

CITY OF
WOLVERHAMPTON
COUNCIL

Stronger City Economy Scrutiny Panel

12 February 2019

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

Venue Committee Room 3 - Civic Centre

Membership

Chair Cllr Jacqueline Sweetman (Lab)

Vice-chair Cllr Jonathan Yardley (Con)

Labour

Cllr Ian Angus
Cllr Harman Banger
Cllr Philip Bateman MBE
Cllr Payal Bedi-Chadha
Cllr Alan Butt
Cllr Craig Collingswood
Cllr Claire Darke
Cllr Barbara McGarrity
Cllr Mak Singh

Conservative

Cllr Christopher Haynes

Quorum for this meeting is three Councillors.

Information for the Public

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

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Agenda

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of previous meeting** (Pages 3 - 8)
[The minutes of the previous meeting are attached].
- 4 **Matters arising**

DISCUSSION ITEMS

- 5 **Innovation** (Pages 9 - 14)
[To consider a report on Innovation].
- 6 **Strategic Economic Plan** (Pages 15 - 38)
[To consider the draft, Wolverhampton Strategic Economic Plan].
- 7 **City Commission** (Pages 39 - 42)
[To receive a briefing note on the City Commission].
- 8 **Work Plan** (Pages 43 - 58)
[To receive the Scrutiny Work Programme].
- 9 **Future Meeting Dates**
The future meeting dates for the Stronger City Economy Scrutiny Panel are as follows:-

2 April 2019 at 6pm
13 June 2019 at 6pm
19 September 2019 at 6pm
14 November 2019 at 6pm
23 January 2020 at 6pm
12 March 2020 at 6pm

Stronger City Economy Scrutiny Panel

Agenda Item No: 3

Minutes - 20 November 2018

Attendance

Members of the Stronger City Economy Scrutiny Panel

Cllr Ian Angus
Cllr Harman Banger
Cllr Philip Bateman MBE
Cllr Payal Bedi-Chadha
Cllr Alan Butt
Cllr Craig Collingswood
Cllr Claire Darke
Cllr Christopher Haynes
Cllr Mak Singh
Cllr Jacqueline Sweetman (Chair)

In Attendance

Cllr John Reynolds (Cabinet Member for City Economy)

Employees

Martin Stevens (Scrutiny Officer) (Minutes)
Richard Lawrence (Director of Regeneration)
Alison Shannon (Chief Accountant)
Charlotte Johns (Head of Local Economy)
Isobel Woods (Head of Enterprise)
Helen McGourlay (Finance Business Partner)

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Apologies**
Apologies for absence were received from Cllr Jonathan Yardley and Cllr Barbara McGarrity.
- 2 **Declarations of interest**
Councillor Mak Singh declared a non-pecuniary interest on item 5, Draft Budget and Medium Term Financial Strategy, as a Director of Active Staff Recruitment Ltd.
- 3 **Minutes of previous meeting**
Resolved: That the minutes of the meeting held on 18 September 2018 be approved as a correct record.

4 Matters arising

The Chair referred to the City Commission which had been discussed at the previous meeting. She asked if there had been any progress on the City Commission since the last meeting. The Director of Regeneration responded that after the initial setting up of the City Commission, the Council had invited Mr Bill Grimsey to the City. Mr Grimsey had visited the City in late August to give his views. Since his visit there had been the successful launch of the ebay retail revival programme in the City. They had asked the West Midlands Growth Company to manage the Commission process on behalf of the Council. This would feed into two elements, a Conference being setup for City Centres at the end of January 2019 and the announcement of the recent budget for funding available from central government, with expressions of interest being called for by Spring next year. They would be undertaking work into the early part of the New Year, regarding stakeholders and taking the Commission to the next stage.

5 Draft Budget and Medium Term Financial Strategy 2019-2020

The Chief Accountant introduced a report on the Draft Budget and Medium Term Financial Strategy 2019-2020. She stated that in March 2018 it had been estimated that the Council would be facing a projected deficit of £19.5 million. Updated reports were received by the Council's Cabinet in July and October 2018. Following budget efficiencies, budget reductions, and income generating proposals, the projected deficit currently stood at £6 million. An update on the deficit would be received in January 2019. Part of the budget consultation process was to consult on budget proposals, classed as budget reduction and income generation proposals. These were changes which would directly impact on the residents of Wolverhampton or service users. There were none which fell within the remit of the Panel and there were seven proposals being directly consulted on, which amounted to £695,000. There was no requirement to consult the public on budget efficiencies as they did not impact directly on service delivery.

The Chief Accountant stated she was particularly interested to see how the Panel thought the budget should be scrutinised in the future. Comments from the Scrutiny Panel would be reported to Scrutiny Board on 11 December 2018 and then onwards to Cabinet in January 2019.

A Member of the Panel commented that the overall risk rating for the Draft Budget and Medium Term Financial Strategy had risen from amber to red. The Chief Accountant responded that the risk had changed because of two reasons. The first being an uncertainty in funding from 2020-2021, as the Government were conducting a comprehensive spending review. As part of this review they were assessing the formula used to identify how much funding a Council required. The second reason was due to the demands in adult and children's social services. There were also some uncertainties around ring-fenced grants such as Public Health.

The Chair asked for feedback from Members of the Panel who had attended a budget consultation event. A Member of the Panel commented that she had attended the event at Bantock Park. She had been struck with the high level of misunderstanding that those in attendance had of the Council's responsibilities. The Chair referred to the importance of monitoring the effectiveness of the budget consultation process.

The Head of Enterprise remarked that the business community had responded positively to the budget consultation event held with them. The businesses had welcomed being part of the process and wanted to gain an understanding of the issues, challenges and help to find solutions. The businesses wanted to carry on with the engagement process and so in January/February 2019 there would be a further event held. A continuous dialogue was ongoing, including with the businesses that had been unable to attend the first event. The Portfolio Holder for City Economy commented that it had been a very positive event and he was encouraged by the businesses collaborative tone. He was looking forward to meeting them again in January/February 2019 where solutions would be discussed, which included the concept of working more on a cross Black Country basis in some areas. The Head of Enterprise commented that the Growth Hub was a useful communication tool in the Black Country.

A Member of the Panel stated that the population was more technically aware than they had ever been, and the Council needed to take advantage of this fact when consulting on the budget.

A Member of the Panel remarked that it was important to think of new pro-active solutions on how to promote the Council's budget consultation events and the online consultation form.

The Chief Accountant commented that the budget consultation was promoted in the Express and Star newspaper, by posters and through the Council's social media channels.

Resolved:

- A) That the Scrutiny Panel response be finalised by the Chair and Vice Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.
- B) For a future report to be received on how the Council monitors the effectiveness of budget consultation, how it is promoted and who it chooses to consult with.

6 Portfolio Holder for City Economy Statement / Question and Answers Session

The Chair referred to the tabled documents at the meeting, which included a document with answers from the Portfolio Holder for City Economy to all the questions that had been submitted in advance by Members of the Panel and a copy of the key achievement slides from his PowerPoint presentation on his portfolio (copies of which are attached to the signed minutes).

The Portfolio Holder outlined the areas which fell within his responsibility. He highlighted the fact that sustainability fell within his responsibility because he was Chair of the Sustainability Advisory Board. He was particularly pleased with the Crowd Fund Wolves Project and the partnership working with the University and College.

The Portfolio Holder highlighted some of the key achievements over the last few years. In 2015 the Jaguar Land Rover Engine Processing plant had begun production, the University of Wolverhampton opened its new business school, the online bicycle retailer Wiggle opened its warehouse in Bilston and Wolverhampton

was ranked fourth best place to start a business in the UK. In 2016, the i10 the first Grade A office space in Wolverhampton opened, the Westside Development was announced, the Bilston Urban Village construction had begun and unemployment significantly dropped within the City. 2017 saw the launch of the Wolves at Work project, the Council being awarded the Local Authority of the Year Award at the MJ Awards and the new Debenhams being opened at the Mander Centre. In 2018, the new City Centre Market had opened, the old Railway station demolition process had commenced and ebay had held the first retail revival training session in Wolverhampton, the first in the UK.

The Portfolio Holder commented that the latest statistics showed 2 million people visited Wolverhampton each year and nearly 2 million people lived within a 30 minute drive of the City Centre. He was pleased to report that Wolverhampton was within the top ten growth areas in the UK. The City was also doing well in job creation and business start-ups. In addition, Wolverhampton was a leading retail hotspot for investors outside London.

The Portfolio Holder commented on the very successful Parade the Council had arranged to mark Wolverhampton FC promotion to the Premier League. He also made reference to the development of the i9 building and the successful Wire Awards. He gave some details on the Council's, City Strategic Economic Plan, 2019-2024. The Council had received £6 million in funding for broadband development.

A Member of the Panel referred to a recent article in the national media, where following a national survey, Wolverhampton had been ranked as the second worst City in the United Kingdom. He asked for the Portfolio Holder's opinion of the survey and how the Council had responded. The Portfolio Holder responded that the number of parks and open spaces included in the survey for Wolverhampton had been wrong. The statistics the survey relied on were not accurate.

A Member of the Panel referred to the question that had been raised about the Civic Hall project. He had recently attended a site visit with the Audit Committee. Many Members had left the site visit with concerns about the project in terms of the timetable and cost. He asked the Portfolio Holder if it would be possible to have a set completion date for the project. The Portfolio Holder responded that there was a specialist group entitled, the "Capital Projects Members Reference Group" monitoring the Civic Hall Project. The Lead Contractor had gone through the costs and the timescale with the group recently. He was happy to share the details with him.

A Member of the Panel asked the Portfolio Holder, if there could be more innovation within Wolverhampton, for issues such as the housing shortage. The Portfolio Holder responded that there was now the City Commission and the Council were trying everything they could in terms of innovation. The Council had to be careful regarding what buildings they converted to residential within the City Centre as it was important to ensure quality and for them to be attractive to people.

A Member of the Panel raised the subject of footfall figures for the City Centre. He wanted a system in place in the City Centre which could record footfall figures accurately and give the actual numbers rather than estimates based on survey information. He was of the view that accurate footfall figures could be used to the Council's advantage to further economic development within the City. The Portfolio Holder responded that the Business Improvement District (BID) had experienced

some issues with trying to record footfall accurately in the City Centre. The Smart technology that was arriving in the next 1-2 years would enable accurate footfall figures, which meant the Council would no longer be reliant upon the BID for footfall data for the City Centre.

The Chair raised the concept of marketing for Wolverhampton. She believed there needed to be an overall strategy. She was aware that there had been some work completed on a logo for Wolverhampton. The Portfolio Holder responded that the work on the branding had involved consultation with the leading local businesses, the University, the College and the NHS. The Consultants employed by the Council to undertake the project had worked with the Economic Growth Board. The video that coincided with the branding was completed in consultation with local community groups, residents and businesses. They were currently in discussions with local businesses as to how they would use the video and branding as part of their marketing tools. He suggested that the branding for Wolverhampton and strategy would be an appropriate item for the Scrutiny Panel to consider in the future. A Member of the Panel commented that how the City of Wolverhampton was marketed on a global scale was discussed at the Scrutiny Panel during a meeting in 2013.

A Member of the Panel asked when the results would be made available from the West Side Link Development Consultation. The Director of Regeneration responded that they were still continuing the consultation on the part relating to the pedestrianisation of Lichfield Street. The Chair stated they had received a presentation at the Labour Group recently, and she expressed concern that there was no detail given on a business case for the project, including the costs and how these would be recovered following completion.

A Member of the Panel asked how the City could compete with cities like Birmingham to attract investment. The Portfolio Holder responded that recently the Building Strategy had been launched which incorporated the work taking place on the Canal Side Quarter, the Railway Station and surrounding area. Part of the development by the Railway station was the state-of-the art i9 office development. The ongoing building work and the rising rental fees in Birmingham would mean Wolverhampton would be an attractive offer.

A Member of the Panel asked about the latest position regarding the old eye infirmary on Compton Road which was owned by the NHS. The Director of Regeneration responded that an enforcement notice had been served upon the NHS. There had also been two offers from the Council to acquire the site, which had been rejected by the NHS, as it was not within their valuation. He understood that the NHS had recently accepted an offer from a third party to acquire the site. They had not had this information confirmed and he did not know if there were conditions attached to the offer. The Managing Director of the Council had written to the Chief Executive of the RWHT asking for clarification of the position and requesting that the Trust make the buyers aware of the enforcement order on the site.

7

Scrutiny Work Programme

The Chair raised the concept of an overall marketing strategy for Wolverhampton. She also talked about income growth as a potential future work programme item. This included the idea of the Council selling services in order to raise money for Council activities.

The Chair stated she wanted to explore in the future, the Council's long-term future corporate objectives. She also suggested a potential site visit to the Civic Hall to evaluate progress on the project.

A Member of the Panel asked about potentially including an item on the Work Programme in the future exploring the benefits of volunteering in the City and whether there was further scope for encouraging and developing volunteering activity and obtaining a fuller understanding of the voluntary sector within the City. The Head of Local Economy responded that the Deputy Managing Director was the Strategic Executive Board's - Third Sector Champion for the Council. The Head of Skills had been leading a group of Officers working with the volunteer leads in other key partner organisations within the City, to see how they could aggregate and capture information effectively. She was happy to share more information with the Panel in the future and could contact the relevant Officers for further information.

Resolved: That the Scrutiny Work Programme be noted.

Meeting closed at 7:30pm.



Stronger City Economy Scrutiny

12th February 2019

Report title	Innovation	
Cabinet member with lead responsibility	Councillor John Reynolds City Economy	
Wards affected	All	
Accountable director	Richard Lawrence, Director Regeneration	
Originating service	City Economy	
Accountable employee(s)	Isobel Woods Tel Email	Head of Enterprise 01902 551848 Isobel.woods@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation(s) for action or decision:

The Scrutiny Panel is asked to consider the approach which is in place to enable economic growth in the city, and how this is supporting innovation and enterprise.

1.0 Purpose

- 1.1 To update members of Scrutiny of activities which are underway supporting business growth and innovation, building on from the report presented April 2018

2.0 Background

- 2.1 In April 2018, members received a comprehensive report on Innovation showing the connection between the UK's Industrial Strategy and Wolverhampton's City Strategy, on growth and innovations. The report also outlined the benefits to businesses who choose

[NOT PROTECTIVELY MARKED]

to invest in innovation and gave a number of examples how the city is including this agenda across a range of partnerships and in its business growth activity.

- 2.2 Members also received a presentation and had the opportunity to discuss, with a representative from the University of Wolverhampton, the current mechanism in place to support, unlock and grow businesses and enterprise in Wolverhampton.
- 2.3 Since then a paper 'Business enterprise research and development', was released in November 2018, presenting the current impact of R&D on the UK's business sectors. It identified that:-
- Expenditure on research and development (R&D) by businesses in the UK was continuing to grow and had increased 4.9% between 2016 and 2017. This trend was predicted to continue growing.
 - Pharmaceuticals remained the largest product group, but software department had shown the highest growth over this period, reporting an increase of 34.7%,
 - UK government funding of civil R&D had, for the first time, overtaken that for defence.
 - Employment in those investing in R&D reported they had increased their workforce 7.4%
- 2.4 The report ranked business sectors according to its contribution to R&D. The medical sector made the highest contribution, followed by automotive, computer gaming, and sharing the fourth position was aerospace, technical testing and software development.
- 2.5 Although the report didn't set out any comparisons it is not unsurprising to see the growth in software due to its relationship with the other sectors. Especially prevalent is the key driver that is underpinning many manufacturing businesses, as they implement Industry 4.0. Advanced manufacturing is a key sector for Wolverhampton's economy, it is therefore important that the Council maintains relationships with this sector and also with the city's growing digital and business and professional services.
- 2.6 Building on the report presented last year, this report focuses on activities which have been underway to support economic growth in the city, looking at the business relationship activity, and how this has led to innovation and growth.
- 3.0 Enterprise in the City and the Council's role**
- 3.1 The city is home to 8,654 businesses, 94% are SMEs, connected to many national supply chains. A key priority for the City of Wolverhampton Council is to develop a strong understanding of local strategic businesses priorities in order that their interests are represented in the Council's corporate objectives and opportunities related to economic growth are promoted to the people and wider business community
- 3.2 Local business retention and growth, as well as inward investment are central to the City of Wolverhampton's ambitions of delivering managed growth and increasing employment and prosperity and well-being. Within the Strategic Economic Plan (SEP) the City of

[NOT PROTECTIVELY MARKED]

Wolverhampton, sets out objectives and priorities for securing economic growth over the coming years that will be taken forward by the Council, stakeholders and partners. It identifies the key strengths of the local economy and the sectors, technologies and opportunities that the city will focus on and also sets out the high-level actions and initiatives needed to deliver these.

- 3.3 To improve economic conditions for the City of Wolverhampton, it is increasingly important that the Council with other public-sector partners consider how to respond to the needs of existing companies, alongside attracting new businesses, entrepreneurs, start-ups and spin out companies so that it ensures Wolverhampton has an environment that both encourages and facilitates growth and stimulates and supports innovation.
- 3.4 The approach Enterprise is adopting, looks to
- Develop strong relationships with our business community, to facilitate growth by connecting opportunities and initiatives to help businesses unlock their potential, and also gain a better understanding of the needs of businesses, in the city.
 - Provide a structured approach to communicate between the City Council and key businesses, on economic development issues.
 - Enable business to develop a strong voice to support their effective representations with the regeneration / growth agenda of Wolverhampton
 - Facilitate the development of sector specific projects and programmes, or discussions, in support of economic strategies

4.0 Current Performance

- 4.1 Using this approach officers from Enterprise have, over the past 2 years, engaged with more than 670 businesses in the city. These have comprised of different sizes and sectors, and resulted in the team connecting companies to a range of business growth support initiatives, that have in turn led to a number of key outcomes being secured for the city
- 4.2 Within this activity, officers have been able to assist businesses to invest in innovation and technologies that have led to job creation, business growth and private investment in Wolverhampton.
- 4.2 There has been particularly focus on Small Medium Enterprises (SME), with over 510 SMEs in the city receiving engagement from the team. 210 of these have been supported through a dedicated business support programme called AIM (Advice Investment Markets).
- 4.3 The strong relationships which have developed, have helped officers understand the challenges and opportunities business in our city face. In return the business has received dedicated support, enabling them to access business support programmes for areas such as coaching, marketing and productivity, supply chain developments, skills and employment, as well as innovation and low carbon.
- 4.4 This relationship-led approach, has enabled

[NOT PROTECTIVELY MARKED]

- 44 businesses to receive grants totally £475,000, which generated £1.1 million private sector investment and created 95 new jobs for the city.
- 24 businesses to connect to Innovation products (worth around £26,500)

4.2 The team have discovered that businesses in the city are supplying or producing for a wider range of markets, including; supplying filters to the Canadian Navy, steelwork to the Piccadilly line extension and Heathrow T5, architectural services to the Istanbul Airport redevelopment, and windows and doors to hotels in Abu Dhabi.

4.3 Some examples of businesses in the city which the team have worked closely with are:

Jag Sahota is the MD of Vogue Ltd, a leading and very creative manufacturer of heated towel rails, designer radiators and accessories established in 1989 and now with a turnover of over £7 million and over 100 staff. Research is conducted in many technology disciplines to support its very own innovative heating products and developments, with the company reflecting trends in interior design/fashion to bring in new lines using its in-house team of innovative and skilled craftsmen

AtmosVR : The company create virtual reality and, augmented reality content that is used in a range of technologies. Using the latest applications, the company is becoming one of the market leaders, supporting a number of clients from a range of sectors.

AM Griffiths : The company who have been involved in construction and have links in the city stretching back 130 years have worked with its IT partner to develop a smartphone app to assist in the management of its construction sites. It allows site managers to manage on site quality assurance and health and safety issues in real time. In order to reduce the risk of delays and associated costs that all stakeholders face as a result of unpredictable weather, AMG also developed the AMG RoWeRS method of building on a number of recent projects. RoWeRS utilises on site construction techniques and technology to reduce the amount of wet trades required in the building process, this optimises the construction process so programmes are less reliant on drying times, whilst also avoiding potential delays caused by down time due to inclement weather

McAuliffe have teamed up with the University of Wolverhampton's Environmental Technologies and Resource Efficiency Support Service (EnTRESS) and Brownfield Research and Innovation Centre (BRIC), to share industry knowledge and resources

'Stones Throw Media set up by two former students of University of Wolverhampton, with a key goal in mind - to make the world of corporate video more exciting. Being innovative has been at the heart of what they do through use of animation, video, drones, personalised video as well as teaching many businesses on how to shoot their own video content. This led to them winning the 'Micro Business of the Year' award at the 2018 Express & Star Business Awards'

4.4 Strategic Company Relationship

4.5 The City of Wolverhampton is home to a number of strategic businesses that are involved in automotive, aerospace, steel, leisure and food and drink. The most

[NOT PROTECTIVELY MARKED]

prominent cluster are those in the advanced manufacturing sector, which has businesses such as JLR, Tata Steel, Liberty Group, Collins, HS Marstons and Moog.

- 4.6 Technology innovation and R&D are at the heart of these businesses. Steering these companies is Industry 4.0, an accreditation which captures automation, manufacturing technologies, cloud technologies, the internet of things (IOT), leading to the creation of 'smart factories'.
- 4.7 Officers have developed a close working relationship with the aerospace sector, especially Collins (formerly UTC), based on the Stafford Road. The company makes a direct contribution of 6% to the UK's aerospace industry. Officers have been working closely with the business, in partnership with the University of Wolverhampton to support a commitment the CEO made, with Siemens. The company have stated they want to :
- Increase the pace of adoption of digital technologies
 - Faster innovation of these technologies
 - Stronger more ambition leadership
- 4.8 Work is underway looking at the facilities, the productivity and training and development, to support the company to achieve its vision, here in Wolverhampton.

5.0 Summary of Key Activity

- 5.1 It is important Members recognise that innovation, R & D and investment in technologies, feature across a range of businesses in the city. There are companies who are developing the software, technology, infrastructure, and there are those who require technology to enable their business to adapt and grow.
- 5.2 Officers are working alongside these companies, to understand their challenges, learn about the opportunities and to connect them with initiatives and business support programmes. Officers recognise that there is no, one single approach to engagement, and the service has itself, undergone some innovative thinking to look at how to create sustainable business relationships for the Council. The outcome of this approach, engaging with strategic businesses, supply chains and SMEs, can now be seen.
- 5.3 The key to the success has been to put the business at the heart of activity. By listening and taking their lead on actions and response, the small team of Officers have identified themselves as 'enablers', helping to facilitate opportunities and look at options which may be beneficial to the business.

4.0 Questions for Scrutiny to consider

- 4.1 Members are asked to recognise the value innovation and R&D has to the growth of the city's economy, and to consider what role the Council has, in driving innovation for the city.

[NOT PROTECTIVELY MARKED]

5.0 Financial implications

- 5.1 The small team undertaking the majority of this work are currently funded through an EU programme, which is due to close at the end of March 2019. The team are waiting to hear if the continued funding application, has been approved. This funding would resource continuation of this work to early 2022. [ES/04022019/L]

6.0 Legal implications

- 6.1 There are no legal implications arising from this paper

[Legal Code: TS/04022019/Q]

7.0 Equalities implications

- 7.1 There are no new equalities implications arising from this report

8.0 Environmental implications

- 8.1 A key priority for businesses in the city is to review and reduce the impact their activities have on the environment. Through the relationship's officers are developing we are aware of the steps being taken by companies to reduce their carbon footprint and introduce efficiencies in their operations.

9.0 Human resources implications

- 9.1 There are no human resources arising from this paper

10.0 Corporate landlord implications

- 10.1 There are no implications

11.0 Schedule of background papers

11.1

- Supporting City Businesses to innovate, Stronger City Economy Scrutiny 17 April 2018
- Business enterprise research and development, UK: 2017 (<https://www.ons.gov.uk/economy/governmentpublicsectorandtaxes/researchanddevelopmentexpenditure/bulletins/businessenterpriseresearchanddevelopment/2017>)

Briefing Note

CITY OF
WOLVERHAMPTON

Agenda Item No: 6

Title: **Wolverhampton Strategic Economic Plan Consultation Draft**

Prepared by: **Heather Clark**

Date: **12 February 2019**

Intended Audience: Internal ☒ Partner organisation ☐ Public ☐ Confidential ☐

Purpose or recommendation

To comment on the draft Wolverhampton Strategic Economic Plan.

Overview

To provide an overview of the background to the development of the Wolverhampton Strategic Economic Plan (SEP) and invite feedback on the consultation draft.

Background and context

The City Strategy, Prosperity for All, was published in 2011 and 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 formed the basis of much of the Council's Corporate Plan, particularly in helping to shape the Council's economic policies, priorities and actions.

Its revision reflects significant changes in context in which the City operates including creation of the West Midlands Combined Authority, changes to local government finance, growing confidence in Wolverhampton and the new City Vision 2030.

Wolverhampton Strategic Economic Plan (SEP) complements a series of national, regional and sub-regional plans, including the Government's Industrial Strategy, West Midlands Local Industrial Strategy, Growth Company Business Plan and Black Country SEP, as outlined in the consultation draft. It aims to support delivery of these strategies locally and contribute to their outcomes including boosting productivity, supporting economic growth, generating jobs, supporting regeneration and job creation.

Stronger City Economy Scrutiny Panel fed into the design of the SEP at its meeting in April 2018. We are now inviting comments on the consultation draft of the Strategic Economic Plan in advance of the final version being taken to Cabinet for signoff in March 2019.

Wolverhampton Strategic Economic Plan

Wolverhampton's consultation draft 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

The Plan highlights key achievements for the city since the City Strategy was developed and ongoing challenges. The Plan aims to support economic growth 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.

Formal consultation is taking place during January and February 2019 for a condensed period given the extensive consultation with partners during its development. This allows the final SEP to be considered at Cabinet on 20 March 2019 in advance of full council approval in April 2019 in line with the Corporate Plan timescale. Comments are invited to

Service.Development@wolverhampton.gov.uk

Consultees to date informing the plans development have included Wolverhampton City Board, Economic Growth Board and Employment and Skills Board including organisations set out in Appendix 1.

Appendix 1: SEP Consultees

City Board
Economic Growth Board
Skills and Employment Board
Stronger City Economy Scrutiny Panel
CWC Leadership Teams and Portfolio boards
City of Wolverhampton Council Councillors
City of Wolverhampton College
University of Wolverhampton
Wolverhampton Voluntary Sector Council
Local businesses
The Royal Wolverhampton NHS
West Midlands Police
NHS Wolverhampton CCG
Department of Work and Pensions
Wolverhampton Homes
Bilston Resources Centre
School representatives
Business Improvement District
Wolverhampton Wanders Football Club

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City of Wolverhampton Strategic Economic Plan 2019 – 2024

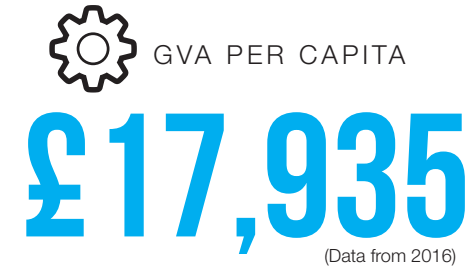
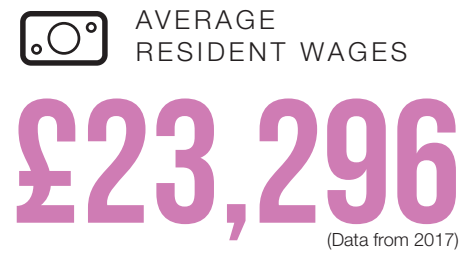
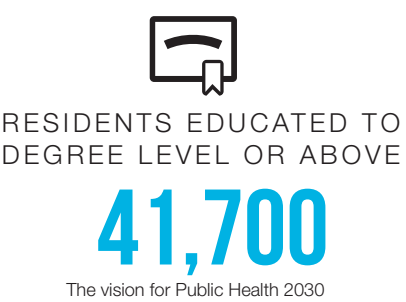
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City of Wolverhampton (2018)



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 pounds being injected into regeneration projects citywide, including £992 million pounds 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 – £132 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.

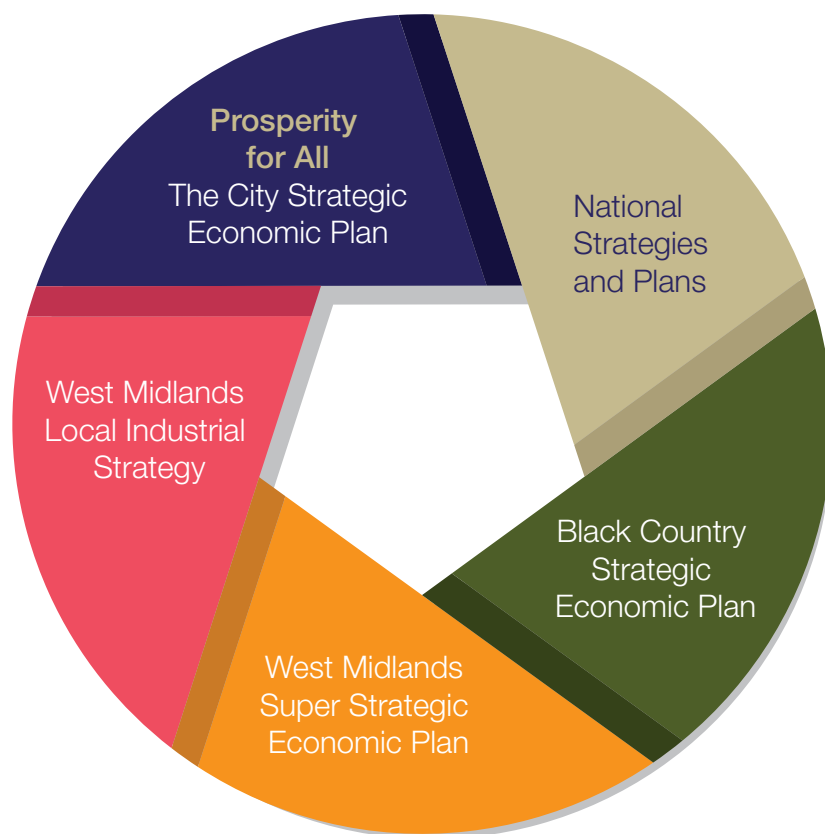
Delivering Wolverhampton's Vision for 2030

Page 22



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.

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 close the gap to ensure that our residents gain from the economic growth generated.



Wolverhampton's Strategic Economic Plan compliments 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:

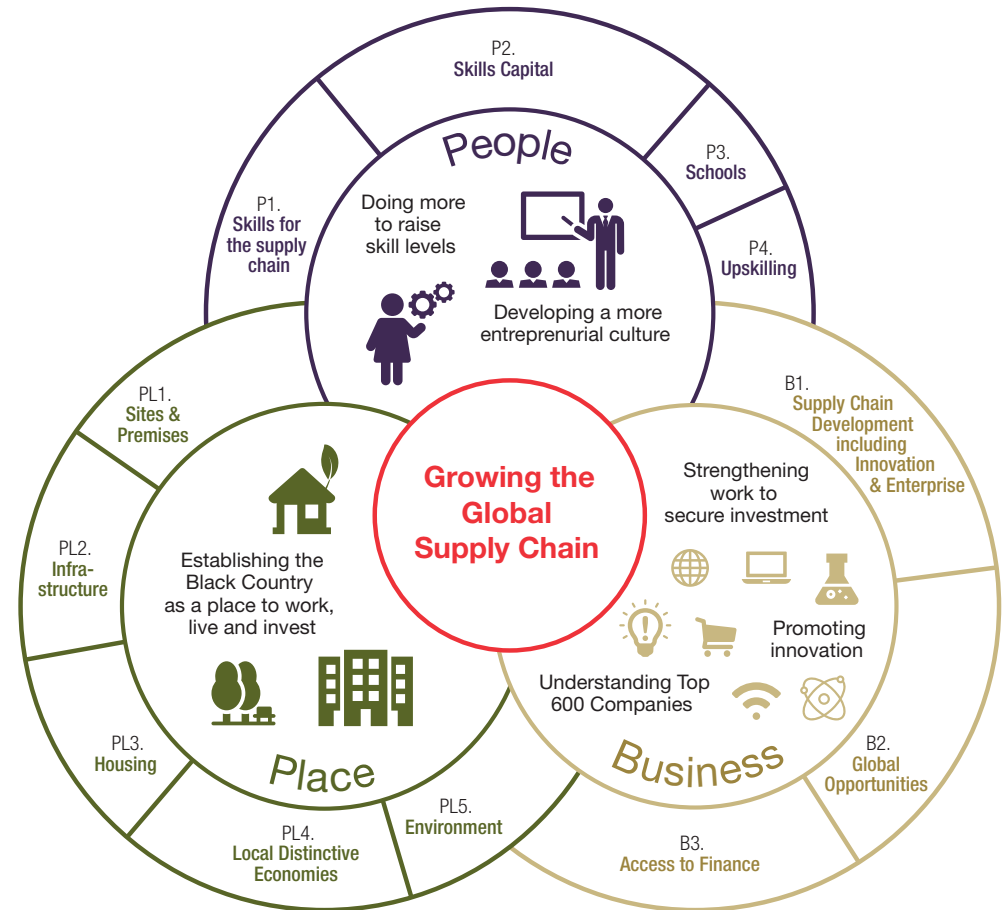
- **Ideas** through encouraging innovation;
- **People** through its working and inclusive city theme;
- **Infrastructure** through its vibrant and future city themes;
- **Business Environment** through its enterprising city theme; and
- **Places** by strengthening the economy of Wolverhampton.

Wolverhampton's Strategic Economic Plan will build on key strengths to contribute to 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 exploring 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.

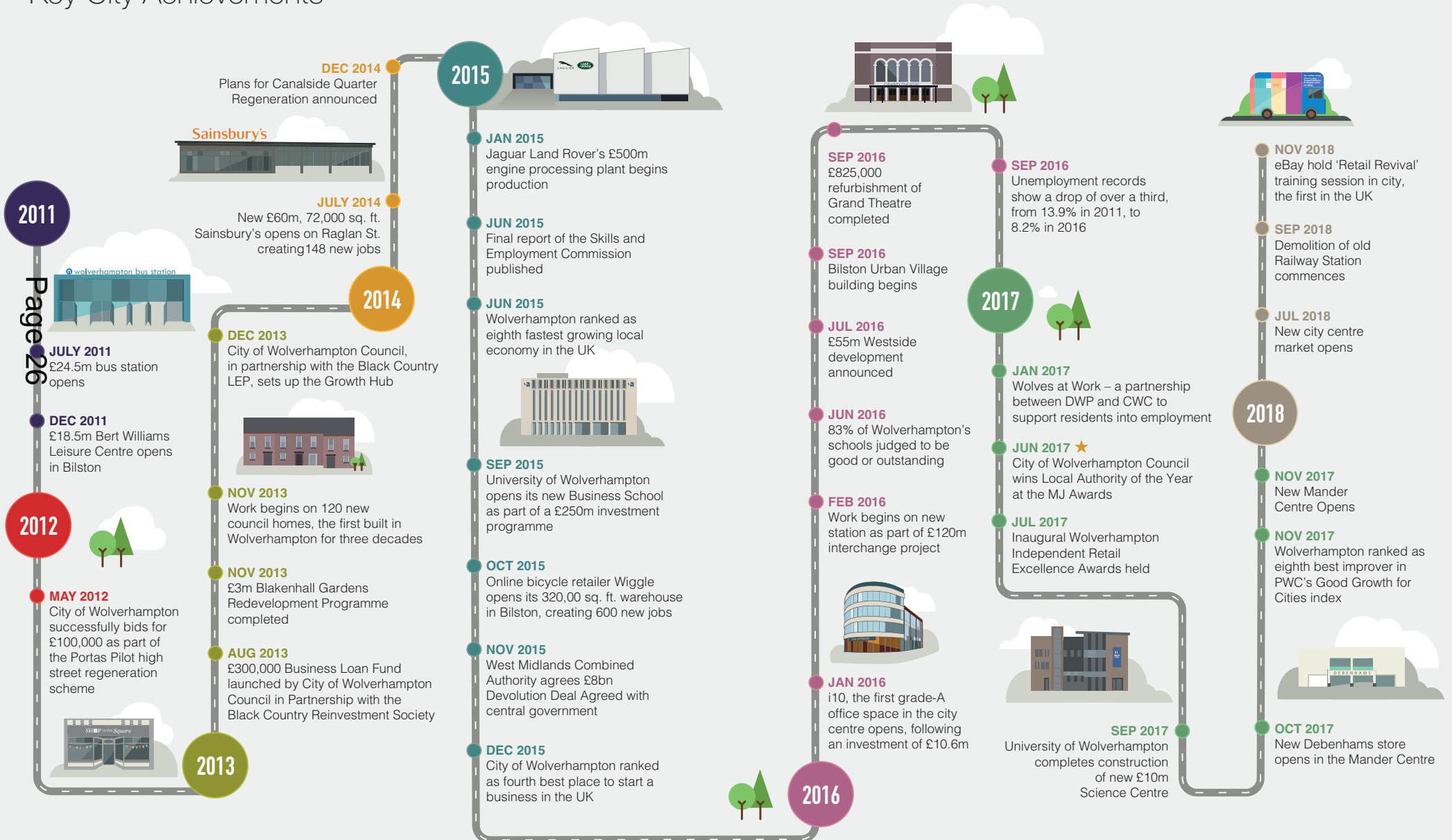
Performance against the original 2011 targets set in the City Strategy are set out below.

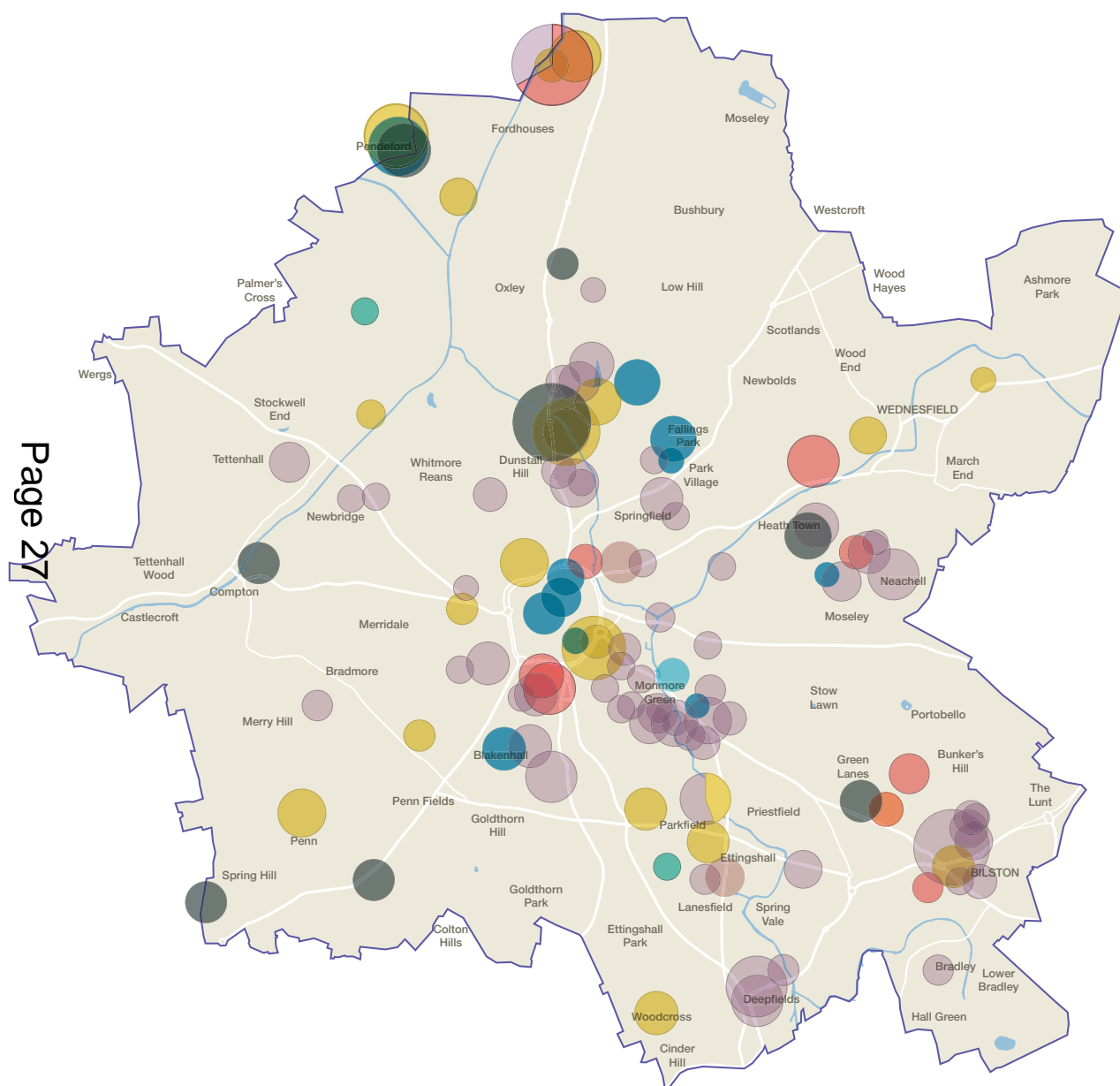
A revised performance framework is set out in Appendix B, against key themes in the strategy, with the aim of closing the gap with national average.

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)

Key City Achievements





Our Key Sectors

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



Key performance measures



Achievements as at 2018

Areas of focus 2019 – 2024

An Enterprising City

- 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
- Private sector jobs growth within functional economic area
- Sector strengths: improved employment and productivity in manufacturing and growing knowledge economy

- 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

- Increasing employment rate
- Falling unemployment including youth and BME unemployment
- Improving skills profile – reduction in residents with no qualifications and increase in Level 4 qualifications
- Low levels of NEET
- 89% schools outstanding

- To close the output gap, we need to further increase employment rate and improve skills profile
- Reducing unemployment, which remains high including youth unemployment

- 25.4% households are workless, significantly above England average
- Falling job density but does not pick up growth in functional economic area
- Resident vs workforce wages suggest high levels of incommuting for higher paid jobs

A Vibrant City

- Excellent transport links including £132m interchange
- £3.7 billion current and planned investment in the city
- 60 hectares of land earmarked for development
- Strong district centres
- Nationally significant cultural clusters
- Third best place to start a family

- 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

A Future City

- 97% superfast broadband coverage
- Affordability of housing - medium property sale is £140,000
- 10,000 new homes planned
- Declining CO2 emissions

- No ultrafast broadband and gap in superfast coverage in city centre and business areas
- Need for higher quality housing stock to meet the needs of higher skilled workers and meets the need of a growing population

- 800 hectares employment land required (existing 300 ha., 200 ha. in South Staffordshire)
- Maximising benefits from Smart technology

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.

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46%

Economy residual

enhancing business structures and sectors through our Enterprise City theme.

34%

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

20%

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
2.1 City Workplace	<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
2.2 City Workforce	<ul style="list-style-type: none"> Provide access to quality information (workbox digital platform, enhanced Career Information advice and guidance) Young people are prepared for the world of work through access to work experience and first class provision Deliver the Post 16 implementation plan Deliver joined up pathways to employment, apprenticeships and work experience 	<ul style="list-style-type: none"> Support job ready people into employment through wolves at work and young people into Education, Employment and Training through Impact and Connexions Improve access to and quality of Apprenticeships in the city Work with ESF/SFA providers to meet local needs e.g. redundancies 	DWP, CWC, apprenticeship and training providers, Schools, Adult Education, College, University, Learning Platform and Employers	ESFA, SFA, ESF, Lottery

2. A working and inclusive city

	Priority Actions		Partners	Resources
2.3 Learning City	<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 	Wolverhampton Learning Platform, Wolverhampton College, CWC, University of Wolverhampton	ESF, SFA, HEFCE
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 	CWC, Wolverhampton Homes, Citizens Advice, VCS including Learning Platform and WWCS	CWC, DWP, ESF and Big Lottery

3. 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 	<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. Vibrant City

	Priority Actions		Partners	Resources
Page 34 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
	<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 becomes 'Events City' linking regenerated area. 	CWC in partnership with private sector development partners and investors	Private investment and LGF
	<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
	<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 City living and housing	<ul style="list-style-type: none"> Improving the number of and quality of homes in the city diversifying housing stock meeting needs of higher skilled workforce Develop low carbon housing Delivering prospectus to market housing supply 	<ul style="list-style-type: none"> Bring forward sites for housing through WV Living Refreshed affordable housing supplement planning document Increasing quality private sector housing including Rent with Confidence scheme 	CWC, Developers, WV Living, Wolverhampton Homes	HCA, Local Infrastructure Fund
4.3 Sustainable city	<p>Delivery of city's sustainable development goals including:</p> <ul style="list-style-type: none"> Improvement in air quality and reduction in carbon emissions - electric vehicles, Smart Lighting project 	<ul style="list-style-type: none"> Improved energy efficiency and more sustainable energy supply - energy innovation zone Development of regeneration schemes achieving BREEAM excellent Improve quality of open space 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 Connected – develop gigabit connectivity across the city through implementation of local full fibre network (LFFN) connecting public estate, fibre broadband on housing 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. 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	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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Wolverhampton WV1 1SH

Briefing Note

CITY OF
WOLVERHAMPTON
C O U N C I L

Agenda Item No: 7

Title: City Centre Commission Proposals

Date: 12 February 2019

Prepared by: Richard Lawrence / Isobel Woods
Regeneration

Job Title: Director of

**Intended
Audience:**

Internal ☒

Partner organisation ☐

Public ☒

Confidential ☐

Purpose or recommendation

To set out the proposals for the City Centre Commission.

Overview

Following the release of the Grimsey Report 2 on the future of the British High Street, and the scrutiny report reviewing the repurposing of the city centre in June 2018, the council committed to establishing a City Centre Commission. This briefing note sets out the steps which have been undertaken, so far.

Background and context

Since the commitment to set up the City Centre Commission was announced in June 2018, the city has progressed with:

- Partnering with eBay in the UK's first 'Retail Revival' scheme, to support independent businesses in e-commerce.
- Welcomed Bill Grimsey, author of the influential report on the future of the High Street to the city for an initial tour and discussion on the city's plans.
- This was followed up by an Inaugural workshop, held 22nd January 2019, that was facilitated by Bill Grimsey and the team who prepared the Grimsey Review 2 paper.
- Attended the Key Cities Conference held on 28th January 2019, about the Future of High Streets, which included the City of Wolverhampton as a case study.
<https://www.keycities.co.uk/sites/default/files/news/attachments/future-towns-cities-research-report.pdf>
- Progressing with the delivery of key city centre regeneration schemes.
- Submitted key funding bids such as a £6.2m bid to the Cultural Development Fund to support the repurposing the city centre with events, arts and culture.

There are also further opportunities to secure funding to support the repurposing of our city centre. In the October 2018 budget the Government announced a £675m 'Future High Streets Programme'. The initiative will invest in improvements to town centre infrastructure, including increasing access to high streets, reducing congestion, supporting redevelopment around high streets and enabling housing and new workspaces to be created.

Whilst the programme will have an overall budget of £675 million, MHCLG indicatively expects the fund to contribute up to £25 million to projects per local area. Further information on the fund were released on 31st January 2019, and a call has been made for expressions of interest to be submitted by 22nd March 2019.

Support for the establishment of the City Centre Commission and an application to the Future High Street Programme has been with the West Midlands Growth Company (WMGC). The WMGC have been commissioned by the council to undertake actions that will secure new or enhance economic growth opportunities for the city.

Arising from the workshop and the Key Cities conference a number of thought-provoking discussions which the council and key stakeholders should consider, as they look to develop a Commission for the city.

Focus of the Commission

The purpose of the Commission is to review the city's current and planned response to the changing nature of the High Street and propose a direction for the future role of the city centre in regard to retail, commercial, leisure and community activity. The Commission is also to consider the future role of the city centre as a civic and cultural meeting place, as well as the role of city living. The Commission will review evidence from both the public and private sector to assess current and proposed policy solutions and suggest other areas of work for the city to develop in ensuring an effective repurposing of our city centre.

Commission Planning Approach

The aim of the one day workshop was to bring key stakeholders together for a first meeting to look at the process of developing a City Centre Commission for Wolverhampton. This would help define the terms of reference for a Commission, explore what makes winning teams work, establish a set of shared objectives and outputs and a plan of action. It concluded with a contract of business with specific responsibilities assigned to participants

In his introduction Bill and his team set out very clearly the challenges and opportunities city centres are facing. The use of technology being a key influencer in the way city centres are changing and how they will be used in the future.

It was recognised that Wolverhampton has already made significant progress through its regeneration and partnership activity. The eBay programme, the new Interchange, the proposed 5G testbed, city living, the learning quarter and the cultural offer, were sighted as areas which Wolverhampton has undertaken to repurpose its centre.

Bill also went on to compliment the city for taking the steps it had taken, to look at the Commission model, commenting that Wolverhampton was ahead of many other city centres.

The day drew out many ideas and discussions on how the city should approach the Commission, the following summaries the key points:-

Key messages about the Objectives of the Commission

- All current and future plans should be **aligned to an overall plan** that are developed around a community hub concept incorporating health, housing, arts, education, entertainment, leisure, business/office space as well as unique and attractive retail proposition.
- The Wolverhampton City Centre Commission (WCCC) will be **the catalyst** to win the hearts and minds of people whilst building consensus across communities to help bring about a healthier and more prosperous city. The WCCC will tap into all parts of the Local Authority and other stakeholder organisations/institutions in order to get total alignment and leverage all available benefits.
- The WCCC will develop **a vision and a 20-year plan** that has something for everyone, which is as diverse as Wolverhampton's local communities, has technology at the heart of it, extends beyond the boundaries of the City Centre and embraces Wolverhampton's music venue heritage, the football team and the university, recognising the learning aspiration of the City.
- Industry is important particularly aerospace and manufacturing. The vision needs to build on the **'Togetherness' brand**, the industrial heritage and the future industrial opportunities whilst tapping into a sense of pride and cohesiveness.

Those who attended the workshop started to share what they considered could be Wolverhampton's vision or mission statement, these included

- ❖ **Together:** capturing a sense of a tight-knit, friendly community, working and living together
- ❖ **Learning city:** (unlocking potential) tackling the skills agenda
- ❖ **Digital** is an essential part of strategy but is it something different
- ❖ **Diverse** resilient community

Next Steps

Building on the momentum of the workshop and the Key Cities Conference, officers are now looking to take forward the following actions

- Prepare the expression of interest for the Future High Street programme
- Establish the commission with the focus on the individual who should hold the position of Chair.

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Scrutiny Work Programme

Scrutiny Board

The Board will have responsibility for scrutiny functions as they relate to:

Combined Authority, Future Customer, Future Performance and Communications

Date of Meeting	Item Description	Lead Report Author	Notes
12.03.2019	Youth Council Annual Report		
09.04.2019	Cyber Security	Gail Ryder	
	Centre for Public Scrutiny Accreditation	Julia Cleary	
	Conference/Training Event	Julia Cleary	

Other potential items: -

- 1. Constitutional Review – Call in and Council processes
- 2. Portfolio Holder for Governance Questions and Answer Session
- 3. Leader Q & A Session

Scrutiny Reviews

- 1. Fire Safety - Ongoing
- 2. Flooding and Emergency Response – Cllr Bateman in chair.
- 3. Reducing Violent Crime – Cllr Ahmed in Chair.
- 4. Mini Scrutiny Reviews with Youth Council based on Make Your Mark
- 5. Autism
- 6. Review into CAMHS

7. Mini Review Transport Recommendations – invite Transport Police, Anti-Social Behaviour Officers and Safer Travel Team.

Scrutiny Board – Terms of Reference

- a. To arrange for the consideration of forthcoming Executive Decisions published in accordance with the Access to Information Procedure Rules with a view to identifying issues for early discussion with the Cabinet and/or scrutiny prior to decisions being made.
- b. The Board will oversee the operation of the [call-in mechanisms](#) with the Panels being responsible for hearing those call-ins related to their terms of reference. When the call-in relates to an overarching policy framework / budget issue or a matter that falls within the remit of more than one scrutiny panel it will default to the Scrutiny Board. Further, if the issue is considered to be of particular significance, either the Chair or Vice Chair of the Scrutiny Board can ask for it to come to the Board.
- d. The Board will oversee the work programmes of Scrutiny Panels to avoid duplication of work and to ensure coherence of approach to cross-cutting policy themes. The Board may determine that one named Panel shall take lead responsibility for a cross-cutting policy theme or may determine that the work be shared between one or more named Panels.
- e. The Board will ensure coherence between the policy development work of the named Panels and their role in the consideration of reports received from external auditors and external regulatory Inspectors.
- f. The Board will make recommendations to the Cabinet on the allocation of budgetary and employee resources held centrally for the purpose of supporting scrutiny work.
- g. The Board will ensure that good practices and methods of working are shared between Panels and in particular will seek to optimise the inclusion of citizens, partners and stakeholders in the work of Scrutiny.

- h. The Board will review or scrutinise non-Cabinet business and may make reports or recommendations to the Council. The Board will consider policy and due process and will not scrutinise individual decisions made by Regulatory or other Committees particularly those quasi-judicial decisions relating to development control, licensing etc. which have been delegated by the Council. The Board will not act as an appeal body in respect of non-Cabinet functions.
- i. The Board will oversee the work of any Councillors appointed to act as lead members or 'champions' in respect of any specific priority tasks or areas of policy development identified by the Council.
- j. The Board or another relevant scrutiny panel will consider any petition that contains 2,500-4,999 signatures with a view to making recommendations for action by employees or review by the Executive as appropriate.
- k. The Board will undertake the tracking and monitoring of scrutiny review recommendations.
- L. The Board will oversee the coordination of the budget scrutiny process.

Confident, Capable Council Scrutiny Panel Work Programme 2018-19

The Panel has responsibility for Scrutiny functions as they relate to, Strategic Financial Services, Revenues and Benefits, Strategic Procurement, The HUB, Audit, Human Resources, Corporate Administration, Democracy, Corporate Landlord, Transformation and ICT

Date of Meeting	Item Description	Lead Report Author	Notes
6.2.19	<ul style="list-style-type: none"> Treasury Management Activity Monitoring – Mid-Year Review 2018-2019 	Sarah Hassell, Finance Manager	
	<ul style="list-style-type: none"> Feasibility of establishing the Print and Design Service as a trading company– briefing paper 	Gail Rider, Head of ICT	
	<ul style="list-style-type: none"> Specific Reserves Working Group Minutes - 11 December 2018 	Claire Nye, Director of Finance	
	<ul style="list-style-type: none"> Universal Credit Update 	Heather Clarke, Manager Strategic Project Funding	Report on work being done to support people moving to Universal Credit
	<ul style="list-style-type: none"> Visitor Access to Civic Centre – update report 	Chris East, Head of Facilities/Lisa Taylor, Head of Service Improvement	
	<ul style="list-style-type: none"> City of Wolverhampton Council Plan 2019-2024 	tbc	
	<ul style="list-style-type: none"> Draft Work Programme 	Earl Piggott-Smith, Scrutiny Officer	
10.04.2019	<ul style="list-style-type: none"> Assessment and evaluation of the Smart Working Policy 	Denise Pearce, Head of Human Resources	<p><i>13.6.18 That the Scrutiny Panel undertake an assessment and evaluation of the Smart Working Policy at the meeting of the Panel scheduled for the 10 April 2019.</i></p> <p><i>Information on performance management and data on appraisals</i></p>

			<i>should also be included as part of the report.</i>
	<ul style="list-style-type: none"> Customer Services Journey – report by exception 	Lisa Taylor, Head of Customer Services	An update on the implementation of the Future Customer Service Operating Model
	<ul style="list-style-type: none"> Print and Design Service and use of external printing service 	Gail Rider, Head of ICT	The Head of ICT to lead work to undertake detailed market research about the competitiveness of the current Print and Design Service and use of external printing service across the Council
	<ul style="list-style-type: none"> Legal Services Private Work 	Kevin O’Keefe, Director of Governance	
	<ul style="list-style-type: none"> Draft Work Programme 	Earl Piggott-Smith, Scrutiny Officer	

Future Items – dates tbc

1. Training session on treasury management. This training is being organised by Organisation Development Welfare Reform Impact – Briefing Paper Shaun Aldis (Wolverhampton Homes).
2. Cabinet Member for Resources - Portfolio Holder Session with Q & A and outline of key priorities – 12.6.19
3. Chair of Audit and Risk Committee to be invited to brief panel on current and future work priorities - 12.6.19 and to present progress report to the panel on 4.9.19.

The purposes of the Audit Committee are to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority’s financial and non-financial

performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

4. Universal Credit – suggestion that this is a topic for the city-wide briefing session on 3.7.19
5. Demonstration of the Proposed Future Customer Service Operating Model - April 2019

Stronger City Economy Scrutiny Panel Work Programme

The Panel will have responsibility for Scrutiny functions as they relate to - Enterprise and Skills, City Development, Visitor Economy, Adult and Cultural Learning, Economic Inclusion and Service Development.

Date of Meeting	Item Description	Lead Report Author	Notes
12.02.2019	<ul style="list-style-type: none"> Supporting Businesses in the City to Innovate Briefing Note – City Commission Strategic Economic Plan 	Isobel Woods / Charlotte Johns Richard Lawrence / Isobel Woods Charlotte Johns	
02.04.2019	<ul style="list-style-type: none"> Improving the Public Realm, linking the City and Transport - to invite the Vibrant and Sustainable City Scrutiny Panel Branding and Marketing Strategy for the City of Wolverhampton Brexit 	John Roseblade / Richard Lawrence Isobel Woods As appropriate	Include outcome of Westside Link Phases 1 and 2 - outcome of consultation

Other Potential items: -

1. Policy implications from West Midlands Combined Authority/Regional/National or International Sources
2. How do we monitor our communications?
3. Skills and Employment
4. Meeting in June 2019 – Annual Review of the work of the Stronger City Economy Scrutiny Panel

Vibrant and Sustainable City Scrutiny Panel Work Programme

The Panel will have responsibility for Scrutiny functions as they relate to: -

Operational Services, Public Realm, Commercial Services, Regulatory Services (policy), City Housing, Planning (policy), Strategic Transport, Keeping the city clean, Keeping the city moving, Improving the city housing offer and Strategic Asset Management.

Date of Meeting	Item Description	Lead Report Author	Notes
28.02.2019	<ul style="list-style-type: none"> Evaluation of Waste Management Delivery Plan Active Travel Needs Assessment WV Active – Will be a Presentation Budget Funding - £60M to Plant Trees 	Ross Cook John Denley Sean McBurney How well are WV Active doing at meeting their targets? Steve Woodward	
11.04.2019	<ul style="list-style-type: none"> Environment Survey Results City Housing Strategy Portfolio Holder Session with Q & A 	Steve Woodward Kate Martin Steve Evans	

Potential Future Items: -

1. The Condition of the Roads (Including Potholes) in Wolverhampton
2. Public Transport Scrutiny – Joint Meeting with Stronger City Economy Scrutiny Panel
3. Street Scene Team – Resourcing and Remuneration for being on-Call
4. Full review of Housing Allocations Policy (Mila Simpson) – Possible September 2019 meeting
5. Private Sector Housing (June 2019 Meeting)

Health Scrutiny Panel

The Panel will have responsibility for Scrutiny functions as they relate to: -

- All health-related issues, including liaison with NHS Trusts, Clinical Commissioning Groups, Health and Wellbeing Board and Healthwatch.
- All functions of the Council contained in the National Health Service Act 2006, to all regulations and directions made under the Health and Social Care Act 2001, the Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002,
- The Health and Social Care Act 2012 and related regulations.
- Reports and recommendations to relevant NHS bodies, relevant health service providers, the Secretary of State or Regulators.
- Initiating the response to any formal consultation undertaken by relevant NHS Trusts and Clinical Commissioning Groups or other health providers or commissioners on any substantial development or variation in services.
- Participating with other relevant neighbouring local authorities in any joint scrutiny arrangements of NHS Trusts providing cross border services.
- Decisions made by or actions of the Health and Wellbeing Board.
- Public Health – Intelligence and Evidence
- Public Health – Health Protection and NHS Facing
- Public Health - Transformation
- Public Health – Commissioning
- Healthier City
- Mental Health
- Commissioning Mental Health and Disability
- HeadStart Programme

Date of Meeting	Item Description	Lead Report Author	Notes
21.03.2019	<ul style="list-style-type: none"> Learning from deaths in Wolverhampton – update Public Health Vision – Review of Progress against national performance targets GP appointment waiting times – involve Wolverhampton Healthwatch Cancer Treatment Services Eye and Hearing Checks Black Country Partnership NHS Foundation Trust – Transforming 	<p>Dr Odum, The Royal Wolverhampton NHS Trust</p> <p>Ankush Mittal, Public Health Consultant</p> <p>John Denley, Director of Public Health</p> <p>Wolverhampton CCG and Healthwatch</p> <p>The Royal Wolverhampton NHS Trust</p> <p>Molly Dillon (CCG)</p> <p>Neeraj Malhotra (City of Wolverhampton Council)</p> <p>Sandra Smith (CCG)</p>	<p>http://www.wolverhampton.gov.uk/health</p>

	Care Partnership – update and Quality Accounts 2018/19 – progress against priorities	Lesley Writtle, Black Country Partnership	
6 June 2019	<ul style="list-style-type: none"> • Suicide Prevention • Child Deaths • Ward sizes, age, transition arrangements for a young person moving to an adult ward • Public Health Vision 	<p>Parpinder Singh Public Health</p> <p>The Royal Wolverhampton NHS Trust</p> <p>Public Health</p>	

List of potential topics - dates and method of scrutiny to be agreed by the panel

1. West Midlands Ambulance Service - Quality Accounts - (tbc)
2. The Royal Wolverhampton NHS Trust - Quality Accounts– September 2019 (Provisional)
3. Black Country Partnership NHS Foundation Trust – Quality Accounts – (tbc)
4. Reconfiguration of hyper acute and acute stroke services – CCG / RWT
5. Pharmaceutical Ordering
6. Burial Places in Wolverhampton
7. Crematorium booking system, waiting times and delays particularly during the winter season

Adults and Safer City Scrutiny Panel

The Panel will have responsibility for scrutiny functions as they relate to: -

Older people assessment and care management, Financial support services, Community Safety, Libraries and community hubs, Independent living centre, Commissioning older people, Carers support and All age disabilities.

Date of Meeting	Item Description	Lead Report Author	Notes
26.03.2019	• Principal Social Worker Annual Report	Louise Haughton, Principal Social Worker	Review progress of work done to promote and improve the quality of social work practice and outline priority areas for action
	• Quality Assurance Compliance Update	Louise Haughton, Principal Social Worker	An update on the Council's arrangements for monitoring the quality of registered care services.
	Midland Extra Care Retender (exempt item)	Ann Riley, Lead Commissioner People	
	• Sufficiency of the Extra Care Provision in the City – pre-decision scrutiny(exempt item)	Ann Riley, Lead Commissioner People	
	• Blue Badge Scheme	Saty Sandhu, Operations Manager Place	A report on the administration and performance of the blue badge application. The report to include details of the number of applications, how many processed during the previous six months, the process for dealing with the applications.

	<ul style="list-style-type: none"> Draft work programme 	Earl Piggott-Smith, Scrutiny Officer	
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Future topics 2019/20

1. Youth Justice Plan to be presented to panel on 19.6.19 – CYPF to be invited to the meeting
2. Transforming Care - Annual Report 2019 – 11.6.19 – Ann Riley, Lead Commissioner People
3. Quality Assurance Homes – 11.6.19 – Veronica Grantham
4. Joint Dementia Strategy – 11.6.19
5. Adult Education Service - the annual review and revision to Adult Education's Fees Policy for courses enrolled on by residents.

Briefing notes for distribution via the Document Library:

1. Fatal Contraband and Alcohol - Update requested from meeting in July 2016 – Sue Smith agreed to lead
2. Crime Reduction and Community Safety and Drugs Strategy Update – request from meeting held in July 2017 – Karen Samuels and David Watts
3. Supporting a Safe and Seamless Transfer from Specialist Care or Hospital Setting – Update to be provided following meeting on 31 January 2017 (David Watts).
4. Better Care Fund – Update requested at meeting held on 31 January 2017.
5. Dementia City – Update on how GP services could be improved, any identified strengths and weaknesses and if possible data on which GPs were reporting incidents – lead Kathy Roper

Children, Young People and Families Scrutiny Panel

The Panel will have responsibility for scrutiny functions as they relate to: -

Children in need/child protection, Looked after children, Early help 0-5, Early help 5-18, Youth offending, Children's commissioning, School planning and resources and Standards and vulnerable pupils.

Date of Meeting	Item Description	Lead Report Author	Notes
27.03.2019	<ul style="list-style-type: none"> Autism Strategy Progress Report 	Rob Hart, Head of Inclusion Support	The panel to review progress in the delivery of Wolverhampton's Joint Autism Strategy
	<ul style="list-style-type: none"> Children's Social Care Self Evaluation 	Louise Haughton	
	<ul style="list-style-type: none"> Youth Council Annual Report – pre-decision scrutiny 	Alice Vickers, Corporate Parenting Officer	
	<ul style="list-style-type: none"> Participation Strategy – pre-decision scrutiny 	Alice Vickers, Corporate Parenting Officer	
	<ul style="list-style-type: none"> HeadStart Sustainability Planning Update 	Mai Gibbons HeadStart Contracts Manager/Andrew Wolverson	The panel to review progress the delivery of the objectives and priorities detailed in the plan and also work done to develop a strategy for April 2019

Long list of topics - dates for presentation and method of scrutiny to be agreed

1. Supporting Unaccompanied Asylum-Seeking Children
2. Mental Health Issues/CAMHS (Emma Bennett/CCG)
3. Unregistered independent schools and out of school settings
4. Youth Justice Plan 2018-2019 – action plan – proposed joint meeting with Adults and Safer City Scrutiny Panel on 19.6.18
5. Apprenticeship educational requirements
6. Early Help Strategy 2018-2022

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