trained migrants delivering health messages in new communities	Throughout 2019 and 2020
Social enterprise start ups	Support for migrant owned social enterprises to flourish	December 2020
Share my language	Community based classes to share international languages	Throughout 2019 and 2020
Know your rights	Legal health checks in places of work and schools	Throughout 2019 and 2020

- 3.7 The project will commission and partner with a variety of community organisations to assist in first engaging with migrants, secondly delivering the furniture project and finally administering the home makeovers.
- 3.8 The project has already created networks and partnerships both locally and regionally to facilitate work on this and associated projects as well as highlighting some of the excellent work that is undertaken by community and voluntary groups in relation to integration, with a motto of, "it's all about the positive impact that you can make in the City".

4.0 Evaluation of alternative options

- 4.1 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.
- 4.2 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.

5.0 Reasons for decisions

- 5.1 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.
- 5.2 As this is a European funded project, a budget is required to enable expenditure to be incurred prior to being reimbursed from grant funding.
- 5.3 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.
- 5.4 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.
- 5.5 This will help to ensure a coordinated response across the different workstreams and in doing so, 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.

6.0 Financial implications

- 6.1 The total grant awarded to the consortium from the ERDF is over five million euros, of which the CWC element is £388,000 using the current project exchange rate. Therefore approval to establish a budget of £388,000 for MiFriendly Cities as part of the City

Housing Service is required, to be split equally over financial years 2019-20 and 2020-2021.

- 6.2 Match funding equivalent to 20 percent of total project expenditure is required to support the project which consists of officer time costed at £97,000 as detailed in table 6.3. This match funding is from existing staffing budgets since expertise and guidance from existing departments will be key to the project's success.

Financial Profile of MiFriendly Cities

Financial Year	Match funding £000	Grant contribution £000	Total £000)
2018-2019	21	-	21
2019-2020	42	194	236
2020-2021	34	194	228
Total	97	388	485

- 6.3 The eighty percent grant funded element of the project will be reclaimed via the Accountable Body, Coventry City Council. All claims must be submitted in line with ERDF legislation and at specified periods to ensure that the Council is reimbursed for the grant element of the expenditure.
- 6.4 CWC are responsible for meeting specific outputs and some outputs will be shared with the other City Councils or partners in the project. From initial conversations with the Accountable Body it is felt that there should not be a risk to the Council in the event that partners in the project delivering in other authority areas do not deliver their outputs.
- 6.5 The United Kingdom's withdrawal from the European Union will not affect the terms of the grant and all claims will be honoured to the end of the project in February 2021.

[JM/26022019/M]

7.0 Legal implications

- 7.1 The project partners are working under a signed and completed collaboration agreement.
- 7.2 The Accountable Body, Coventry City Council have confirmed the United Kingdom leaving the European Union will have no impact on the funding allocation in the bid. The Government has confirmed that UK organisations that secure funding through EU programmes, from now until the end of 2020, will be guaranteed by the UK Government even in a "no deal" Brexit scenario.
- 7.3 Legal support will be provided in relation to the completion of contractual documentation.

[DC/13032019/K]

8.0 Equalities implications

8.1 A full Equality Impact assessment has been undertaken with consideration given to the project targeting migrants and new communities, however the project also has positive contributions to the host community. Some projects may be unsuitable for people with disabilities, pregnant women or people with any conditions that prevent them from participating in the pop-up furniture factory and abiding by health and safety practises. Solutions have been identified, such as directing affected participants to other activities on offer through MiFriendly Cities.

9.0 Environmental implications

9.1 The environmental implications of MiFriendly Cities will be the waste produce of wood working in the Pop-up Furniture Factory. To counteract this, the project will take donated wood and furniture no longer needed to upcycle into new furniture and for workshop participants to practice on, thereby reducing waste and encouraging recycling amongst migrants and newly arrived communities in Wolverhampton.

10.0 Human resources implications

10.1 Employee time is an essential component to the co-financing arrangement of MiFriendly Cities. The Human Resources department will provide guidance in project team recruitment, some of which will be recruited and paid for by the project including the Project Manager.

10.2 Recruitment to new posts and any revisions to existing posts will adhere to the Council's job evaluation process. The nature of the changes will determine whether the Council's restructure policy with consultation with employees and recognised unions or the use of Human Resources recruitment policy and procedure.

[HR/BB/AW/072]

11.0 Corporate landlord implications

11.1 There are corporate landlord implications contained within the report.

12.0 Health and Wellbeing Implications

12.1 Improved health and wellbeing through a range of additional services available to residents.

12.2 For example, recruitment to the Health Champions programme within MiFriendly Cities will equip local people with health knowledge and awareness of local provision to communicate to their communities.

12.3 The Know Your Rights project will distribute information in schools and workplaces about relevant legislation and there are a range of skills training programmes on offer for migrants to develop their skillsets.

13.0 Appendices

Appendix 1: Overview of New Communities Projects

Appendix 2: Programme Governance Structure

Appendix 1: MiFriendly City Overview of New Communities Projects

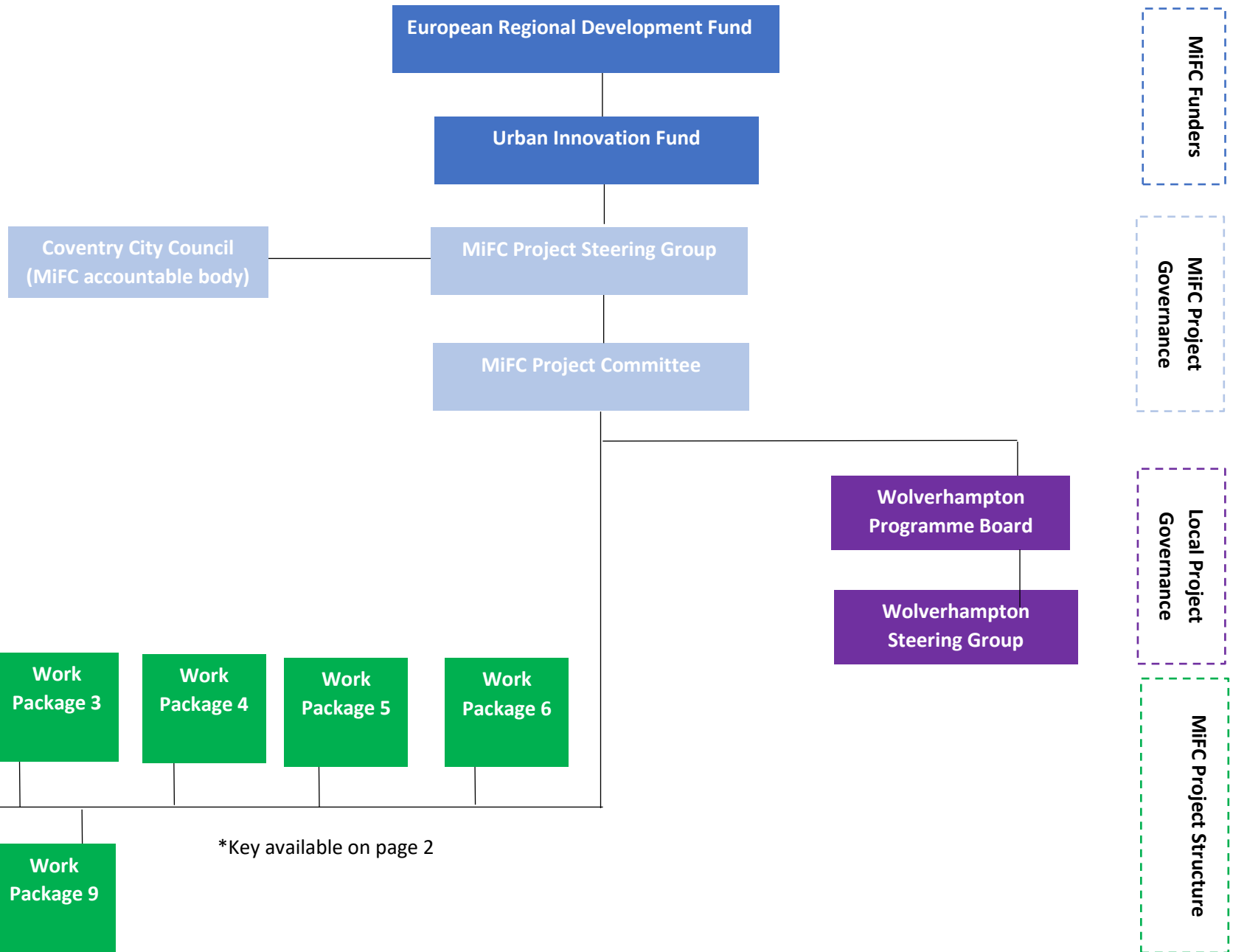
Project Name	Syrian Vulnerable Persons Relocation Scheme (SVPRP)	Supporting the Emotional and Mental and Wellbeing of UASC	Mi Friendly Cities Project	Unaccompanied Asylum-Seeking Children (UASC)	Leaving Care (post 18 to 25)	NRTPF/Section 17 (Children Act 1989) (Adult welfare assistance)	Controlling Migration Fund	Compass	Grand Mentors Project (18 years plus UASC, minimum 15)
Client Group	Refugees	UASC	Asylum Seeker / Refugees	UASC	UASC	Refused asylum seeker Irregular Migrants	Refugee Economic migrant	Asylum Seeker	UASC
Period	01.02.17 to 31.01.26	01.04.18 to 31.03.2020	01.01.17 to 31.12.20	2007 to current	Ongoing	Ongoing	01/04/2018-30/03/2020	1999 to current	Jan 2019 – 2years
Background	<ul style="list-style-type: none"> The Government expanded the existing Syrian Vulnerable Person Scheme in 2015 and intends to resettle 20,000 Syrians in need of protection during this Parliament. 	<ul style="list-style-type: none"> A local gap analysis was undertaken which identified the absence of a coordinated approach to deal with additional needs of our current UASC, and whilst their basic needs are met, there is a need to establish services that support UASC holistically. UASC are more likely to exhibit symptoms of Post-Traumatic Stress Disorder (PTSD) than their accompanied peers, indicating that making the arduous journey unaccompanied is likely to lead to increased exposure to risk and trauma. 	<ul style="list-style-type: none"> Coventry Council put in a collective bid with LA's who were part of the Compass service and SVPRP. 11 partners – Coventry Council, Birmingham Council, Coventry RMC, Wolverhampton RMC, Coventry University, Interserve, Migrant Voice, Central England Law Centre, Migration Work and Coventry University Social Enterprise 32 projects 	<ul style="list-style-type: none"> Can arrive from other authorities Currently 11 children Currently from: Ethiopia, Egypt, Iran, Iraq, Vietnam, Eritrea, Sudan, Albania, 	<ul style="list-style-type: none"> currently 6 from Eritrea, Iran, Iraq, Vietnam 	<ul style="list-style-type: none"> general duty on local authorities to safeguard and promote the welfare of children in need to promote the child's upbringing by their families wide range of services but usually includes accommodation and/or essential living expenses. 	<ul style="list-style-type: none"> 3 projects – 1) Private Sector housing. 2) ESOL 3) Education. 	<ul style="list-style-type: none"> National asylum contract – dispersal across the country Offer housing related support 	<ul style="list-style-type: none"> Partnership with Volunteering matters Element of a bigger project – all care leavers (18-25)
Outcomes	<ul style="list-style-type: none"> 100 people over 5 years 	<ul style="list-style-type: none"> develop a sustainable 	<ul style="list-style-type: none"> CWC - Develop 'pop-up furniture 	<ul style="list-style-type: none"> Royal School and in foster care. 	<ul style="list-style-type: none"> Transition to independence. 	<ul style="list-style-type: none"> Return Home. 	<ul style="list-style-type: none"> To reduce the impact 	<ul style="list-style-type: none"> Up to 1000 people 	<ul style="list-style-type: none"> UASC feel supported

	<ul style="list-style-type: none"> • Tapered service over 5 years • People resettle in the City. • Individual Outcomes: • General Independence • Improved Health & Wellbeing • Attain academic/vocational qualifications/skills • Achieve general orientation • Employment 	<p>approach and to deal with the immediate presenting emotional health and wellbeing issues for up to 55 young people</p>	<p>factory' supporting home makeovers in the city, and refugees and migrants to make up to 500 pieces of upcycled furniture which will be distributed to those most in need in the city.</p> <ul style="list-style-type: none"> • Provide in partnership with other Cities a makeover of a 100 properties. 	<ul style="list-style-type: none"> • Access Emotional wellbeing service. • A careful evaluation of the young person's needs and wishes will need to be undertaken in order to identify a suitable placement. 		<ul style="list-style-type: none"> • Leave to remain – transition to independence. 	<p>that high levels of migration have on the host community via interventions in Housing, Education and language training.</p>	<p>accommodated and supported in the City whilst a decision is received regarding their asylum claim.</p>	<p>and able to have positive relationships with an older adult.</p> <ul style="list-style-type: none"> • Young people are integrated into their community with support from their Grandmentor. • Older volunteers will have greater availability and flexibility to be able to offer a strong but flexible mentoring service. • Using their life experience, Grandmentors can support young people to pursue their passions, so that they can develop their education, training and employment prospects and build their social circle. • Supported by their Grandmentors UASC will establish connections with other members of the community and engage in activities that
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									may not otherwise accessible to them.
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Appendix 2: MiFriendly City Programme Governance Structure



*Key available on page 2

Appendix 2: MiFriendly City Programme Governance Structure

Key

Work Package	Work Package Title	Examples of activities included
Work Package 1	Application	
Work Package 2	Project Management Work	Reporting Events
Work Package 3	Communication	Guidebooks Positive Stories Mobile exhibitions of what makes a MiFriendly city
Work Package 4	Jobs	Guide for Employers OCN Manufacturing Course Mentors
Work Package 5	Social Enterprise and Innovation	Social innovation projects Social enterprise funding Mentoring
Work Package 6	Active Citizenship	Health Champions Legal health checks Community based language exchange Home makeovers
Work Package 7	Citizen Social Scientists	Accredited journalism course Residents surveys Project evaluation
Work Package 8	Social Innovation Infrastructure	Investments Pop up furniture factory
Work Package 9	Closure and knowledge transfer	

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 27 March 2019
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Report title	Black Country Reducing Reoffending Strategy 2019-2022	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Hazel Malcolm Public Health and Wellbeing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	John Denley, Director of Public Health	
Originating service	Community Safety	
Accountable employee	Lynsey Kelly	Head of Community Safety
	Tel	551341
	Email	lynsey.kelly@wolverhampton.gov.uk
Report to be/has been considered by	Adults and Safer City Scrutiny Panel	10 April 2018
	Safer Wolverhampton Partnership Board	18 January 2019
	Public Health Leadership Team	5 March 2019
	Strategic Executive Board	12 March 2019

Recommendation for decision:

The Cabinet is recommended to:

Endorse the Black Country Reducing Reoffending Strategy 2019-2022 and support its implementation.

1.0 Purpose

- 1.1 To seek endorsement of the Black Country Reducing Reoffending Strategy 2019-2022 and support for its local implementation.

2.0 Background and Context

- 2.1 Managing repeat offenders is a key national priority – it is estimated that around half of all crime is committed by individuals with previous convictions with an estimated cost to the taxpayer of £9.5 to £13.0 billion per year. A high number of offences are committed by a very small group of individuals.
- 2.2 Whilst the Crime and Disorder Act 1998 sets out requirements for development of strategic plans to prevent crime and disorder, anti-social behaviour, substance misuse and re-offending in the locality, the Policing and Crime Act 2009 also places a specific requirement on Community Safety Partnerships (CSPs) to formulate a strategy to reduce reoffending by adults and young offenders. Governance, development of strategic plans and implementation is therefore the responsibility of Safer Wolverhampton Partnership (SWP).
- 2.3 There have been significant changes in the partnership landscape in recent years; the national reorganisation of Probation Services under the Offender Rehabilitation Act 2014, the internal restructure of West Midlands Police and changes to the Black Country Magistrates Court system, has impacted on the cohesive approach to the management of offenders, and consequently, their reoffending.
- 2.4 In addition, the shift in focus towards harm reduction and earlier intervention/prevention, growing resource constraints and capacity challenges across partners have prompted a review of current structures and the partnership approach to reduce reoffending.
- 2.5 Wolverhampton has a long-established history of being amongst the top performing authorities for reducing reoffending, along with other West Midlands authorities. Whilst SWP Board has committed to reducing reoffending as a strategic priority for several years, which has been evident in successive Community Safety strategies, these changes in national policy and regional/sub-regional reorganisations has undermined efforts to maintain a strong local performance framework.
- 2.6 SWP Board assessed the rationale for change and approved the development of a Black Country strategy, with an aligned Black Country delivery structure; this was subsequently agreed by the three other Black Country CSPs. Several factors influenced this decision, namely:
 - The close geography and demographics of the Black Country area
 - Offending behaviour spanning across local authority areas
 - Financial and capacity constraints, and organisational changes across partner agencies

- The need to align to the strategic ambitions of the West Midlands Combined Authority and the Police and Crime Commissioner (PCC) with opportunities to attract resource to support delivery
- To provide value for money, improve intelligence and allow for joint commissioning
- To improve coordination of multi-agency delivery in the management of offenders to identify areas of good practice and challenge under-performance

3.0 Reducing Reoffending Strategic Priorities

3.1 Wolverhampton has led the development of this strategy in collaboration with CSPs across the Black Country and the key organisations responsible for delivery; namely, the National Probation Service, Community Rehabilitation Company and Youth Offending Services. These agencies have provided performance data, and this, combined with local knowledge and intelligence from West Midlands Police has informed the following priorities:

- **Prevention:** Development of a model which will provide early identification and interventions preventing offending and re-offending.
- **Reducing Reoffending:** Strengthening pathways to prevent the cycle of reoffending.
- **Reducing the Risk of Harm:** Management of high-risk offenders and targeting of key cohorts to reduce reoffending and the seriousness of offences committed.

3.2 Each priority has a list of identified outcomes.

Priorities	Outcomes	Early Areas of Focus
Prevention	<p>Development of a prevention model to achieve:</p> <ul style="list-style-type: none"> • Earlier identification and engagement into support – focus on youth offending • Improved use of civil interventions • Increased victim resilience (including children where appropriate) • Improved communication and awareness • A ‘whole family’ approach 	<ul style="list-style-type: none"> • Strengthen risk-management for victims • Develop links to family support networks • Improve information sharing across case management forums • Increase employment/training offer • Share learning of Youth offending interventions and link to regional research
Reducing Reoffending	<ul style="list-style-type: none"> • Reduced repeat offences (adult and youth) • Strengthened pre-release support • Improved care pathways to challenge attitudes and behaviour • Increased successful court outcomes 	<ul style="list-style-type: none"> • Improve drug/alcohol treatment and mental health access • Develop accommodation options with local providers • Develop female-specific pathways • Increase financial stability

	<ul style="list-style-type: none"> • Reduced volume crimes 	
Reducing the Risk of Harm	<ul style="list-style-type: none"> • Development of risk-based model for volume offenders • Reduced escalation of risk • Disruption of organised criminality 	<ul style="list-style-type: none"> • Strengthen offer of behaviour change programmes • Increase use of screening tools to identify most appropriate interventions

4.0 Consultation

4.1 Following development of the draft strategy, consultation on the document was widely advertised via partner agencies, community networks, communities of interest, Councillors and social media with opportunities for comments fed in via survey monkey, post or email. As part of the consultation process, the views of Wolverhampton's Adults and Safer City Scrutiny Panel were actively sought on 10 April 2018 and suggested revisions were incorporated into the strategy.

4.2 A summary of feedback received is detailed below:

- The document was easy to understand but request for simplification of language and reduced terminology
- Document could be more concise with avoidance of repetition
- More detail needed on what interventions will look like
- Request for a strengthened 'single model' to link with children and family services and the wider community
- Proposed development of a minimum offer for housing and employment for offenders, given these factors significantly impact on reoffending levels

4.3 Responses informed revisions to the document which is attached as Appendix 1. Importantly, the decision to progress the suggestion of a minimum employment and housing offer was agreed, and these are now being progressed within each local authority area.

5.0 Strategy Implementation and Delivery in Wolverhampton

5.1 SWP also approved proposals for one streamlined partnership meeting covering the four Black Country authorities. Rationalisation from four to one partnership meeting would serve to strengthen strategic links with the West Midlands Reducing Reoffending Steering Group, maximise Black Country opportunities from regional developments and standardise and share good practice.

5.2 The Black Country Reducing Reoffending Steering Group has now formed to drive implementation of the strategy. A robust performance management framework is in

development for monitoring progress, providing a basis for scrutiny and professional challenge. Implementation plans will be developed for each area to address local variances such as local reoffending patterns, area-specific services or approaches.

- 5.3 A local delivery plan will be developed for each CSP area; the plans will have some common areas of focus but will also enable variances of approach to be adopted to address local need and ensure links with area-specific programmes.
- 5.4 In Wolverhampton, there are strong ambitions to drive forward implementation linked to local initiatives, with proposals including maximising the engagement with schools, reviewing the housing services response following implementation of the Homelessness Reduction Act 2018, strengthening links to the city's employment offer such as Workbox, scoping the introduction of interview guarantees, and aligning with the work of Public Service Reform.
- 5.5 Approval of Wolverhampton's Delivery Plan will be sought from SWP Board which has responsibility for monitoring implementation progress. Anticipated completion of the Delivery Plan is June 2019. Similarly, approval of the strategy will need to be secured from the remaining Black Country CSPs.

6.0 Evaluation of alternative options

- 6.1 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.

7.0 Reasons for decision

- 7.1 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.

8.0 Financial implications

- 8.1 The strategy will be delivered through mainstream partner resources and allocated grant from the PCC. The PCC has provided a grant to support early intervention within Youth Offending Teams for 2019-2020; for Wolverhampton YOT, this equates to £66,000.
[MI/30052018/G]

9.0 Legal implications

- 9.1 Sections 5 and 6 of the Crime and Disorder Act 1998 require the Council and other Responsible Authorities to formulate and implement strategies to reduce crime and disorder in the area through the planning and delivery of their services.

- 9.2 Section 17 of the Crime and Disorder Act 1998 (as amended) requires the Council along with the other Responsible Authorities to exercise their functions with due regard to do all that they reasonably can by way of preventing crime and disorder, anti-social behaviour, substance misuse and re-offending in the locality.
- 9.3 The Policing and Crime Act 2009 places a specific requirement on CSPs to formulate a strategy to reduce reoffending by adults and young offenders. All these legal requirements are covered with the development of this strategy.
[RB/30052018/L]

10.0 Equalities implications

- 10.1 A full equalities analysis has informed the strategy development and will direct improved access to services. The strategy provides a positive opportunity to tailor provision for female offenders, and strengthen prevention measures for young people, particularly Black and Minority Ethnic young people, where disproportionate representation within the youth criminal justice system is evident. The varying needs of clients will be provided for and victimisation associated with protected characteristics such as gender, religion, disability and race more effectively addressed.

11.0 Environmental implications

- 11.1 There are no environmental implications associated with this strategy.

12.0 Human resources implications

- 12.1 There are no human resources implications associated with this strategy.

13.0 Corporate landlord implications

- 13.1 There are no corporate landlord implications associated with this strategy.

14.0 Health and Wellbeing Implications

- 14.1 The strategy takes positive steps towards improving the physical and mental health and wellbeing of the city's population, as the needs of both offenders and victims are assessed and provided for within the offender management pathways and linked support for victims. Improvements to the wider determinants of health also feature within the strategy.

15.0 Appendices

Appendix 1 - Black Country Reducing Reoffending Strategy 2019-2022

Black Country Reducing Reoffending Strategy 2019 – 2022

Contents

Foreword	4
Executive Summary	5
Introduction	6
Black Country Demographics	8
Adult Offending Overview	10
Youth Offending Overview	12
Priorities and Outcomes	13
Performance Framework	15
Delivery	16
Governance	19
Consultation	20
Equalities	20
Appendices	
Delivering in Partnership	21
Partner Organisations	23

Glossary of terms

ACES	Adverse childhood experiences	OMU	Offender Management Unit	ODOC	One day one conversation
BAME	Black, Asian and minority ethnic	LOMU	Local Offender Management Unit	PCC	Police and Crime Commissioner
CRC	Community Rehabilitation Company	LTDB	Local Tasking Delivery Board	PPOs	Prolific and Other Priority Offenders SAC Serious acquisitive crime
CSE	Child Sexual Exploitation	MOJ	Ministry of Justice	SEND	Special educational needs and disability
CSP	Community Safety Partnership	MAPPA	Multi Agency Public Protection Arrangements	TRM	Threat Risk Management
DV	Domestic Violence	MASH	Multi Agency Safeguarding Hub	YOT	Youth Offending Team
GODOC	Gangs one day one conversation	MARAC	Multi Agency Risk Assessment Conference	YJB	Youth Justice Board
HMCTS	Her Majesty's Court and Tribunal Service	NPS	National Probation Service	WMCA	West Midlands Combined Authority
IOM	Integrated Offender Management	NPU	Neighbourhood Policing Unit	WMP	West Midlands Police

Foreword

As the Chairs of the four Black Country Community Safety Partnerships (CSPs) covering Dudley, Sandwell, Walsall and Wolverhampton, we are delighted to present the Black Country Reducing Reoffending Strategy 2019 – 2022.

The statutory responsibility to reduce reoffending spans all four local authority areas, and relies heavily on strong multi-agency working. The rationale for developing a Black Country reducing reoffending strategy to enable the sharing of resources, identification of efficiencies and the avoidance of displacement is clear. It is acknowledged that offenders and those who are vulnerable move across geographic boundaries. Additionally, the organisational changes of agencies delivering against this agenda, including Police, Probation Services, Black Country Courts and youth offending, underpinned by significant financial and capacity constraints all lend themselves in a very timely way to the development of this Black Country Reducing Reoffending Strategy. The strategy outlines the strengthened commitment of partners across statutory, business sector, and the voluntary and community sector to work jointly, to unblock barriers and to reduce reoffending, which by consequence, will reduce the associated harm to

victims, the economy and contribute to the ambitious regeneration of the Black Country. It will improve the quality of life for those living, working or visiting our sub-region.

The consolidated effort of Black Country partners to actively tackle reoffending as a strategic priority, contributes directly to the high-level strategic ambitions of the West Midlands Combined authority (WMCA) and the Police and Crime Commissioner (PCC). Tackling the root cause of offending/reoffending whether associated with substance misuse, mental health, homelessness or other factors across the youth and adult population aligns with the public service reform agenda and draws on best practice, resource and expertise to both underpin and add weight to our approach to rehabilitate offenders.

Each Local Authority (LA) will deliver strategy ambitions via its own locally relevant delivery plans. These delivery plans will account for unique variations across authorities, playing a key role in achieving cross cutting strategy ambitions.



Chief Supt.
Sally Bournier
**Chair,
Dudley CSP**



Cllr
Garry Perry
**Chair,
Walsall CSP**



Mark Taylor
**Chair,
Wolverhampton
CSP**



Chief Supt.
Richard Youds
**Chair,
Sandwell CSP**

Executive Summary

Clear benefits arise from the adoption of a sub-regional reducing reoffending strategy across the four authorities. These include attraction of resources, sharing good practice and efficiencies, avoiding displacement issues, and strengthening our collective capability at a strategic level.

Black Country Reoffending – Youth and Adults

Adults: Black Country adult reoffending rates relating to acquisitive (property-related) crime are particularly challenging with increases in each area. The seven pathways of accommodation; education, training and employment; attitudes and behaviour; drugs and alcohol; children and families; health; finance and debt provide an effective model for management of offenders.

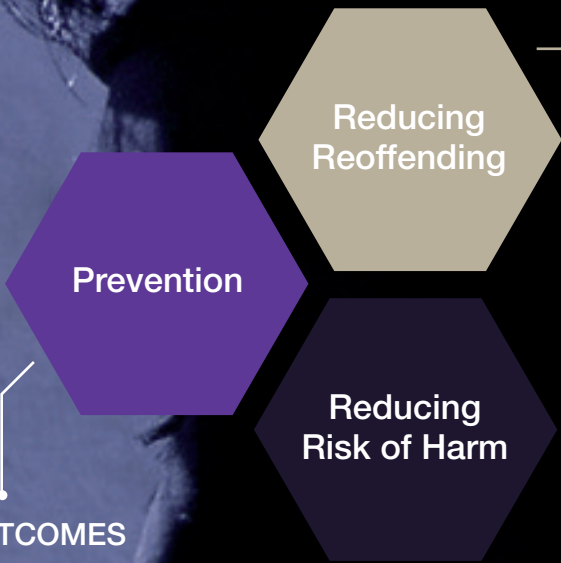
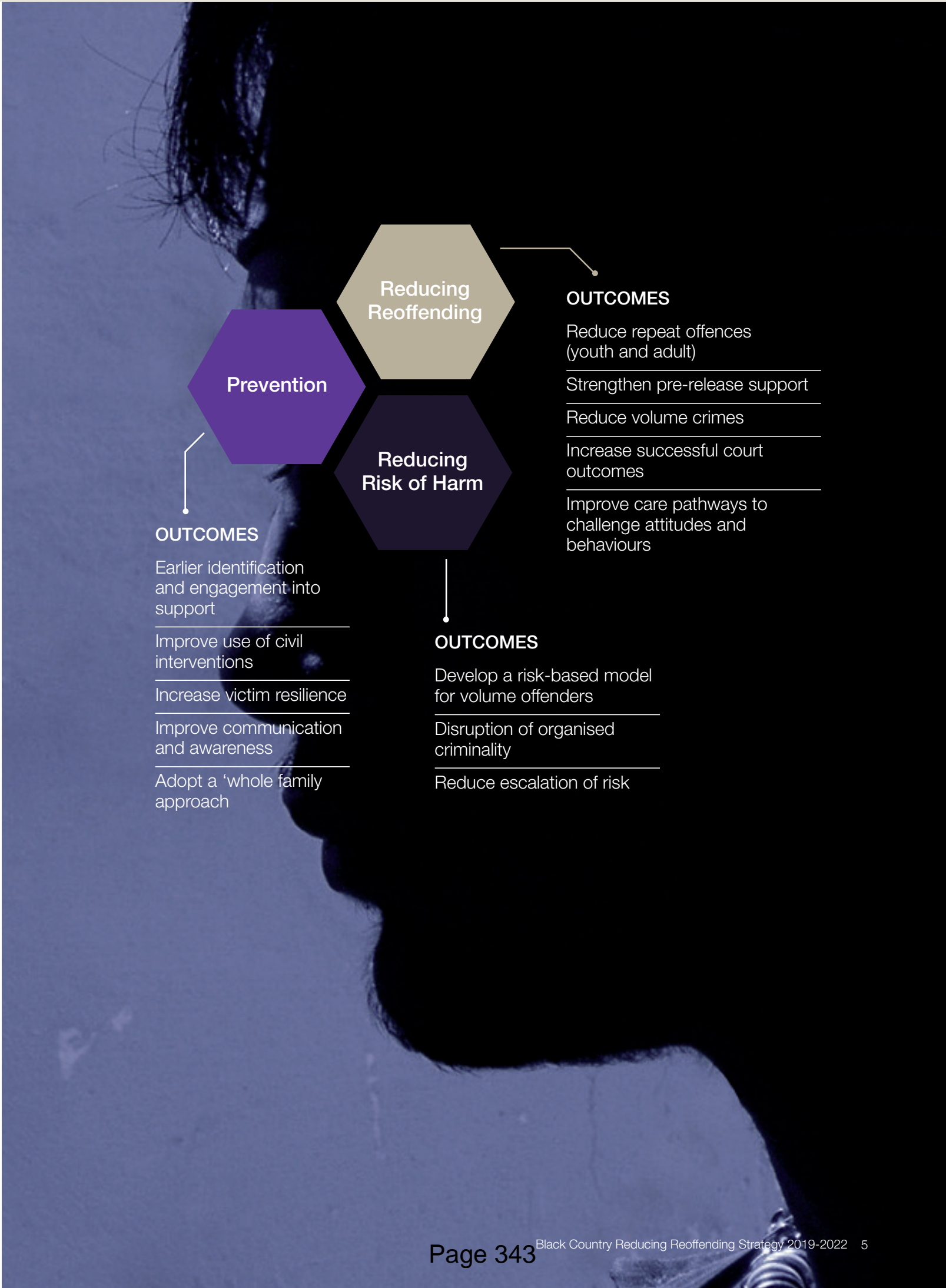
Youth: Youth reoffending levels saw a marginal increase between 2014-2015. Multi-agency Youth Offending Teams continue to provide bespoke support and interventions. These cater for the changing issues of young people with a clear focus on crime prevention; desistance; childhood adversity; serious violence, emerging exploitation and youth to adult transition.

Risks and Protective Factors

A range of identified risk factors, such as mental ill-health or drugs and alcohol can increase the propensity of to reoffend; homelessness, unemployment or disengagement from education increase this risk significantly. Consequently, there is a commitment across the four local authority areas to develop and deliver on a minimum offer, in relation to housing and training/employment to lessen this risk; these are in the final stages of development.

Delivery Priorities and Outcomes

The priorities listed on the following page provide clear focus for implementation of this strategy; local action plans for each area will ensure delivery is tailored to local need. Streamlined oversight is provided through the Black Country Reducing Reoffending Strategy Group with overall governance retained by each local Community Safety Partnership. In addition to aligning with national and regional policy, a Black Country approach enables the sharing and attraction of resources and good practice, implementation of efficiencies, avoids issues of displacement and strengthens our collective response and capability at the strategic level.



OUTCOMES

- Reduce repeat offences (youth and adult)

- Strengthen pre-release support

- Reduce volume crimes

- Increase successful court outcomes

- Improve care pathways to challenge attitudes and behaviours

OUTCOMES

- Earlier identification and engagement into support

- Improve use of civil interventions

- Increase victim resilience

- Improve communication and awareness

- Adopt a 'whole family approach'

OUTCOMES

- Develop a risk-based model for volume offenders

- Disruption of organised criminality

- Reduce escalation of risk

Introduction

Managing repeat offenders remains a key priority not only for the Black Country but nationally. Statistics estimate that around half of all crime is committed by individuals with previous convictions with an estimated cost to the taxpayer of £9.5 to £13 billion per year. A high number of offences are committed by a very small group of individuals, termed Prolific and Priority Offenders (PPOs).

The model of Integrated Offender Management (IOM) is used in the management of offenders with the West Midlands authority areas having a history of being amongst the highest performing in the country. IOM brings together all agencies, including police, probation, local authority, substance misuse treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of youth and adult offenders.

The Policing and Crime Act 2009 placed a specific requirement on Community Safety Partnerships (CSPs) to formulate a strategy to reduce reoffending by adults and young offenders.

National Context

As these successes were not replicated on a national scale, a significant shift in national policy was introduced with an unprecedented overhaul of criminal justice agencies with the aim of strengthening the approach to rehabilitate offenders. The resulting legislative change has driven restructures across Her Majesty's Prison and Probation Services, with the Offenders Rehabilitation Act 2014 changing the way adult services are provided nationally and extending the scope of these services to include more offenders. Similarly, legislative change such as Legal Aid, Sentencing and Punishment of Offenders Act 2012 and the Anti-Social Behaviour, Policing and Crime Act 2014, have introduced revisions to the criminal justice responses for youth offending, and the civil interventions available to agencies respectively. Responsibility for reducing reoffending is shared across a number of government departments including the Home Office, Ministry of Justice and the National Offender Management Service.

Regional Context

The West Midlands Combined Authority (WMCA) aims to work across the West Midlands area with strategic and third sector partners to address offending. The WMCA have a particular focus on reducing offending and working to invest upstream using tools and incentives rather than managing those who have reoffended.

The WMCA has several key areas of focus which will complement the strategy, these include;

- Understand children and young people's pathways and profile
- Benchmark current interventions and service provision - cost, outcomes, governance
- Review research and best practice nationally, regionally and internationally
- Explore Adverse Childhood Experiences (ACEs) and the effect they have on offending behaviours.

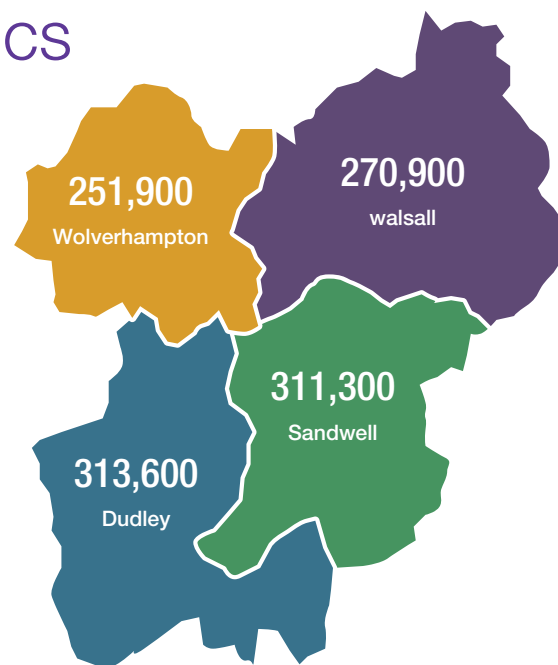
The West Midlands PCC, has committed to working with partners across the West Midlands area to reduce reoffending and to support offenders away from criminality. Offender management remains a high priority for the PCC, which is detailed in the Police and Crime Plan 2016-2020.

Sub Regional context

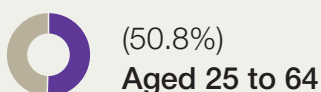
Recognising there will be local variations of need and delivery of response, each of the four local authority areas within the Black Country will develop its own action plan to drive delivery. Reoffending behaviour may be impacted by differing variables such as retail locations, regeneration developments or population which need a tailored intervention or a different service response, whilst ensuring delivery in one area does not impact negatively on another. Whilst all four areas are committed to delivery of this strategy, oversight of performance responsibilities will remain with each CSP and opportunities for joint working and sharing of good practice will be maximised.

Black Country Demographics

The Black Country is a sub-region of the West Midlands located to the west of Birmingham. The Black Country covers the four Metropolitan District Council areas of Dudley, Sandwell, Walsall and the City of Wolverhampton. The region is 356 square kilometres and has a population of 1,166,420. Dudley has the largest population with 313,600; Sandwell has 311,300, Walsall 270,900 and Wolverhampton with 251,900.



Population



Population aged 0-14

Dudley	17.7%
Sandwell	20.4%
Walsall	19.5%
Wolverhampton	18.6%

Deprivation

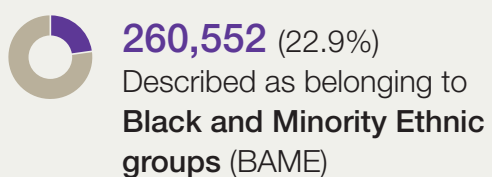


The area has **significantly higher income deprivation**, child poverty and older person deprivation compared to the rest of England.



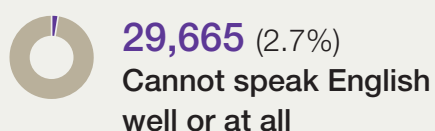
**24,448 (3.4%)
Affected by unemployment**

Ethnicity

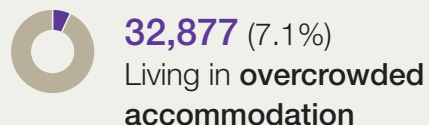
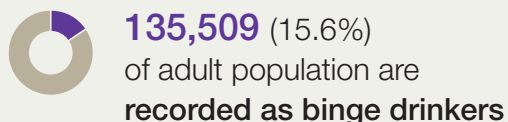
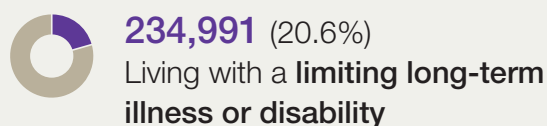


BAME groups

Dudley	11.5%
Sandwell	34.2%
Walsall	23%
Wolverhampton	35.5%



Health & Wellbeing



Reoffending Rates October 2015 - September 2016 Acquisitive Crime* – Area Specific Focus

Acquisitive crime incorporates the following property related crimes:

	Dudley	Sandwell	Walsall	W'hampton
Theft (non-motor)	79.31%	70%	100%	88.83%
Theft from vehicles	61.11%	66.67%	80%	57.14%
Burglary (domestic/dwelling)	60%	47.54%	74%	56.67%
Burglary (other)	60%	42.86%	67.65%	50%
Criminal damage	60%	38.89%	59.46%	45.45%

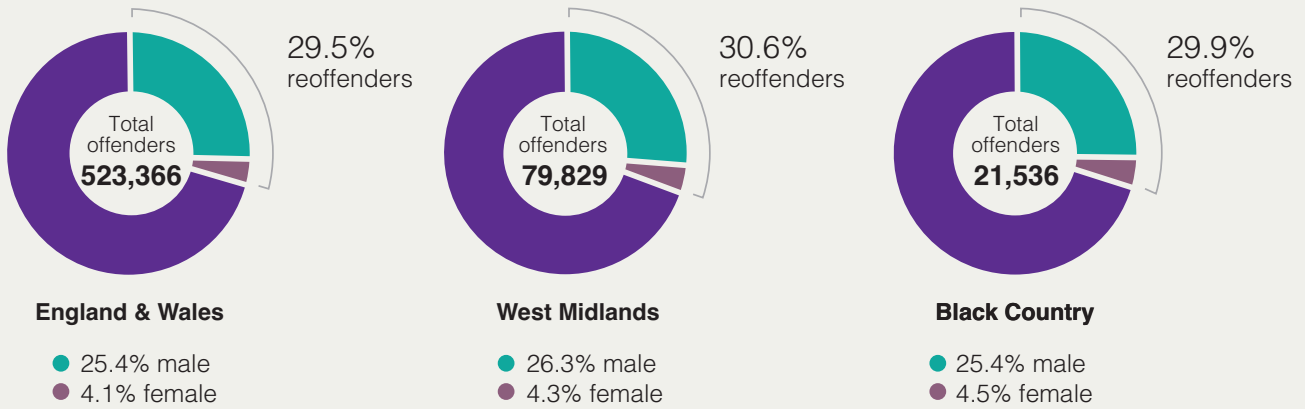
*Percentages shown demonstrate the highest rates of offending in each local authority area.

Area	Increase/ decrease	Expected Reoffending Rate	Actual Reoffending Rate	
Dudley	↑	39.58%	46.02%	Female service users saw a higher than expected reoffending rate at 48.23% (expected 39.56%)
Sandwell	↑	32.29%	38.16%	Higher rates of reoffending than the Black Country trend for 18-21 year olds
Walsall	↑	42.14%	47.19%	Less significant reductions were observed on reoffending service users aged 18-24 compared to the general Black Country area
W'hampton	↑	36.78%	40.35%	Reoffending rates are within expected parameters

¹ A significant time lag of approximately 18 months exists with use of this data, due to the process of tracking offenders and any additional convictions, should they reoffend'

Adult Offending Overview

Adult offending and reoffending rates



Offences between April 2015 – March 2016

Violence against a person	859 offenders 211 reoffenders	24.5% reoffending rate
Possession of a weapon	200 offenders 109 reoffenders	54.4% reoffending rate
Sexual offences	859 offenders 211 reoffenders	14.3% reoffending rate
Drug offences	859 offenders 211 reoffenders	23.2% reoffending rate



Factors increasing the propensity of adults to reoffend

Certain factors have been identified as significantly increasing the propensity for offenders to reoffend. The Community Rehabilitation Company, which works with low to medium risk offenders reported the following figures:

Offending behaviour type	Reoffending rate	Expected reoffending rate
Service users with mental health challenges	57.83%	40.68%
Perpetrators with a Child Protection Flag	57.39%	44.01%
Service Users with identified substance misuse issues	65.53%	N/A
Service users identified as homeless	82.50%	23.2%
Service users identified as unemployed	60.63%	32.80% (for those in employment)

Youth Offending Overview

Managing Youth Offenders

Youth Offending Team Boards are governed by CSPs. The challenge for Youth Offending Teams (YOTs) is to continually evolve to meet the changing needs and issues of the cohort of young people they work with. Although exact priorities at a sub-regional level depend on, and react to local information, each Black Country YOT does identify the following as areas for priority:

- **Crime Prevention**

A challenge is to find the correct balance between statutory court work and pre-court focus on police disposals, or particular cohorts e.g. girls and looked after children

- **Desistance and foundations for change**

Including education, Special Educational Needs and Disability (SEND), speech, language and communication

Planning and intervention increasingly focusing on positive foundations for change

- **Childhood adversity and impact upon offending behaviour**

Become more aware of abuse, loss, trauma and attachment, resilience to understand the most effective ways to engage, change behaviour and secure positive outcomes

- **Serious Violence and emerging issues**

Such issues evolve, but currently involve exploitation ‘county lines¹’, urban street gangs, knife crime, and an ongoing focus on Child Sexual Exploitation (CSE)

- **Transition from youth to adult**

This area requires ongoing focus and collaboration between youth and adult agencies



	Cohort	Reoffenders	Re-offences	Reoffences per offender
Jan 2014 – Dec 2014	985	381	1140	2.99
Jan 2015 – Dec 2015	956	393	1280	3.25

N.B Datasets of live reoffending information are not immediately comparable at this time; therefore, the indicator is from the Youth Justice Board datasets, produced quarterly.²

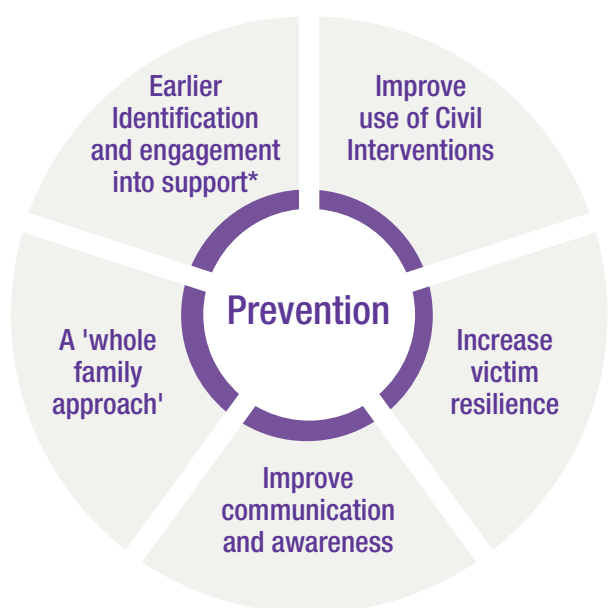
¹ County lines are telephone lines which Organised Crime Groups (OCG) use to sell and arrange delivery of drugs up and down the country. Typical county lines activity involves OSG and/or criminal networks exploiting younger individuals from large urban areas to travel to smaller locations such as a county or coastal town – to either deliver or sell drugs and/or money.

² A significant time lag of approximately 18 months exists with use of this data, due to the process of tracking offenders and any additional convictions, should they reoffend'

Priorities, Outcomes and Delivery

Priorities for this strategy have been informed by analysis of data trends, organisational priorities and local need. These have been collated to identify key priorities which are shared and require a strong partnership focus. Whilst robust management of the highest risk offenders and those prolific offenders who commit high volume crimes remains a priority, increased emphasis is now placed on those offenders which commit the greatest harm to victims by their offending behaviour.

Delivery priorities and expected outcomes are:



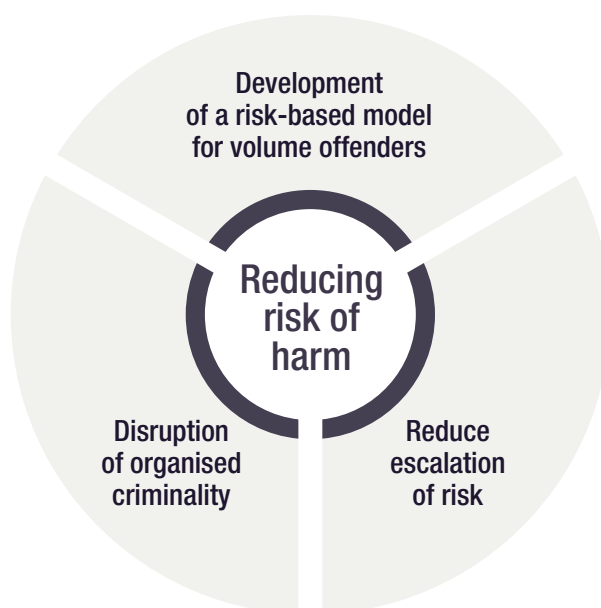
Early areas of focus:

- Ensure that (appropriate) risk management is in place to protect victims
- Work to build sustainable relationships between offenders and their families/children, creating support networks to deter offending
- Improve information sharing arrangements between case management forums
- Increase access to sustainable opportunities; including preparation for employment and increased support from local business
- Support to help service users address friendships, encouraging healthy and mutually supportive relationships

*Particular focus on youth offending

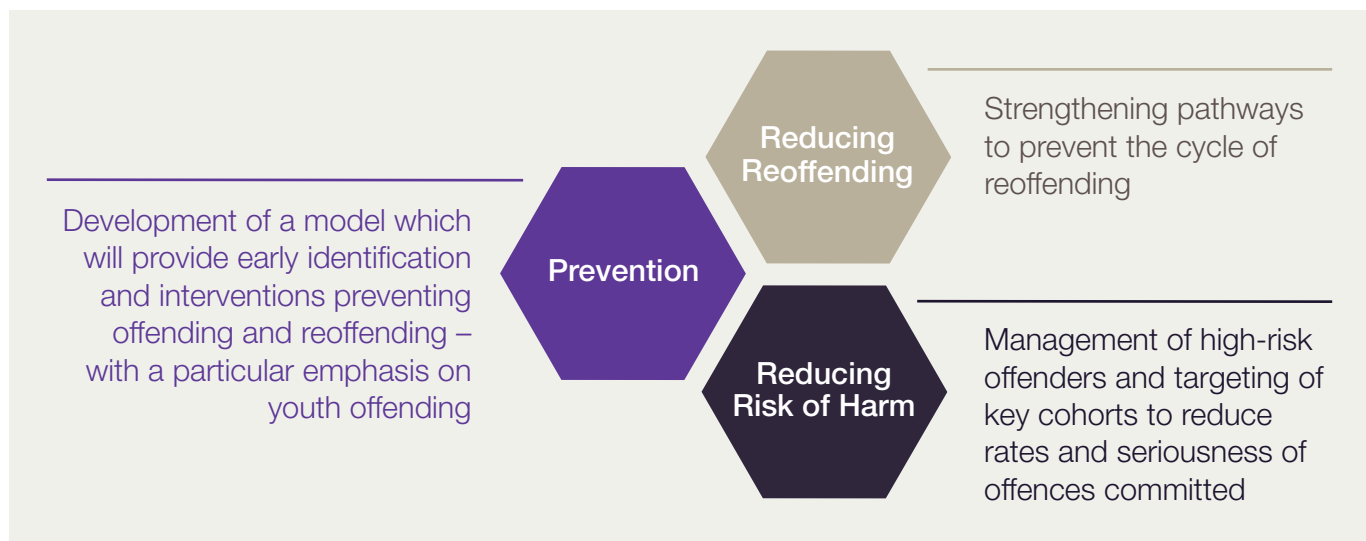
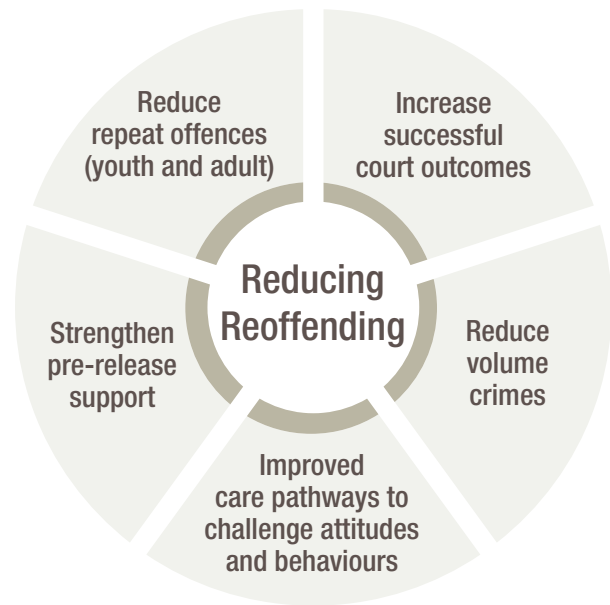
Early areas of focus

- Where appropriate, attendance on accredited group programmes that are specific to the type of offending. The aim - to challenge inappropriate thinking and provide skills to alter behaviours
- Increase focus on screening cases that may be responsive to interventions via the Personality Disorder Pathway
- Provision of 1-1 supervision with offender managers



Early areas of focus:

- Improve the provision and access of recovery orientated substance misuse services
- Improve the provision /accessibility of mental health services
- Increase access to stable and sustainable accommodation, especially for those leaving custodial settings
- Increase access to courses / training which matches their skills and interests
- Increase female specific services to address pathways out of reoffending
- Ensure service users build knowledge, confidence and increase financial stability
- Maximise successful completions of community orders and custodial licences; to increase the opportunity for offenders to complete offence-focused work



This strategy outlines a commitment to develop new approaches for earlier identification and intervention for those on the cusp of offending, strengthening the intervention pathways to reduce the reoffending risk such as mental health and substance misuse and will place a spotlight on offenders who pose the greatest risk and cause the greatest harm.

Performance Framework

National frameworks are in place from which performance of youth reoffending (Youth Justice Board - YJB) and adult reoffending (Ministry of Justice - MOJ) is captured and compared. This binary system tracks cohorts of offenders through the criminal justice system following sentence and records any reoffending over a period of time. A significant time lag of approximately 18 months exists with use of this data, due to the process of tracking offenders and any additional convictions, should they reoffend.

Due to this lag, a variety of proxy measures and local performance toolkits are used by partners to

capture more up to date performance, providing an in-depth insight into current offending patterns which includes detail on the seriousness of offences committed as well as the volume. The variable use of these however, means that only the MOJ and YJB published data allows for service comparison and benchmarking across geographic areas.

Performance against this Black Country Reducing Reoffending Strategy will therefore use a mixture of both data sets to enable partners to respond promptly and flexibly to local trends and evidence what is or is not achieving a positive impact.

Key performance indicators	Adults	Youths
Reoffending rates (those under supervision / proven)	✓	✓
Increased access and support to secure accommodation	✓	✓
Support to access Education / Training / Employment	✓	✓
Progress towards recovery from substance misuse issues	✓	✓
Assistance to manage debts, finance, access benefits	✓	✓
Support to build/ maintain relationships with families/children	✓	✓
Specialist Domestic Violence Court outcomes	✓	✗
Successful completion of community sentences	✓	✗
Reoffending (DV / Multi-Agency Risk Assessment Conference (MARAC) cases / IOM data)	✓	✗
Risk assessments completed (Think Family)	✓	✗
Percentage of recalls (standard and fixed)	✓	✗
Breach Timelines National Probation Service (NPS)	✓	✗

Pathways to Reducing Reoffending

Whilst many of the pathways highlighted for adults remain relevant when working with young people, it is necessary to highlight that young people do require a different approach and the pathways in and out of offending can be complex, particularly in terms of their ability to influence their environment. The YJB assessment tool ASSET+ currently focuses on the following factors, underpinned by analysis and planning.

- Personal, family and social factors
- Living arrangements and environmental factors
- Parenting, family and relationships
- Young person development
- Learning, Education, training and employment
- Foundations for Change
- Resilience, goals and attitudes
- Opportunities
- Engagement and participation
- Factors affecting desistance
- Self-assessment views from the young person and parents/carers



At the heart of any strategy to reduce reoffending are the issues of vulnerability and risk. Reducing vulnerabilities of individuals and communities by ensuring that the right services (pathways) are in place and accessible to assist people away from offending behaviour; offenders are carefully managed by agencies in a joined-up way to reduce risks to both themselves and the public.

The following page outlines each pathway and priority areas of delivery.

Pathways and priority areas of delivery



Accommodation and support

- Stable accommodation can reduce the likelihood of reoffending by more than a fifth
- It provides building blocks to gain employment and access support services



Education, Training and Employment

- Employment reduces the risk of reoffending between a third and a half
- There is a correlation between offending and low achievement, poor literacy, numeracy and language skills



Health

- Adult offenders are disproportionately more likely to suffer from mental and physical health problems.
- 31% of adult prisoners have been found to have emotional wellbeing issues linked to their offending behaviours.



Substance Misuse

- Two thirds of adult prisoners use illegal drugs in the year prior to imprisonment
- Intoxication by alcohol is linked to 30% of sexual offences, 33% of burglaries, 50% of street and violent crimes



Finance, benefits and debt

- Having a lawful income is vital to offenders' rehabilitation
- Approximately 81% of offenders claim benefits on release from prison



Children and Families

- Maintaining a strong relationship with families and children strongly assists in helping adult offenders sustain changes and avoid reoffending
- Custody can place added strain on family relationships



Attitudes, thinking and behaviour

- Offenders are more likely to have negative social attitudes and poor self-control
- Addressing attitudes and thinking behaviour during custody can reduce reoffending by up to 14%



Provision of a minimum housing and employment offer

To demonstrate commitment across the Black Country area to reducing reoffending and the rehabilitation of offenders; each local authority area will provide a ‘minimum offer’ for housing and employment support which will contribute to strengthening the pathways to reduce reoffending.

The ‘minimum offer’ will be tailored to meet the requirements of each local authority area and will be included in local action plans. Offers will centre

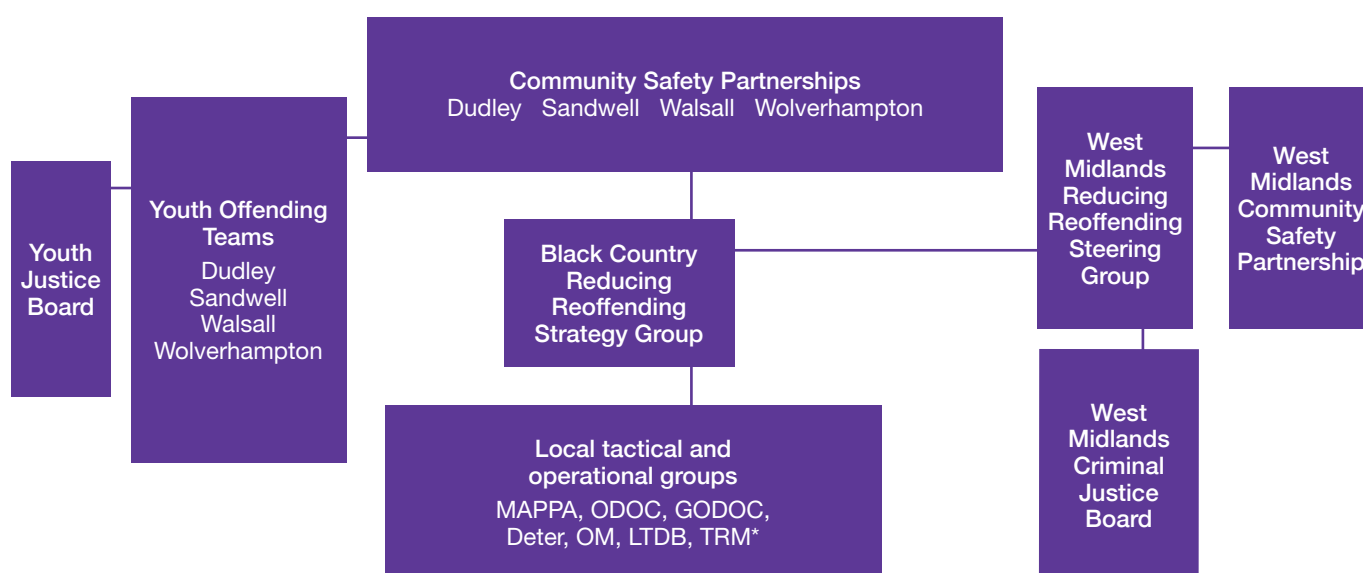
around including additional steps to reduce the risk of an offender having no bed space available on release from a secure setting. Additionally, it could look at the use of public sector contracts as a means to providing work placements within designated workspaces and local providers to assist offenders to access training, support and employment opportunities.

Individual pathways will be finalised within the first year of strategy delivery.

Governance

Whilst governance for reducing reoffending sits squarely with the respective CSP for each individual area, there are clear benefits in streamlining our approach and driving delivery across the Black Country sub-region. A Black Country Reducing Reoffending Strategy group will provide a vehicle for joint working across the Black Country to progress the shared priorities within this strategy, with provision for area

variances to be taken forward by each individual area. As reducing reoffending also features as a priority for the West Midlands PCC and the Combined Authority, links to those regional structures will add weight to delivery of the Black Country priorities and open up further opportunities for new approaches and additional resources to be drawn down to aid local implementation.



* Multi-agency public protection arrangements, one day one conversation, gangs one day one conversation, deter, offender management, local tasking delivery board, threat risk management

Consultation

The strategy was produced in partnership with the four Black Country CSPs. Partners who input into the strategy include: West Midlands Police, National Probation Services, Community Rehabilitation Company, Recovery Near You, Youth Offending Teams, Changing Lives, Wolverhampton DV Forum.

The document was available for full public consultation advertised by social media, email, via third sector organisations, communities of interest and across partner agencies. Comments and suggestions made during the consultation have been considered and revisions included within the document where appropriate.

Equalities

A full equalities analysis has informed the strategy development and will direct improved access to services. Particular focus will be given to tailoring provision for female offenders, and strengthening prevention measures for young people, particularly BAME young people, where disproportionate representation within the youth criminal justice system is evident. Pathways and processes will cater for offending profiles in terms of age, gender, offences, and vulnerabilities.

Apx 1. Delivering in partnership

In order to successfully reduce reoffending, there is a strong focus on joint partnership working. Partner contributions are summarised below;

Youth Offending Services

The aim of the Youth Justice system is to prevent offending and reoffending. Multiagency YOT's comprise staff from partner organisations who work together in co-location to improve outcomes for children and young people and enhance the safety of the community.

The YOT engage with local crime reduction partners to work with young people aged 10-18, who present the greatest risk to communities and themselves, providing them with specific monitoring and support. This can include early engagement and prevention services as well as intensive surveillance and support which manages highest risk young people. The YOT leads the local youth MAPPA targeting those young people who have the potential to cause the most harm. There are strong initiatives in relation to our 'Deter' cohort where young people who are of the highest concern receive additional Offender Management.

The YOT offer includes working to address the root cause of behaviour rather than addressing symptomatic behaviour, building positive foundations for change through education, language and communication and crime prevention to engage those on the cusp of offending before they enter the criminal justice system.

YOTs are accountable to a YOT Management Board which oversees and scrutinises their work.

Police and Prison Resettlement

WMP offer resettlement assistance for adults leaving local prison establishments (85% of all releases). A small team of police officers and staff work alongside prison and probation colleagues within resettlement prisons. These officers aim to better share information and align supported interventions for managed offenders resettling back into our communities.

We anticipate that this will pay significant dividend, enabling smoother and more successful integration, reducing the otherwise negative impact of offending triggers and barriers to desistance from crime.

Her Majesty's Court and Tribunal Service (HMCTS)

Following a review of the Magistrates Court service; Sandwell Magistrates Court closed in 2016 and a new listing pattern was instigated in October 2016. Trial centres continue to be offered at Dudley, Walsall, and Wolverhampton Magistrates Court, with Crown Court services provided from Wolverhampton. The court maintains a close working relationship with the Crown Prosecution service, support is given to Witness Services and there is close work with the YOTs. There is a need to consider further potential listing changes due to resource and facility changes – this will go to a formal consultation period once proposals are available for partners.

West Midlands Police and Integrated Offender Management

West Midlands Police (WMP) has an established and effective Integrated Offender Management programme. In 2011, considerable investment was made in Offender Management Units (OMUs) The force enjoying unequalled success nationally in the reduction of SAC offending, which in partnership produced the lowest reoffending rates in the country.

In 2015 WMP began to explore the wider adoption of IOM methodology into other aspects of offending. IOM is now seen as a key function of the “Geared to Prevent Harm” approach and is a key element of the Intervention & Prevention (I&P) work to prevent and reduce crime, demand and vulnerability.

The current model prevents further offending across a wider breadth of criminality. Incorporating integrated case management approaches with partners for new and emerging crime types, as well as extending the reach with increased management of violent and organised offenders. Crucially this IMO work is delivered locally within Neighbourhood Policing Units.

National Probation Service (NPS) and Community Rehabilitation Company (CRC)

The Offenders Rehabilitation Act 2014 facilitated Transforming Rehabilitation reforms which split probation responsibilities between newly form CRC and the NPS in June 2014. NPS has responsibility for the completion of Pre-Sentence Reports at Court and thereafter, the correct allocation of work to either the CRC or NPS. The key factor for allocation is 'risk of serious harm'. High / very high risk of serious harm cases are allocated to NPS, with most other low/medium risk work allocated to CRC. At any point during the sentence the CRC can escalate a case to NPS if the risk of harm is assessed as too high.

NPS use Approved Premises to monitor and support very high-risk offenders in the community, particularly those released on licence. NPS contributes to multi-agency partnerships such as MAPPA, MARAC and Prevent to ensure that there is a robust and comprehensive risk assessment, risk management and sentence plan available in a timely way.

The legislative change also extended the scope of offenders eligible to access probation support and designated resettlement prisons introduced providing ‘through the gate’ support from custody to community during the last 3 months before release.

All offenders are assessed to identify factors that are linked to the risk of reoffending and the risk of harm. A risk management plan and sentence plan are compiled with for the purpose of reducing both the risk of reoffending and risk of harm, which includes working with victims to ensure that their voice is heard.

Apx 2. Partner Organisations

This strategy has been approved by the following Community Safety Partnerships and their constituent partners; Dudley Safe and Sound Partnership, Safer Sandwell Partnership, Safer Walsall Partnership, Safer Wolverhampton Partnership.



For further information
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