

Cabinet (Resources) Panel

11 SEPTEMBER 2013

Time 5.30pm **Public meeting?** YES **Type of meeting** Executive

Venue Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Room Committee Room 4 (3rd floor)

*A pre-meeting for members of the Panel will
be held in meeting room 4 at 4.30pm.*

Membership

Chair Cllr Andrew Johnson (Lab)

Labour

Cllr Peter Bilson
Cllr Steve Evans
Cllr Roger Lawrence
Cllr Phil Page
Cllr John Reynolds
Cllr Paul Sweet

Conservative

Liberal Democrat

Information for the Public

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

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Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

Website <http://wolverhampton.cmis.uk.com/decisionmaking>

Email democratic.support@wolverhampton.gov.uk

Tel 01902 555045

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. **Declarations of interest**
3. **Minutes of the previous meeting (23 July 2013 and 13 August 2013)**
[For approval.]
4. **Matters arising**
[To consider any matters arising from the minutes]

DECISION ITEMS (Amber – delegated to the Cabinet)

- 5 **Nomination to the Superannuation Joint Consultative Panel**
[To appoint a Member form the Resources Panel to serve on the Superannuation Joint Consultative Panel for the municipal year 2013/2014]
- 6 **Futureworks Programme**
[To agree the Target Operating Model and to note progress]
- 7 **Placement of Young People with Learning Difficulties and/or Disabilities in Day and Residential Educational Institutions**
[To agree for the local authority to set up contracts with education training providers to fund education and training placements for 16-25 year old learners with a learning difficulty and/or disability in September 2013]
- 8 **Empty Property Strategy Acquisition/ Compulsory Purchase of 56 Church Street Bilston**
[To agree to the acquisition of 56 Church Street Bilston]
- 9 **Black Country Broadband Business Support Project**
[To agree to be the accountable body for the Black Country broadband project aimed at increasing uptake and usage of technology]
- 10 **Regulation of Investigatory Powers Act 2000**
[To agree the transfer of the political oversight function in respect of RIPA regulated activity to the Cabinet Member for City Services]

- 11 **Approval to submit bid for “Tackling Rogue Landlord” Funding**
 [To agree to bid for CLG funding to tackle rogue landlords]
- 12 **Wolverhampton Frozen Home Delivered Meals Service**
 [To agree the proposed charges to fully recoup the cost of providing a frozen home delivered meals service to the residents of the City]
- 13 **HR Policy Framework Phase 3**
 [To agree phase 3 of the HR Policy Framework]
- 14 **Street Cleansing Optimisation Review Report and Proposal for Reconfiguration of the Preferred Service Delivery Model**
 [To agree the reconfiguration of the preferred service delivery model]

INFORMATION ITEMS

- 15 **Staffing Reports**
 [To note the schedule of staffing changes approved by the Cabinet Members and Directors]
- 16 **Schedule of Green Decisions**
 [To note the schedule of open and exempt decisions approved by the Cabinet Members following consultation with relevant officers]

EXCLUSION OF PRESS AND PUBLIC

- 17 **Exclusion of press and public**
 [To pass the following resolution:
- 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 on the grounds shown below.]

Part 2 – exempt items, closed to the press and public

<i>Item No.</i>	<i>Title</i>	<i>Grounds for exemption</i>	<i>Applicable paragraph</i>
18	Corporate Procurement Award of Contracts for Works Goods and Services [To agree the acceptance of the award and extension of Council contracts as required by the Council’s Contract Procedure Rules]	Information relating to the financial or business affairs of any particular person(including the authority holding the information).	3

19	<p>Rating and Revenue Matters [To agree the applications for discretionary rate relief]</p>	<p>Information relating to the financial or business affairs of any particular person(including the authority holding the information)</p>	3
20	<p>Approval to Declare Daisy Bank Community Centre Surplus to Requirements and Disposal Methods [To agree disposal of Daisy Bank Community Centre]</p>	<p>Information relating to the financial or business affairs of any particular person (including the authority holding the information)</p>	3
21	<p>24 Hour Control Centre Grievance Reimbursement in Respect of Underpayment for Sunday Working [To agree proposals for funding reimbursement of monies owed to employees]</p>	<p>Information relating any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority</p>	4
INFORMATION ITEMS			
22	<p>Staffing Reports [To note the schedule of staffing changes approved by the Cabinet Members and Directors]</p>	<p>Information relating to any individuals</p>	1

Attendance

Members of the Cabinet (Resources) Panel

Cllr Andrew Johnson (chair)
Cllr Peter Bilson
Cllr Steve Evans
Cllr Roger Lawrence
Cllr Phillip Page
Cllr John Reynolds
Cllr Paul Sweet

In Attendance:-

Cllr Val Gibson – Cabinet Member Children
and Families

Staff

Simon Warren	Chief Executive
Keith Ireland	Strategic Director – Delivery
Tim Johnson	Strategic Director – Education and Enterprise
Mark Taylor	Assistant Director – Finance
John Welsby	Assistant Director – Children and Family Support
Marie Bintley	Head of Physical Development
Sue Davies	Head of Policy and Strategy, Delivery directorate
David Kane	Head of Finance , Delivery Directorate
Jane Trethewey	Section Leader, Housing Strategy and Development
Liz Kiely	Democratic Services Officer

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

2. **Declarations of interests**
None submitted
3. **Minutes of the previous meeting (26 June 2013)**
Resolved:

That the minutes of the meeting held on 26 June 2013 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.

DECISION ITEMS (Amber – delegated to the Cabinet)

5. **Quarter One Revenue Budget Monitoring 2013/14**

Resolved:

1. That the use of £386,000 from the Efficiency Reserve to fund invest to save proposals within the Community Directorate be approved, and it be noted that following this £6.0 million of the reserve remains uncommitted.
2. That the following transfers to/ from earmarked reserves be approved:-
 - £3.5 million from the FutureWorks Reserve to fund the continuation of the planned FutureWorks Programme
 - £956,000 from the Regeneration Reserve to contribute to various regeneration projects
 - £120,000 from the City Centre Reserve to fund fees in relation to the regeneration of the city centre
 - £52,000 from the Budget Contingency Reserve to fund a loan to a charitable organisation, and it be noted that the balance of £1.948 million may be required in full to contribute to the forecast budget overspend for 2013/14
 - £76,000 from the Local Strategic Partnership Reserve to partially fund the cost of the Local Strategic Partnership
3. That the write off of business rates debts that individually exceed £5,000, amounting to a total of £152,500, be approved
4. That the virements totalling £6.4 million as detailed in Appendix H to the report be approved
5. That the projected outturn for the General Fund which is a net overspend of £5.0 million (1.94%) be noted together with the actions being taken to reduce this projected overspend.

6. **FutureWorks Programme- Progress Update and Final Business Case**

Resolved:

That Cabinet be recommended to approve the final business case for the FutureWorks programme

7. **Revenue Budget Outturn 2012/13 Budget Overspend (Property Services)**

Resolved:

That the following actions be approved to ensure that an overspend in Property Services does not occur again:-

- a monthly reconciliation of timesheets to evidence the time of staff (and Jacobs staff) is being charged and to the correct codes
- a statement of fees charged to each capital project, the Wolverhampton Homes' suspense account, project specific revenue budget or SLA, actual against budget to confirm that fees are correctly coded and fees are being recovered and within the fee budgets set

- a monthly management account for Property Services to ensure the overall budgetary position is being achieved as determined by the approved estimate for the service
- a project plan for the implementation of any recommendations arising from Audit Services review of the recharging of fees in 2012/13 will be developed and progress will be reported to the Cabinet Member for Resources
- that urgent work be undertaken to recover as much of the £2.2 million shortfall in 2012/13 during 2013/14

8. **Revenue Budget Outturn 2012/13 – Budget Overspend (Children in Need/Child Protection and Looked After Children**

Resolved:-

1. That the actions outlined in the report be approved in order to mitigate the on-going impact in current and future financial years of the budget overspend of £5 million that occurred on Children in Need/Child Protection and Looked After Children Services in 2012/13
2. That subject to the production of a detailed and robust business case, an invest to save be agreed to reduce caseloads in Children in Need/Child Protection to 15 with robust arrangements in place to ensure that this investment is used to do targeted early intervention work with families to change behaviour and stop children coming into care
3. That, subject to the production of the business case detailed in the report, an initial investment of up to £384,000 be approved to be funded from the Efficiency Reserve, subject to proof of effectiveness a further £864,000 to be allocated from the Efficiency Reserve in 2014/15
4. That the Cabinet Member for Resources and the Cabinet Member for Children and Families in consultation with the Strategic Director Community and the Assistant Director Finance be authorised to approve the detailed business case
5. That the Children and Young People Scrutiny Panel set up arrangements to scrutinise the work done with these families and the outcomes from it
6. That the Looked After Children Transformation Plan Performance Framework be presented to the Cabinet (Performance Management) Panel on a quarterly basis with regular updates To Cabinet (Resources) Panel
7. That a full report and updated business case on the project's output after 18 months be submitted to the Panel with a view to phasing expenditure into mainstream budget from the savings produced

9. **Grant Agreement with the Education Funding Agency for 16-19 Education and Training Funding for the Academic Year 2013/14**

Resolved:

That the Cabinet Member for Schools, Skills and Learning in consultation with the Assistant Director Finance be authorised to confirm and sign the Grant Agreement with the Education Funding Agency for the £8.1 million funding detailed in the EFA Payment Schedule for LA maintained schools' sixth forms, the Adult Education Service and special schools with sixth form provision for the academic year 2013/14.

10. **Garden Waste Collection Service**

Resolved:

That the reduction in the frequency of winter garden collections to monthly rather than fortnightly for the winter period November to March be approved.

INFORMATION ITEMS

11. **Open Staffing Issues**

Resolved:

That the staffing establishment changes as detailed in the report be noted.

12. **Schedule of Green Decisions**

Resolved:

That the summary of open and exempt green decisions approved by the designated officer following consultation with the appropriate Cabinet Member be noted.

EXCLUSION OF PRESS AND PUBLIC

13. **Exclusion of press and public**

Resolved:

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 item(s) of business as they involve the likely disclosure of exempt information falling within the paragraphs of Schedule 12A of the Act set out below:

<i>Item No.</i>	<i>Title</i>	<i>Applicable paragraph</i>
14	Corporate procurement - award of contracts for works, goods and services	3
15	Rating and Revenue Matters	3
16	Former Tap Works Site Development Showell Road	3

17	Development of Thompson Avenue Open Space Proposed Acquisition of Land Adjacent to 22 Silver Birch Road	3
18	Disposal of Land at Planetary Road Outcome of Tender Process	3
19	Improving the City Housing Offer Delivery Empty Property Funded Homes	3
20	Wolverhampton Youth Zone	3
21	Creating a Council Temporary Staffing Agency The Business Case	3
22	Consideration of a Request for a Discretionary Disabled Facilities Grant	3
23	Exempt staffing issues	1

Part 2 – exempt items, closed to the press and public

14. Corporate procurement – award of contracts for works, goods and services

Resolved:

1. That the contracts detailed in paragraph 1 of the report be awarded.
2. That the contracts detailed in paragraph 2 of the report be extended
3. That the delegated authorities detailed in paragraph 4 of the report be granted
4. That it be noted that for each of the procurements and items within the report the appropriate Cabinet Member and Director/Assistant Director had been consulted and were supportive of the recommendations.

15. Rating and Revenue Matters

Resolved:

That the recommendations for the discretionary rate relief applications as detailed in the report be approved.

16. Former Tap Works Site Development, Showell Road

Resolved:

1. That the withdrawal of Persimmon from housing site development proposals at the former Tap Works site, Showell Road be noted.
2. That a further report on other options for the development of the former Tap Works site be presented to the Panel in September once these are fully investigated.
3. That further opportunities be investigated to utilise the Affordable Housing Programme grant funding previously proposed for the former Tap Works site within the City for the delivery of affordable homes as detailed in Section 4 of the report
4. That the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director for Education and Enterprise and the Chief Legal Officer be authorised to agree the detail of the preferred option on the utilisation of the Affordable Housing Programme grant detailed in Section 4, which will then be subject to a further report to Cabinet (Resources) Panel

17. **Development of Thompson Avenue Open Space Proposed Acquisition of Land Adjacent 22 Silver Birch Road, Wolverhampton**

Resolved:

1. That the acquisition of land adjacent 22 Silver Birch Road in support of providing new homes for sale and affordable Council homes for rent be approved.
2. That the Heads of Terms for the acquisition of the land be provisionally Approved

18. **Disposal of Land at Planetary Road Wolverhampton – Outcome of Tender Process**

Resolved:

That the terms for the disposal of land at Planetary Road, Wolverhampton be approved

19. **Improving the City Housing Offer – Delivering Empty Property Funded Homes**

Resolved:

1. That project teams be set up to deliver the proposed 45 new affordable homes funded by the Homes and Community Agency's Empty Property Fund Round 2 .
2. That the balance of funding of £1.2 million required from the HRA capital programme be confirmed to support the delivery of new homes.
3. That the Cabinet Member for Economic Regeneration and Prosperity and Resources in consultation with the Strategic Director for Education and Environment be authorised to approve the final detail of each scheme delivery and where appropriate to enter into standard agreements with the HCA through a green decision notice

20. **Wolverhampton Youth Zone Approval of the Detailed Business Case and Progress Update of the Delivery Strategy**

Resolved:

1. That the progress made in bringing forward the delivery of the Youth Zone be endorsed
2. That it be noted that the Wolverhampton Youth Zone has procured the appointment of HB Architects to design the Youth Zone.
3. That the detailed business case and the indicative construction cashflow be approved and the approach to share capital costs with private sector funders on a pro rata basis be endorsed whilst the balance of the external funding is being raised, subject to the references to the milestone decision prior to entering into the building contract referred to in the report
4. That a budget provision of £300,000 be sought from the City Centre Regeneration budget in September to relocate the electricity sub-station from Little Brickkiln Street site
5. That the forward strategy outlined in the report be approved

6. That the position and approach in respect of VAT be noted
7. That the position and approach in respect of the risk implications outlined in Section 6 of the report be noted
8. That a further report be presented to the Panel prior to the award of the Building Contract

21. **Creating a Council Temporary Staffing Agency – The Business Case**

Resolved:

1. That the creation of a Council owned Temporary Staffing Agency in accordance with Option 2 detailed in the report be approved.
2. That the Business Case detailed in the Appendix to the report be endorsed.
3. That a high profile location in the City Centre is secured to run the Agency
4. That the Agency be soft launched in November 2013 and launched publicly in January 2014
5. That Scrutiny consider the Business Case with their comments being incorporated into the final version of the Business Case, if fundamental changes to the Business Case are proposed by the Scrutiny Panel a further report to be presented to the Panel
6. That set up costs of £110,000 with a contingency of £20,000 be approved from the Efficiency Fund or Capital as required
7. That a final due diligence exercise is conducted on the Business Case for the Agency prior to the proposed soft launch in November 2013
8. That the Cabinet Members for Resources and Governance and Performance in consultation with the Strategic Director for Delivery be authorised to finalise the Business Case as necessary following the due diligence exercise to include the location, name and brand of Agency

22. **Consideration of a Request for a Discretionary Disabled Facilities Grant**

Resolved:

1. That the request of Mr and Mrs S for a Discretionary Disabled Facilities Grant to top up expenditure in excess of the maximum mandatory grant of £30,000 be approved in order to provide suitable facilities for their son to remain safe and independent in the family home
2. That the full amount of the discretionary grant becomes payable to the Council if the property is sold within 10 years of completion of the work

23. **Exempt Staffing Issues**

Resolved:

That the staffing establishment changes as detailed in the report be noted.

Cabinet (Resources) Panel

Minutes – 13 August 2013

Attendance

Members of the Cabinet (Resources) Panel

Cllr Andrew Johnson (Chair)
Cllr Peter Bilson
Cllr Steve Evans
Cllr John Reynolds

In Attendance

Cllr Val Gibson – Cabinet Member, Children
and Families (for Item No. 3)

Staff

Keith Ireland	Strategic Director – Delivery
Sarah Norman	Strategic Director – Community
Fiona Davis	Head of Service (Regulatory and Governance)
Mark Taylor	Assistant Director – Finance
John Welsby	Assistant Director – Children and Family Support
Carl Craney	Democratic Support Officer

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1. Apologies for absence**
Apologies for absence had been received from Councillors Lawrence and Page.
- 2. Declarations of interest**
No declarations of interest were made in relation to items under consideration at the meeting.

3. **Investing to Save: Improving the Quality of Early Intervention by Social Workers by the Reduction of Caseloads**

Resolved:

1. That the establishment of two additional social work units to undertake intervention activities with a view to reducing expenditure on Looked After Children be approved;
2. That the use of £384,000 from the Efficiency reserve to fund this be approved;
3. That the proposals for monitoring effectiveness as detailed in section 5 of the report be approved.



Cabinet (Resources) Panel

11 September 2013

Report Title	FutureWorks Programme	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Andrew Johnson Resources	
Key Decision	No	
In Forward Plan	Yes	
Wards Affected	All	
Accountable Strategic Director	Keith Ireland, Delivery	
Originating service	FutureWorks Programme	
Accountable officer(s)	Huw McKee	Programme Director
	Tel	01902 55(4036)
	Email	huw.mckee@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Approve the FutureWorks Target Operating Model as the blueprint for delivery of finance, HR, procurement, payroll and some support services by April 2014;
2. Approve all necessary operational actions to be taken by the Strategic Director Delivery to ensure the successful launch of Agresso and the Transactional Hub by 1 April 2014 and the delivery of the benefits in accordance with the Final Business Case.

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

1. The high level approach and timescales for implementing the Target Operating Model (TOM) which will now form the basis for detailed implementation plans;
2. The first phase for implementing the Target Operating Model , which includes the appointment of a leadership team by the Director for Delivery through his delegated authority;

3. The progress made by the programme since the last update report in July 2013;
4. The approach that is being taken to ensure that the programme benefits are identified, monitored and delivered.

1.0 Purpose

- 1.1 To seek approval of the FutureWorks Target Operating Model (TOM) as the blueprint for delivery of finance, HR, procurement, payroll and some support services from April 2014 onwards.
- 1.2 To provide a high level overview of the proposed approach to implementing the Target Operating Model (TOM), including the timescales for the key implementation phases, in preparation for submission of further reports to this Panel with the plans and structure details.
- 1.3 To provide an update on recent programme progress following the last update in July 2013.
- 1.4 To provide an overview of the approach that is being taken by the programme for benefits realisation.

2.0 Background

- 2.1 The vision for the FutureWorks programme is to transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.
- 2.2 This will be achieved through the implementation of new technology and working practices in finance, HR, procurement, payroll and some additional support service activities across the council. It very much aligns with and complements the customer services review that is currently underway.
- 2.3 The council is seeking to re-establish a strong, corporate core which will provide a framework to achieve its ambitions as set out in the 2012-2015 Corporate Plan, under the Confident, Capable Council objective.
- 2.4 The business need that this programme is addressing is:
 - Providing a foundation for change
 - Reducing operational risk
 - Improving efficiency, simplifying the way the council does business
 - Removing barriers to sustained service improvement
- 2.5 The current mainframe systems are used and supported by teams based in the Delivery Directorate:
 - Finance
 - Procurement
 - Human Resources
 - Payroll
 - Parts of ICTS.
- 2.6 While the primary focus will be on services provided by the Delivery Directorate, during the design and implementation phases, action is being taken to identify in-scope

activities that are currently undertaken in other directorates. Where appropriate these activities will be included in the Target Operating Model and, either:

- the relevant staff and budgets will be transferred to the Target Operating Model, or
- a budget equivalent to the assessed level of staff will be transferred.

Also in-scope are:

- the tools and business processes used by the schools services team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate;
- any activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model .

2.7 The impacts of in-scope services are pervasive as they support the provision and management of all front-line services to customers of the council, Wolverhampton Homes, West Midlands Pension Fund and schools and academies in the city.

3.0 Target Operating Model for Future Service Delivery.

3.1 The Target Operating Model (TOM) describes the people, processes and technology required to deliver the programme's aims. Successful implementation of the TOM is critical to delivery of programme benefits, in particular the required budget savings.

3.2 The TOM is based on a series of core principles for future service delivery, including the reorganisation of in-scope activities into 'Tiers of Service' (strategic, professional and transactional) to derive optimum benefit from the investment in new systems and processes.

3.3 The Programme Board has approved the key elements of the TOM; it must:

- Position self-service as the preferred solution for routine transactions
- Include the in-scope activities that currently sit within directorates
- Include a Transactional Hub within the Delivery directorate that co-locates in-scope services

Note: the permanent name for this element of the TOM is subject to confirmation; 'Transactional Hub' is being used during the design and planning stage to describe the new team where Tier 1 activities will take place

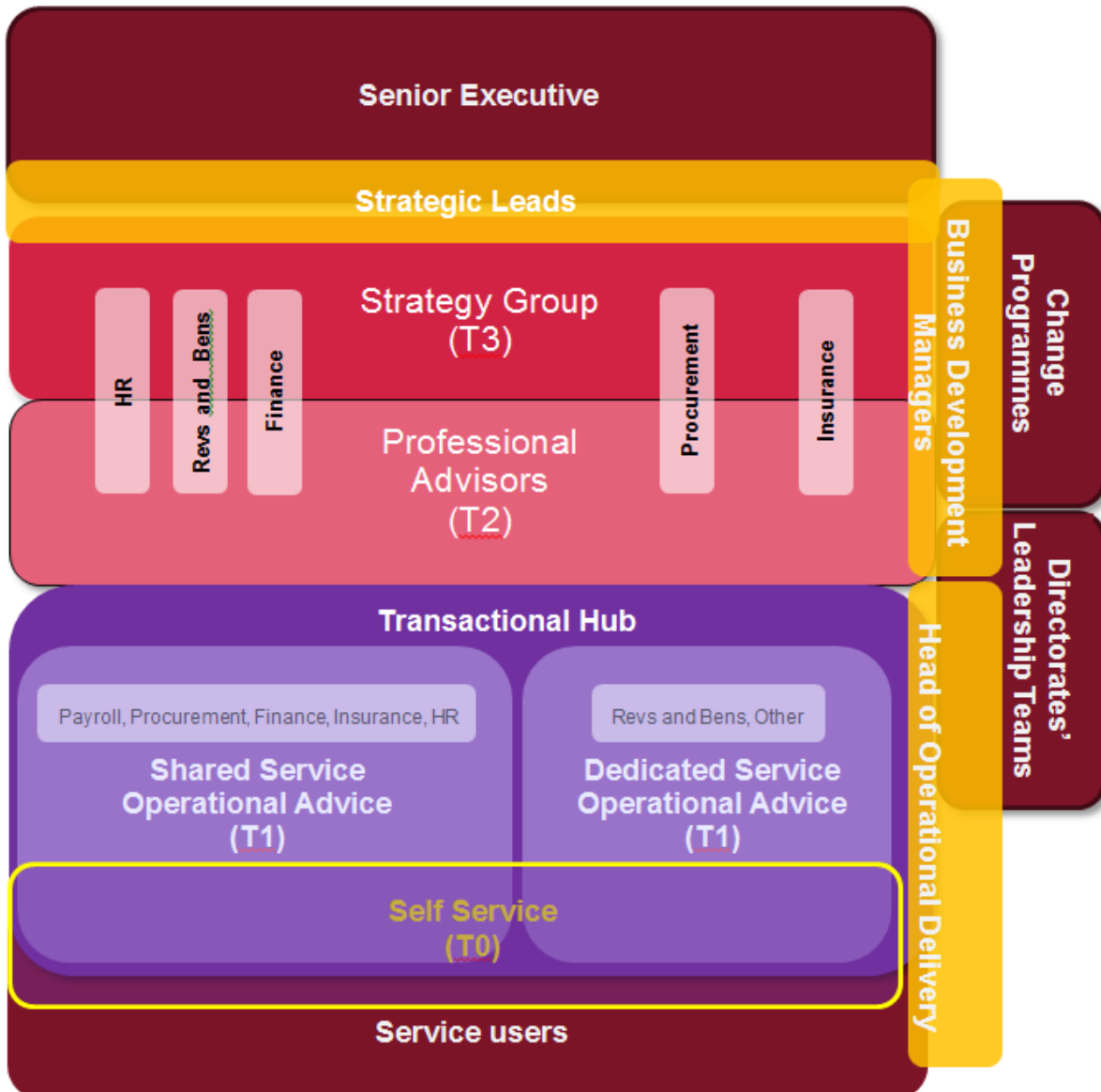
- Provide the business with real time management information to enable effective decision making
- Ensure that Transactional Hub users receive the information they require effectively and economically
- Be adaptable enough to allow future services to be easily integrated into the model
- Assist in delivery of the Channel Shift programme

3.4 These will be realised through:

- Standardised systems and processes for transactional services
- Clear accountabilities and service level requirements within the model
- Clarity of what constitutes strategic, professional and transactional advisory support services – and realigning future roles accordingly

- Cross-skilling teams where appropriate to enable them to offer a single point of contact based upon the needs of the user
- Appropriate professional expertise that meet the needs of the future business, but does not retain specialists that are not essential
- A strong interface between all directorates and the new model, including the introduction of the role of strategic Business Development Manager.

3.5 The diagram below provides an overview of the 'tiers of service' and how they relate to the rest of the organisation. More information about how in-scope services will be realigned into 'Tiers of Service' is provided at Appendix 1, along with examples of the types of transactions to be carried out at each level.



Tier 0 - Self Service

- Target is 66% of in-scope activity to be managed through self-service by April 2015
- All managers and a significant number of staff across the council will have online access to the Agresso system and be able to enter data and retrieve

information for themselves. For example, personal data will be updated directly by employees.

Tier 1 – Transactional Hub

- Target is 28% of in-scope activity by April 2015
- The majority of in-scope staff will be based in a new multi-functional Transactional Hub in the Delivery directorate. They will respond to manager and employee queries about in-scope services, process routine transactions and act as the point of contact for external suppliers and debtors.

Tier 2 – Professional (Subject Matter Experts)

- Target is 5% of in-scope activity by April 2015
- A small number of professionally qualified staff will manage more complex transactions and casework and provide specialist support and advice to managers.

Tier 3 – Strategic (Business Partners)

- Target is 1% of in-scope activity by 2015
- The TOM will include senior professional/specialist capacity to support strategic planning, decision-making, reporting and governance.

3.6 Implementation of the TOM will be achieved in a series of phases over the next 18 months:

3.6.1 **Phase 0 – ‘Lead’ (by 31 October 2013)**

This phase establishes the leadership roles required to build and develop the new business structures, cultures and values

During September 2013, the Director for Delivery, under delegated authority, will establish and appoint to the roles of:

- Strategic Leads (Finance, HR and Procurement)
- Business Development Managers
- Head of Operational Delivery (Transactional Hub)
- Professional Leads – Finance, HR and Procurement

These appointments will be made in line with existing HR policy and procedures.

Service outcomes of this Phase	Limited impact on service delivery, although management responsibilities will be realigned to the new management structure
High level role descriptions	<p>Strategic Leads – Finance, HR and Procurement Work with SEB to direct strategy, commission delivery and set professional standards</p> <p>Business Development Managers Work with change programmes and directorate leadership teams to implement strategy and support critical business initiatives</p> <p>Head of Operational Delivery (Transactional Hub) Agree service specifications that meet business requirements, deliver and</p>

	<p>continually improve all transactional services</p> <p>Professional Leads – Finance, HR and Procurement Lead a team of specialist advisors that meet the requirements of the council and ensure advice reflects professional standards</p>
Benefits of this Phase	<p>Provides a robust management team who own the future service operations, future SLAs and performance criteria and support detailed development of their operational team.</p> <p>Reduces risk of service failure during transition and allows early performance improvement from November 2013.</p>
Dependencies / risks / assumptions	<p>Availability of suitable candidates;</p> <p>Assumption that the trade unions will be kept informed;</p> <p>Capacity of the management team to realign duties to provide space to adopt new roles.</p>
Other considerations	<p>These leadership roles will become the future core management team for in-scope services and as such need to combine excellent change management and engagement capabilities with the appropriate business / operational management attributes.</p> <p>They will review and sign off key components of the new design that underpin the model.</p>

3.6.2 Phase 1 – ‘Lift & Shift’ (by November/December 2013)

This phase establishes the new roles and operating structures that will be introduced to align, co-locate and enable the new leadership team to improve performance.

- The Delivery directorate will co-locate and align its services within three centres of expertise:
 - Tier 1 - Operational
 - Tier 2 - Professional
 - Tier 3 - Strategic.
- Operational advisors work within a transactional ‘hub’ (Tier 1) with the objective over time of providing a multi-skilled one contact service to clients. Some services will remain specialist within the hub.
- The organisation is led by the new leadership team who set new standards for performance within a transformed service culture.
- The new Business Development Managers ensure that the professional advice / support services remains closely aligned to the business need and change priorities.
- The new Head of Operational Delivery is accountable for delivering services and management information to clearly defined business specifications.

Feature	Description
Service outcomes of this Phase	From November to April 2014 the management team will create a culture that will drive transformation (in readiness for the Agresso system)

Feature	Description
	<p>capability to support new ways of working).</p> <p>The focus will be on setting the narrative around what's expected in terms of performance and customer service and then holding people to account for delivery.</p>
<p>High level role descriptions introduced within this phase</p>	<p>Strategy Managers (Tier 3) Research and develop strategies and policies that will enable the council to deliver against its' Corporate Plan</p> <p>Professional Advisors (Tier 2) Provide expert functional advice and guidance across a range of business change, operational and individual requirements</p> <p>Operational Advisors (Tier 1) Provide service users with generic and routine advice and the appropriate referral of users to other resources</p> <p>Service Support Roles Provide the delivery directorate (i.e. all those within the scope of the TOM) with administrative and technical support</p>
<p>Benefits of this Phase</p>	<p>The business can start working to new roles and associated service standards and measures quickly. This will build the relationship with directorates and get better value from expertise.</p> <p>New service standards and performance measures will help identify and resolve areas of poor performance. This will allow technology change to be introduced in April while reducing the potential for service failure.</p>
<p>Dependencies / risks / assumptions</p>	<p>The co-location requires the provision of physical location for the whole of the existing team.</p> <p>Assumption that the trade unions will be kept informed.</p>
<p>Other considerations</p>	<p>Employees will be subject to significant challenges during phases 1 and 2 and will receive support to help them determine the best outcome depending on individual circumstances. Alternative strategies such as voluntary redundancy may be appropriate.</p>

3.6.3 Phase 2 – 'Enable' (April to June 2014)

Implements further changes to the organisation structure as a result of introducing Agresso with consequent reductions in staff numbers and costs.

- All in-scope staff are co-located and new structures are implemented
- Agresso solutions and new processes are live.
- During the transition period the directorate will initially retain sufficient staff to help manage the changeover to the new systems and ways of working but the team will reduce in size as the new processes and self-service solutions become embedded

3.6.4 **Phase 3 – ‘Extend’ (July to November 2014)**

This phase covers the period when the Transactional Hub will start to achieve additional savings:

- Further elements of the Agresso solution are introduced that will extend self-service.
- Additional benefits resulting from the better management and improved process efficiencies are realised.
- The Transactional Hub matures and Tier 1 employees become more fully multi-skilled resulting in further downsizing.

3.6.5 **Phase 4 – Optimise (April 2015)**

This phase describes the target model that will enable the service to be optimised against efficiency and effectiveness measures. The service will, in its optimised form, be sufficiently mature to provide services to third parties and so offset costs

The service will become more integrated. For example, the extent to which professional advisors provide operational advice will be revisited and it is possible that this activity might be more closely aligned to Transactional Hub operations.

3.7 The implementation plans and proposed structure details for phases 1 to 3 are currently being developed with Agilisys and will be reported back to this Panel when this work is complete.

4.0 Programme Progress Update.

4.1 Following the previous programme update in July the following activities have taken place:

- (i) Joint Programme Board meetings have continued, chaired by the Strategic Director, Delivery.
- (ii) The Target Operating Model document has been approved by the Programme Board.
- (iii) The programme communications and engagement strategy has been approved by the Programme Board.
- (iv) A consolidated risk and issues register has been maintained. The most significant risks continue to relate to the requirement ensure effective engagement with schools and risks relating to the potential banking contract tender exercise over coming months. Action is being taken to ensure that all risks are managed effectively.
- (v) High level design workshops were completed and the outcomes approved by the Programme Board.
- (vi) Detailed design workshops have commenced led by the Agilisys team and attendees have included representatives from the council's programme team, council departments and partner organisations (including Wolverhampton Homes and West Midlands Pension Fund).

- (vii) Programme assurance arrangements continue to operate with support from internal audit, external audit (PricewaterhouseCoopers) and Ernst & Young the council's strategic advisors for the programme.
- (viii) Stakeholder Engagement has continued, including:
 - Regular briefings for managers and staff
 - Launch of the programme's SharePoint information site to help ensure that managers and staff across the council have access to up to date information
 - A site visit has been arranged to North Somerset and more visits are to follow in September
 - Partner organisations continue to be actively engaged – Wolverhampton Homes, West Midlands Pension Fund and schools
 - Fortnightly briefing meetings continue to be held with the Trade Unions.
- (ix) A data collection exercise has commenced across all workstreams and the data cleansing strategy has been drafted for internal review
- (x) The hardware server build is in progress and the configuration document detailing the sign off/ acceptance criteria for infrastructure has been drafted.

5.0 Benefits Realisation

5.1 The FutureWorks Programme is a key deliverable of Wolverhampton City Council's Corporate Plan 2012-2015 objective to become a Confident, Capable Council.

5.2 Drivers for change and the key outcomes for the FutureWorks programme are:

- Improving efficiency and simplifying the way the council does business
- Providing a foundation for change
- Reducing risk
- Delivering transformation change

5.3 The anticipated benefits associated with the Programme delivery can be summarised as:

Efficiency Benefits: providing a foundation for change through improved financial control and financial planning; reducing the cost of providing in-scope services.

Customer Engagement Benefits: improving service quality through the provision of consolidated data to make quick and informed decisions; improving the quality and scope of support to customers of the in-scope services.

Compliance Benefits: reducing risk through the implementation of new business applications

Transformation Benefits: providing flexibility to adopt new service delivery models and new ways of working.

5.4 The programme's benefits realisation approach is based on three core principles:

- (i) identifying and modelling the benefits;

- (ii) establishing the basis of optimising the benefits – through agreement with stakeholders and understanding the nature and interdependencies of how they are delivered, and
- (iii) through a detailed benefits realisation plan and tracking tool.

Benefits modelling and tracking will be supported by use of Agilisys' Realisor software tool.

- 5.5 The programme is divided into two distinct phases, the first of which is the implementation of the enabling technology, Agresso, and the Target Operating Model. The second phase focusses on implementation of self-service and business transformation activities to support the benefits realisation plan.
- 5.6 The programme has been targeted (since December 2010, following an options review) in the council's Medium Term Financial Strategy with delivery of **cashable benefits** amounting to least £1 million recurrent savings in 2014/15, plus a further £2.4 million in 2015/16 onwards. These savings will be delivered across the whole council as a result of the implementation of the operating model.
- 5.7 The primary focus will be on in-scope staff in the Delivery Directorate. This is based on efficiency reductions of a minimum of 37 per cent when the new operating model is fully-established, moving existing in-scope teams from 224 FTE to 141 FTE.
- 5.8 Further cashable benefits may be identified in the Office of the Chief Executive, Community and Enterprise & Education Directorates. These will be discussed with Directors to determine whether they fall inside the scope of FutureWorks benefits or contribute to the wider corporate savings targets.
- 5.9 Many of the **non-cashable and intangible benefits** of the programme will have an organisation-wide impact and are linked to the ICT systems replacement that will enable better management information, self-service and a single version of the truth.

6.0 Financial implications

- 6.1 As reported to Cabinet on the 8th December 2009, an annual revenue budget of £2.5 million was established for the replacement of the core mainframe applications. This budget was incorporated into the Medium Term Financial Strategy for three financial years starting in 2010/11, making a total of £7.5 million.
- 6.2 The unspent amount of £2.2 million in the 2010/11 budget was subsequently transferred to a specific reserve during the final accounts process, a further £1.8 million from the overall net saving from across the Council was also transferred to increase the reserve to £4.0 million.
- 6.3 Taking into account the 2011/12 Outturn, in addition to budgets earmarked for the replacement of the core mainframe applications during 2012/13, the total revenue resources that are available for the remainder of this Programme stood at £8.2 million as at 31st March 2012.

6.4 The 2012/13 outturn is £1.6 million this will reduce the reserve established for the programme to £6.6 million. £1.6 million has previously been approved by cabinet and approval for £200,000 has been requested in the Quarter 3 report for Programme Management support costs. It is important to note that the reserve was set up to cover the one off costs of the programme rather than covering the full cost of ownership over several years.

6.5 The total cost of ownership of the preferred bidder is £7.9 million.

Year	Supplier cost £000	Council resources £000	Less potential capitalisation £000	Capital financing charge £000	Annual spend £000	Draw-down of reserve £000
						6,412
1	3,745	1,293	(2,200)		2,838	3,574
2	1,692	635	(500)	440	2,267	1,307
3	176			540	716	591
4	176			540	716	
5	176			540	716	
6				540	540	
7				100	100	
Total	5,965	1,928	(2,700)	2,700	7,893	

6.6 From year 4 a growth in the MTFs of £780,000 may be required, but the aspiration is to increase savings over the amounts already reported in the MTFs to off-set the additional costs, however in order to be prudent the additional annual costs from financial year 2016/17 have been reflected as growth in the latest version of the MTFs.

6.7 The cost of £6.0 million only includes those areas in-scope as agreed during the evaluation process. Any further development/upgrades or implementation of systems that are out of scope will require a business case to establish further funding.

6.8 The savings that have been reported in the Medium Term Financial Strategy are £1.0 million in 2014/15 and a further £2.4 million in 2015/16; these savings will be delivered from a contribution of staffing and non-staffing budgets from across the whole council as a result of the implementation of the new system
[DM/20082013/W]

7.0 Legal implications

7.1 There are no adverse legal implications arising from the matters set out above, the project team will continue to receive legal advice and assistance as required.

7.2 The programme is partly governed by the contract between the Council and Agilisys.
[MB/19082013/X]

8.0 Equalities implications

- 8.1 An Equality Assessment has been completed for the programme and was included as an appendix to the Final Business Case that was approved by Cabinet in July 2013.
- 8.2 Bidders' equality policies were assessed at Pre Qualification Questionnaire stage during the procurement process to ensure that they meet the Council's minimum requirements.
- 8.3 Appointments to posts in new structures as a consequence of the programme will be made in line with council HR policies and the trade unions will be consulted as appropriate. The Equality Assessment will be reviewed and updated during the implementation of these changes.

9.0 Environmental implications

- 9.1 Bidders' environmental management & sustainability policies were assessed at PQQ stage during the procurement process to ensure that they meet the Council's minimum requirements.
- 9.2 Implementation of new technology and working practices through this programme will significantly reduce the requirement to hold paper records.
- 9.3 A key deliverable from the programme will be improved management information for decision-making. This includes information, for example, about usage of supplies and services, to enable more sustainable procurement decisions.

10.0 Human resources implications

- 10.1 The current number and cost of in-scope staff in the Delivery directorate are detailed in the table below:

Service	Annual Salary Budget £000	FTE
Finance	3,328	95
Human Resources	3,073	84
Payroll	630	24
Procurement	736	21
Total	7,767	224

- 10.2 Also in-scope are any of the above activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be

provided more effectively as part of the new Target Operating Model . The scope of these activities and staff numbers are to be quantified when implementing the Target Operating Model. In scope resources/employees within directorates will be included within the Target Operating Model implementation process and dealt with in the same manner as in scope employees/resources within the Delivery directorate

- 10.3 The council is working with Agilisys to design new organisation structures to underpin the Target Operating Model ; key design components will be the introduction of 'Tiers of Service' including a transactional hub.
- 10.4 Briefing meetings have been held with in-scope in the Delivery directorate over recent months to raise awareness of the programme and the potential implications for existing teams and roles. The most recent briefings (in August 2013) covered the proposals relating to the Target Operating Model, including the Transactional Hub and implementation timescales.
- 10.5 Further consultation meetings are planned over coming months as the detailed restructure proposals that underpin the Target Operating Model are finalised and the specific impacts are known.
- 10.6 Fortnightly meetings are being held with the trade unions to consult on the proposals and regular updates are provided to the Joint Consultative Panel.
- 10.6 All appointments to roles will be made in line with the council's HR policies and procedures.

11.0 Schedule of background papers

Report to Performance, Governance and Support Services Scrutiny Panel – 21 June 2012 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 25 July 2012 - *Shared Services Transformation Programme*

Report to Cabinet (Resources) Panel – 11 September 2012 - *Shared Services Transformation Programme*

Report to Cabinet – 14 November 2012 - *Shared Services Transformation Programme*

Report to Performance, Governance and Support Services Scrutiny Panel – 24 January 2013 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - *Shared Services Transformation – Contract Award*

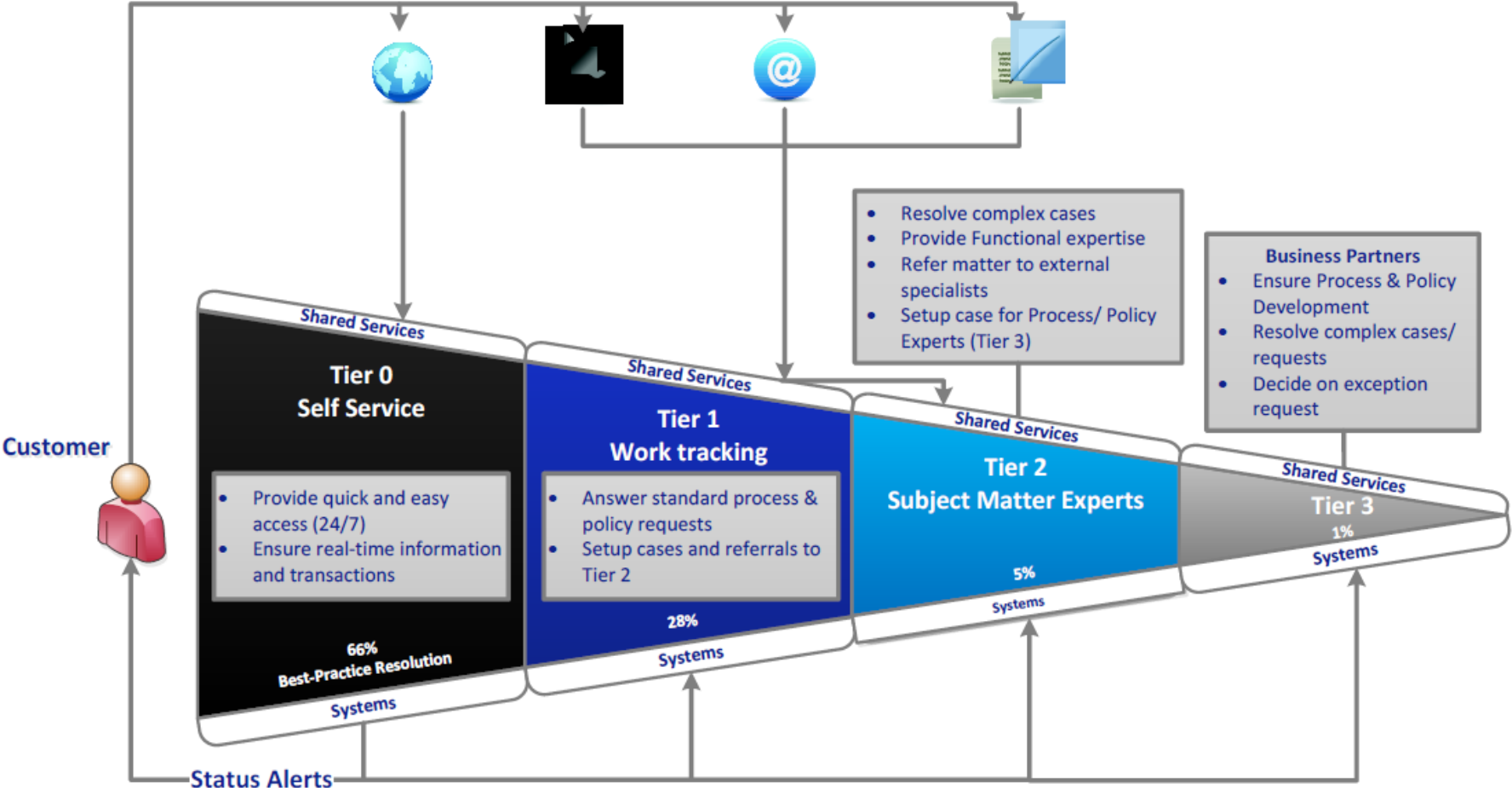
Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - *Shared Services Transformation – Full (Outline) Business Case*

Report to Cabinet (Resources) Panel – 21 May 2013 and Cabinet 22 May 2013 - *FutureWorks Programme – Governance Arrangements*

Report to Confident, Capable Council Scrutiny Panel – 18 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

Report to Cabinet (Resources) Panel – 23 July 2013 and Cabinet 24 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

Target Operating Model - Overview



Target Operating Model

[Source: Based on Agilisys' final tender submission, April 2013]

Tier 0 - Self-Service Transactions (Examples)

HR and Payroll

Policies & procedures	Intranet access to Council policies - also linked from the self-serve portal (e.g. a link to the expenses portal to the expenses policy)
Expenses	Self-serve access to submit expenses
Absence	Self-serve access to the recording, approval / logging and updating of records by employees and managers
Personal details	Self-service access to update - e.g., bank details, address, title
Employee data	Self-service access to update - e.g. working pattern data
Management information (including dashboards)	KPI tracking available to managers, ability to run standard reports and enquiries
Integrated HR & payroll queries	Facility to store and run queries at either a role or individual level
People management	Manager access to employee details

Finance

Budget forecasting	Forecast adjustments to budget by the manager
Budget monitoring	Monthly budget monitoring updates
Reporting	Dashboard reporting of budget
Budget creation	Bottom up budget creation
Journals / virements	Transfer budgets between cost centres
Raising invoices	Sales invoicing
Raising requisitions	Request goods & services (catalogue or non-catalogue)
Approvals	Approval of spend, virements and other workflow items

Procurement

Raising requisitions	Request goods & services (catalogue or non-catalogue)
Contract information	Links to contract guidance and information on the internet
Goods receipting	Confirmation / rejection of commitments
Supplier performance	Dashboard reporting of supplier performance against delivery times and performance metrics

Tier 1 - Transactional Hub Activities (Examples)

HR and Payroll

Recruitment & appointment	Updating approving new recruit data when the recruitment process has been signed off
Contractual changes	Input of contractual amendments
Low level advice & guidance	Simple policy clarifications and advice
Support absence management	Assist managers with absence management and provision of a central sickness absence line for staff
Transactional queries	Queries on pay e.g. confirming overtime payment values
Transaction tracking	Highlighting performance levels, e.g. days to recruit, days to process claims, payroll accuracy
Statutory / contractual compliance & queries	Reporting on compliance against policy (e.g. back to work interviews completed, overtime hours worked by staff)
People management	Updating information and supporting managers with learning & development requests (e.g. signposting training)

Finance

Statement of accounts	Month end - checking for consistent closure across council
Cash management	Resolving cash allocation issues and ensuring timely receipt of incomes
Budget guidance/business support	Advice to managers on creating budgets
General accounting	Accounting support to Tier 2/3; focused on processing
Third parties (eg. Schools, Wolverhampton Homes)	Supporting third party exchequer services
Supplier enquiries / customer enquiries	Resolving queries from customer / suppliers e.g. invoices and payment
Processing invoices	OCR (Optical Character Recognition) processing of invoices
Collection activities	Debt collection activities / recovering income

Procurement

Operational sourcing	Sourcing of commodity items
Policy monitoring	Monitoring and compliance to Tiers 2/3 - recommending policy e.g. three quotes for values over specified values
Advice & guidance	Providing guidance on self-service e.g. requisition support
Savings tracking	Running queries and reporting on savings and missed savings opportunities

Tier 2 – Professional - Subject Matter Expert Activities (Examples)

HR and Payroll

Absence management support	Supporting managers on absence issues - advising staff and resolving without Tier 3 involvement
Case management support	Support for Tier 3 management on case work - e.g. preparing assessment and file reviews
Contractual & policy changes	Checking more complex requests - e.g. flexible working
People manager support	Complex issues relating to manager / employee relations that require professional guidance

Finance

Statement of accounts	Budget monitoring checks, exception reporting to Tier 3 and trend analysis for management team
Budget re-modelling support	Working through complex requirements to remodel budgets with managers and model scenarios using Agresso
Audit support	Preparation of audit tracking reports, spot checks on compliance and performing health checks
Complex supplier enquiries	Working with suppliers to resolve payment issues - e.g. withheld payments due to lack of goods receipting
Bad debt provision	Reporting and tracking overdue debts for Tier 3 decisions on bad debt provisions
Legal debt recovery	Escalation of debt processes

Procurement

Category management	Driving procurement wave plans to deliver savings targets
Strategic sourcing	Larger scale procurements / framework contracts
Commissioning	Re-provision of service delivery on a commissioning basis
Contract management / review	Supplier relationship management

Tier 3 – Strategic - Business Partner Activities (Examples)

HR and Payroll

Complex HR & payroll policies	Setting and directing policy, providing restructure guidance and support for consultation. Trade union stakeholder management
Casework	Resolution of complex, multi-stage appeals and case work
Fulfil the council's statutory and contractual obligations	Compliance with legislative policy e.g. equal opportunities policies
People manager support	Workforce development / talent management

Finance

Statement of accounts	Formal closure of accounts and reporting to Cabinet, Senior Leadership
Financial risk	Management of council reserves, investment and insurance provisions
Financial policy	Preparation of audit tracking reports, spot checks on compliance and performing health checks
Treasury management policy & procedures	Ensuring compliance with regulation / law Strategic investment planning
Budget creation	Top down budget planning / advice
Procurement	
Procurement strategy	Overall setting and agreement of procurement strategy for the council
Small/medium enterprise approach	Driving local economy engagements and setting SME %
Community outcomes	Carbon footprint targets for example
Legislative compliance	Tracking and reporting on overall risk to council
Category wave plan	Setting priorities for 3 year procurement wave plans to deliver savings targets



Cabinet (Resources) Panel

11 September 2013

Report Title	PLACEMENT OF YOUNG PEOPLE WITH LEARNING DIFFICULTIES AND / OR DISABILITIES IN DAY AND RESIDENTIAL EDUCATIONAL INSTITUTIONS	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Page Schools, Skills and Learning	
Key Decision	Yes	
In Forward Plan	Yes	
Wards Affected	N/A	
Accountable Strategic Director	Tim Johnson, Education and Enterprise	
Originating service	Schools, Skills and Learning	
Accountable officer(s)	Paul Doherty	Head of Skills Development
	Tel	01902 55(8087)
	Email	Paul.doherty@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

- approve that, in consultation with the Cabinet Member for Schools, Skills and Learning, the Head of Service for Skills Development is given delegated authority to confirm and sign contracts for the funding of day and residential education and training placements for 16 – 25 year old learners with a learning difficulty and/or disability.

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

- the changes to the funding of education provision for young people aged 16 – 25 with learning difficulties and/or disabilities, which take effect from September 2013.

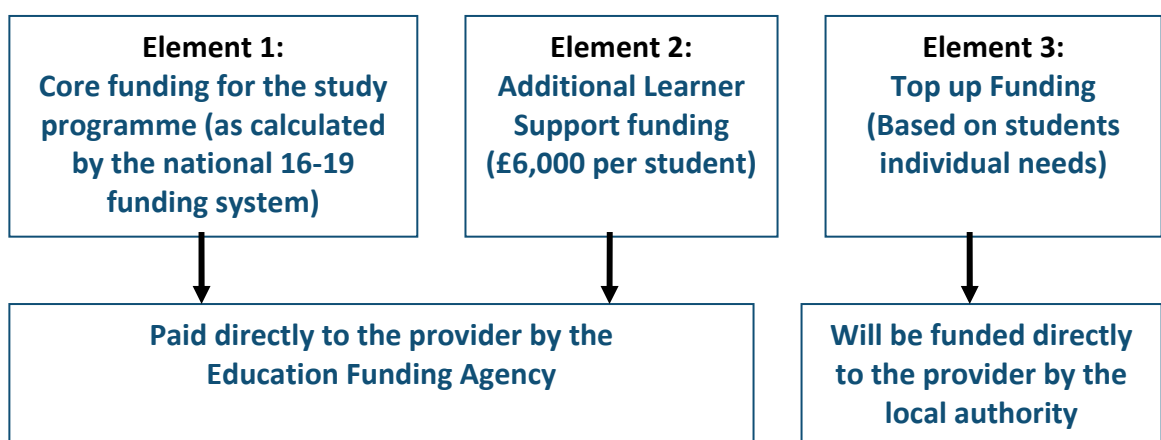
1.0 Purpose

The purpose of this paper is to:

- 1.1 request that Cabinet (Resources) Panel approve in consultation with the Cabinet Member for Schools, Skills and Learning that the Head of Service for Skills Development is given delegated authority to confirm and sign contracts for the placements of learners aged 16 - 25 with high needs in day and residential education and training institutions
- 1.2 brief Cabinet (Resources) Panel on the changes to the Council's responsibilities for funding education and training for young people aged 16 – 25 with a learning difficulty and /or disability.
- 1.3 brief Cabinet (Resources) Panel on the value of the Post 16 high needs allocation from the Education Funding Agency (EFA) for Wolverhampton LA

2.0 Background

- 2.1 In 2012 the government announced new arrangements for funding educational provision for pupils and students with high level needs. These arrangements have been introduced from April 2013 for schools and academies, and from August 2013 for further education (FE) institutions and Independent Specialist Providers (ISPs).
- 2.2 Local Authorities have a statutory duty under the Apprenticeships, Skills, Children and Learning Act 2009 (ASCL Act 2009) in relation to securing suitable education and training provision to meet the reasonable needs of learners with learning difficulties and/or disabilities who are over the compulsory school age but under 25 and are subject to a learning difficulty assessment.
- 2.3 Under the reformed approach to high needs funding, all institutions offering post-16 high needs provision including mainstream Further Education (FE) colleges and Independent Specialist Providers (ISPs) will be funded in the same way, as shown in the diagram below:



- 2.4 The term “high needs” means young people who have been assessed as requiring more than £6,000 additional learning support in order that they are successful in their programme of study. The new High Needs Funding model comprises three elements:

Element 1: This is the core funding to cover the cost of the delivery of an individuals study programme. **This is paid by the EFA, directly to providers** based on the number of students enrolled during the previous academic year (this is known as ‘lagged student numbers’) and the current national 16 – 19 funding formula.

Element 2: This is additional education support funding of £6,000 per high needs student. **This is paid by the EFA to providers** based on the ‘strategic commissioning’ by the local authority of 16-25 year old residents with High Needs predicted to be accessing post-16 education and training.

Element 3: This is additional funding over and above the core education funding (Element 1) and the additional education support funding (Element 2) and is agreed on a per-student basis by the relevant LA. The Element 3 ‘top-up’ provides funding to meet the total cost of the education provision required by a learner based on the learner’s assessed needs. The cost of funding placements over £6,000 is agreed between the LA and the education provider and is **paid directly to the provider by the LA** from the High Needs Block Grant which is part of the LA’s Dedicated Schools Grant.

- 2.5 In order to meet this statutory responsibility within the Element 3 funding allocation received from the EFA, the City Council must set up contracts, payments and performance management for those FE institutions and ISPs at which we place any young people requiring Element 3 funding.

3.0 Implications for the City Council

- 3.1 A learner’s home local authority is responsible for funding provision for residents regardless of where in the country they may study. On this basis, in December 2013 the EFA provided an allocation of £1.1million for Wolverhampton’s High Needs Block Grant (Element 3). This allocation was based on the planning assumptions made in September 2012 by the City Council of 189 learners who require high needs funding in FE or ISP provision in the 2013/14 academic year.
- 3.2 It should be noted that funding for FE and ISP provision is made on an academic year basis. Hence, the High Needs Block Grant allocation (£1.1million) notified in December 2012 is the financial year allocation for Post 16 funding (FE and ISPs) provision. However, providers in receipt of Elements 1 and 2 funding, will have received notification of their full academic year allocation for Elements 1 and 2 in March 2013 with the April to July 2014 Element 3 to come from the 2014/15 financial year allocation.
- 3.3 The number of post 16 learners in FE and ISP settings, eligible for funding under each element, is set out below:

Post 16 Setting	No. of learners	Funding value (Element 3) 2013/14 Financial year	Funding value (Element 3) 2013/14 Academic Year
FE	172	£476,670	£715,000
Training Providers	2	£9,440	£14,160.00
ISP	15	£470,037	£705,055.00
Total	189	£956,147	£1,434,215.00

**The above costs are subject to change following in year applications and adjustments*

3.4 Based on experience from previous years, late applications are likely to be made by young people with high needs for FE or ISP places and therefore, a small contingency will be made within the budget.

3.5 Wolverhampton learner placements for the 2013/14 academic year is summarised below:

<u>Provider Name</u>	<u>Number of placements in 2013/14</u>
Glasshouse College	4
Derwen College	2
National Star College	3
Henshaws College	1
Royal National College for the Blind	2
Queen Alexander College	1
Strathmore College	1
Beaumont College	1
City of Wolverhampton College	163
Walsall College	5
Trinity Training	2
Dudley College	4
<u>Total</u>	<u>189</u>

4.0 Financial implications (CF/23082013/Y)

4.1 The notified funding allocation for the high needs block grant is £1.1million for the financial year 2013/14. The current confirmed learner numbers will result in a financial year spend against this allocation of £956,000. The balance of funding will be held for late applications. The grant funding for the high needs block is ring-fenced for the educational provision of pupils and students with high level needs. The Council is required to enter into contract agreements with educational institutions to receive funds for placements for learners with learning difficulties and/or disabilities.

5.0 Legal implications

[FD/28082013/E]

- 5.1 The City Council is required to enter into contracts with FE and Independent Specialist Providers. The contracts to be used have been developed by the Local Government Association in consultation with LA's, NATSPEC (The Association for National Specialist Colleges, ADCS (Association of Directors of Childrens Services) and NASS (National Association of Special Schools) and although not compulsory, they are being used as standard by LA's across the West Midlands.
- 5.2 The contracts have been reviewed by the Wolverhampton legal team and they have confirmed that they are acceptable.
- 5.3 The delegations to employees proposed in this report will require an amendment to the Council's Constitution and Schedule of Delegations

6.0 Equalities implications

- 6.1 There are no further implications for the Council's Equal Opportunities policies arising from this report.

7.0 Environmental implications

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

8.0 Human resources implications

- 8.1 There are no direct HR implications arising from this report

9.0 Schedule of background papers

- 9.1 Cabinet (Resources) Panel OPEN EXECUTIVE DECISION ITEM (AMBER) – 23rd July 2013. Grant agreement with the education funding agency for 16 – 19 Education and Training Funding for Academic Year 2013-14



Cabinet (Resources) Panel

11 September 2013

Report Title	Empty property strategy – acquisition/compulsory purchase of 56 Church St, Bilston, WV14 0AH	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Key Decision	No	
In Forward Plan	No	
Wards Affected	Bilston East	
Accountable Strategic Director	Tim Johnson, Education and Enterprise	
Originating service	Directorate/service area	
Accountable officer(s)	Jane Trethewey Tel E-mail	Section Leader, Education & enterprise. 01902 555583 Jane.Trethewey@wolverhampton.gov.uk
	Richard Long Tel Email	Housing Improvement Officer 01902 555705 Richard.long@wolverhampton.gov.uk

Recommendation(s) for action or decision:

Cabinet (Resources) Panel is recommended to:

- i) Make the following Compulsory Purchase Order under Section 17 of Part 2 of the Housing Act 1985 and/or Section 226 Part 9 of the Town and Country Planning Act 1990:

The Wolverhampton City Council (56 Church Street, Bilston WV14 0AH) Compulsory Purchase Order 2012 as shown on the plan attached.

- ii) To authorise the Strategic Director for Education and Enterprise on behalf of the Council to:
 - a) Acquire interests in the land within the Order either compulsorily or by agreement before or after making the Order.
 - b) Take all reasonable steps as soon as it is reasonably practical to secure the making, confirmation and implementation of the Order including the publication and service of all Notices and the presentation of the Council's case at any Public Inquiry.
 - c) Approve agreements with land owners setting out the terms for the withdrawal of objections to the Order, and/or making arrangements for re-housing or relocation of any occupiers.
 - d) Approve the making of a General Vesting Declaration.
 - e) Approve the disposal of the whole and/ or parts of the property under lease by auction, tender or private treaty

1. Purpose

- 1.1 The purpose of this report is to request the Panel to authorise the making of a Compulsory Purchase Order under Section 17 of Part 2 of the Housing Act 1985 and/or Section 226 Part 9 of the Town and Country Planning Act 1990 in respect of 56 Church Street, Bilston and for negotiations to continue with the owner to purchase in advance of confirmation of the Order.
- 1.2 Following confirmation of the Order, approval is sought for the making of a General Vesting Declaration.
- 1.3 This decision is in support of Wolverhampton City Council's Empty Properties Strategy 2010-2015.

2. Background

- 2.1 The property, highlighted on the attached map is a 3 Storey end terraced commercial premises with the potential for 2 flats above. Records show that the property was taken out of the business rates/ council tax banding by the District Valuer in 1992 and has remained empty since that time.
- 2.2 The property occupies a prominent position on the main shopping thoroughfare in Bilston and is adjacent to Bilston Central Metro station. It is boarded up and in a state of dilapidation.
- 2.3 The building is within the Bilston Town Centre Conservation Area and since 2004, the council in conjunction with Heantun Housing Association have made a number of attempts to work with the owner of the property. A substantial grant was available to the owner in 2004 under the Bilston Townscape Heritage Initiative (THI) to bring the property back into use. However, the owner was not prepared to enter into an agreement in order to secure funding for the project.
- 2.4 Planning Enforcement served Notice action under Section 215 (Town and Country Planning Act 1990) in February 2012. The owner has not responded to the Notice to tidy the site and the property remains detrimental to the amenity of the area. Consideration has been given to prosecution/ carrying out of work in default of the Notice.
- 2.5 The cost of the works required under this Notice are considered to be high, most specifically because of the Conservation Area requirements which will require a high level of specification and standard of work. Undertaking these as Works in Default is not considered viable as the Council may have difficulty in recovering all of its costs. Due to the high costs associated in progressing this course of action, the Council will not be undertaking the work in default in pursuit of this notice and it is considered that the progression of a CPO is the most expedient option in these particular circumstances.

- 2.6 The property is not considered suitable for an Empty Dwelling Management Order because of its poor condition/ costs of refurbishment. Acquisition either voluntarily or via compulsory purchase is considered the most appropriate option to achieve a solution.
- 2.7 Heantun Housing Association has successfully secured funding from the Homes and Communities Agency (HCA) in both Empty Property Fund bidding rounds. Heantun has carried out a considerable amount of background work on 56 Church Street and are a major stakeholder in the regeneration of Bilston. Heantun HA are committed to this project in principle and have provisionally allocated £50k of this HCA funding to delivering the improvement and occupation of this property. Given these circumstances, it is proposed to work in partnership with Heantun in order to deliver this particular property back into use.

3. Financial implications

- 3.1 The Housing Capital Programme approved by Council on 11 July 2012 includes provision over the medium term for the Empty Property Strategy. In the event of a Compulsory Purchase Order being made resulting in the Council acquiring the property, the costs will be met from this provision.
- 3.2 There are no exceptional circumstances in the case of 56 Church Street. The owner has failed to comply with a Notice under Section 215 of the Town and Country Planning Act 1990 to tidy the land/ buildings. It will therefore not be necessary to pay the additional statutory 7.5% compensation payment should the Order be confirmed.
- 3.3 At present the funding arrangements for the proposed scheme with Heantun Housing Association have not been finalised. If the CPO takes place a subsequent report will be presented for approval when the details of the scheme have been confirmed.

[CF/22082013/I]

4. Legal implications

- 4.1 Section 17 of the Housing Act 1985 empowers local housing authorities to compulsorily acquire land houses or other properties for the provision of housing accommodation. However the acquisition must achieve a qualitative or quantitative housing gain. Section 226 Part 9 of the Town and Country Planning Act 1990 empowers local authorities to acquire land houses and other properties for the promotion or improvement of the economic, social and environmental well-being of their area. In order to make a Compulsory Purchase Order under these powers and achieve successful confirmation, the Council will need to show compliance with the requirements of the relevant statutory provision and circular 06/2004 Compulsory Purchase and the Crichel Down Rules. Where there are objections to a Compulsory Purchase Order the matter may go forward to a public inquiry and specialist Counsel may need to be engaged to present the Council's case.

- 4.2 Article 1 of Protocol 1 of the Human Rights Act 1988 guarantees peaceful enjoyment of possessions and would be engaged by the making of a CPO. However, the contents of this report and the actions recommended are considered to be proportional and compatible with the Human Rights Act 1988, particularly bearing in mind the above checks and balances on the Local Authority's power.

[EB/27082013/X]

5. Equalities implications

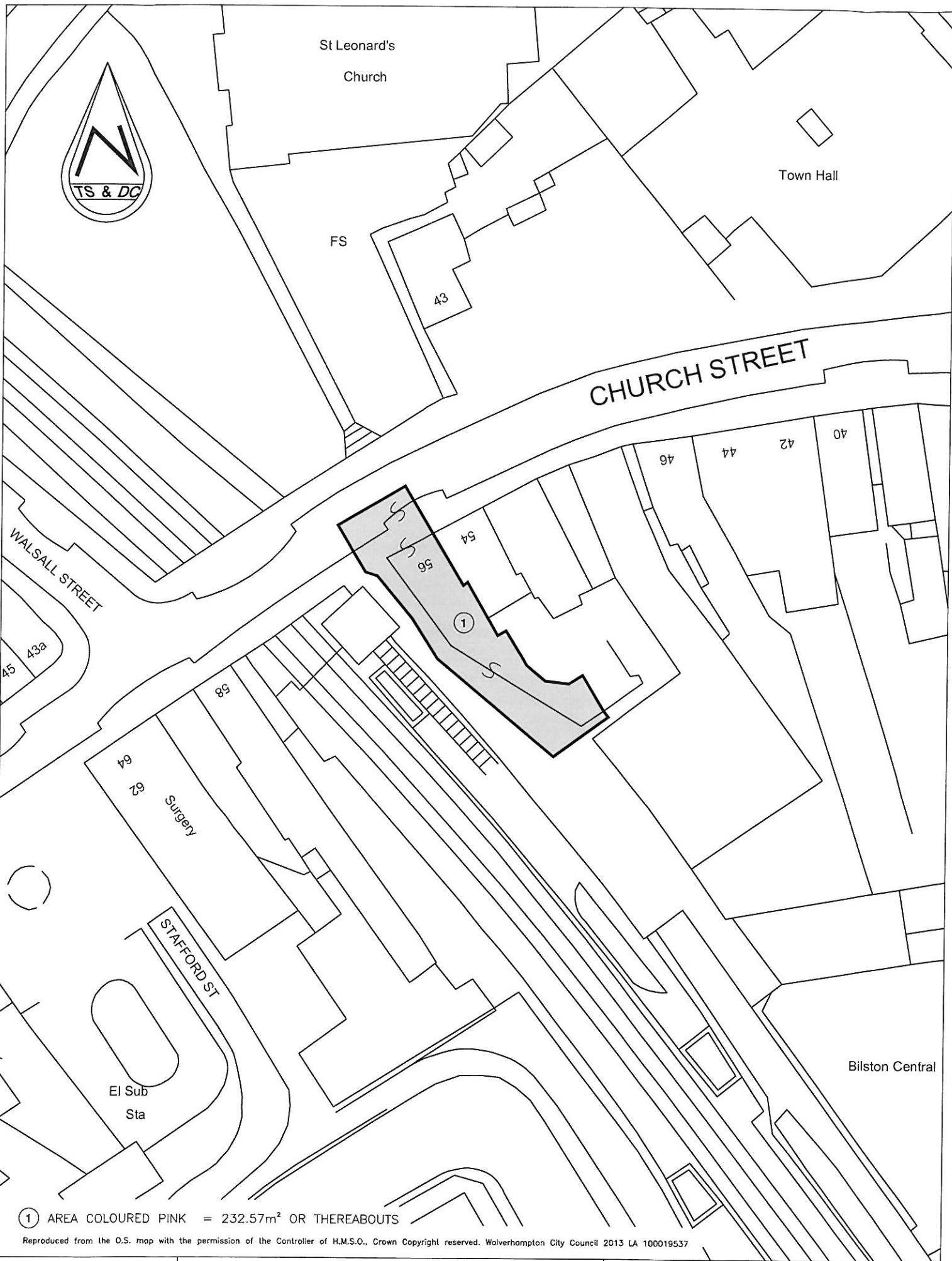
- 5.1 Equalities implications have been considered throughout the process and in assessing the outcome. An Equality Analysis has been completed and this does not indicate any adverse implications. Bringing an empty property back into use will improve the visual amenity of the area and can make the area more welcoming to some groups covered by the Equality Act 2010, in doing so this will promote participation in public life.

6. Environmental implications

- 6.1 This report has evidenced the neighbourhood sustainability impact and environmental blight that a long term dilapidated empty property can have in a locality. It will allow a long term empty property to be refurbished providing much needed sustainable accommodation as highlighted in the Housing Needs Survey (2007) and remove a potential magnet for anti-social behaviour and environmental blight. This will improve the appearance of the Bilston Town Centre Conservation Area, enhancing property conditions and contribute to the regeneration of the area.

7. Schedule of background papers

- An Action Plan to Deliver the Empty Property Strategy 11/01/06;
- Private Sector Empty Property Strategy 2010-2015;
- Wolverhampton Housing Needs Survey 2007;



① AREA COLOURED PINK = 232.57m² OR THEREABOUTS

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date	August 2013
scales	1:500
drawn by	AJP
dwg. no.	\Church Street 56.dwg

THE MAP REFERRED TO IN
 THE WOLVERHAMPTON CITY COUNCIL
 (56 CHURCH STREET, BILSTON)
 COMPULSORY PURCHASE ORDER 2013

Wolverhampton City Council
 Director of Education and Enterprise
 Civic Centre, St. Peter's Square, Wolverhampton
 Tel. (01902) 556556

56 CHURCH STREET
BILSTON



HEATHS

HEATHS
THE QUALITY
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Bils



Cabinet (Resources) Panel

11 September 2013

Report Title	Black Country Broadband Business Support Project
Classification	Public
Cabinet Member with Lead Responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity
Key Decision	Yes
In Forward Plan	Yes
Wards Affected	All
Accountable Strategic Director	Tim Johnson, Education and Enterprise
Originating service	Education and Enterprise
Accountable officer(s)	Heather Clark Manager Strategic Projects and Funding
	Tel 01902 555614
	Email Heather.clark2@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Agree to be accountable body for the Black Country Broadband Business Support Project.
2. That the Cabinet Member for Economic Regeneration & Enterprise in consultation with the Strategic Director Education and Enterprise and the Assistant Director Finance be authorised to sign off the bids for funding at full application stage.
3. That approval be given to enter into the collaboration agreement to enable delivery of the project and authority be given to the Chief Legal Officer to execute the final collaboration agreements.

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

1. The Black Country Broadband Project which is being developed utilising funding from European Regional Development Funding (ERDF) and Growing Places with

the potential to attract £1 million of grant funding into the Black Country. This project forms the basis of a collaboration between the four Black Country Local Authorities.

1.0 PURPOSE

- 1.1. To present the Black Country Broadband Business Support Project utilising funding from European Regional Development Funding (ERDF) and Growing Places with the potential to attract £1 million of grant funding into the Black Country. This project has been developed through a collaboration between the four Black Country Local Authorities. Details of the project outline and funding arrangements are shown at Appendix A.
- 1.2. To seek agreement for Wolverhampton City Council to be accountable body for the Black Country Broadband Business Support Project.
- 1.3. To seek authority for the Cabinet Member for Economic Regeneration & Enterprise in consultation with the Strategic Director Education and Enterprise and the Assistant Director Finance be authorised to sign off the bids for funding at full application stage.
- 1.4. That approval be given to enter into the collaboration agreement to enable delivery of the project and authority be given to the Chief Legal Officer to execute the final collaboration agreements.

2.0 BACKGROUND

- 2.1 A report was taken to Executive on 11 February 2013 on Making Wolverhampton a Connected City for the 21st Century. Wolverhampton has strong superfast broadband coverage at 93% (third highest amongst UK cities exceeding 100,000 dwellings) above the national 90% target. All Wolverhampton exchanges have or are scheduled for Superfast Broadband deployment. Improving access to superfast broadband infrastructure is an important element of Wolverhampton's City Strategy priority improving critical business infrastructure under the theme Encouraging Enterprise and Business. The report included a recommendation to facilitate businesses to utilise and benefit from the use of new technology.
- 2.2 However 'getting up to speed' takes more than the ability to access a superfast connection, particularly when many business users are still unclear about the benefits. A recent study by Lloyds Banking Group shows that highly digitised SMEs tend to grow faster than those that are less enabled and those using the Internet across their business report significant benefits. SMEs can achieve genuine, competitive advantages from advances in ICT through innovation, marketing, enhanced productivity and customer responsiveness, however without a programme of demand stimulation and skills development,

the research shows that only 15 per cent of UK businesses will subscribe to superfast broadband.

3.0 BLACK COUNTRY BROADBAND BUSINESS SUPPORT

3.1 Sandwell MBC submitted an ERDF outline proposal in November 2013 to match fund their Local Broadband Fund allocation for broadband infrastructure. However due to state aid implications, they were unable to use the ERDF funding for broadband infrastructure, therefore have proposed to utilise the funding to stimulate take-up and usage of broadband amongst Black Country businesses. Sandwell MBC has asked whether Wolverhampton City Council can assume responsibility for accountable body.

3.2 The Black Country Broadband Business Support will offer an integrated programme of business support to ensure SMEs fully capitalise upon the business opportunities offered through our superfast broadband network. The project will assist eligible SMEs in connecting to the superfast broadband network, to fully understand and exploit commercial benefits offered and provide technical and practical support required for businesses to realise the benefits. The package of support will include:

- **Initial Engagement** events to stimulate demand for superfast broadband connections through a series of events across the Black Country highlighting the potential benefits and drawing on local businesses to communicate the scale and type of commercial benefits.
- **One-to-one advice and ICT Diagnostic Review.**
- **ICT Project support and mentoring** offering a 2 day support package focusing on development, implementation and management of digital commercial strategies.
- **Seminars and Group workshops** sharing good practice, showcasing new products and introducing new processes that have the potential to enhance business growth using superfast broadband connections.
- **Brokerage** signposting SMEs to other business support services.
- **Web based remote support and service website.**

3.3 The project has the potential to attract an additional £1 million investment into the Black Country funded through European Regional Development Fund and Growing Places making a significant and positive impact on economic growth, job and employment opportunities. Both bids will need to be successful for the bid to be successful. The bids do not require any cash match from the local authorities, however some contribution of staff time from within existing resources may be required to demonstrate our commitment and support for the project.

4.0 MINIMISING RISKS TO WOLVERHAMPTON

- 4.1 As accountable body, Wolverhampton City Council would look to produce a collaboration agreement to be signed by Walsall, Sandwell and Dudley Councils to underwrite risk of European Regional Development Fund (ERDF) clawback. However as WCC are managing the project, we have more control in terms of putting systems in place to minimise risk of clawback in respect of this project. This would include utilising Wolverhampton's approach to project management including putting in place a risk register. This function would ensure that the project is compliant with ERDF regulations, for example, publicity requirements and all ensuring that relevant evidence and records are retained as required.
- 4.2 These projects are not without risk associated with Accountable Body status. We would, however, look to share the risk of any potential grant clawback against the grant allocated with the other Black Country Local Authorities through Collaboration Agreements and it is considered that through robust management processes the potential exposure can be reduced to a low level. In order to minimise risks associated with ERDF projects in line with the collaboration agreements, it is proposed that Wolverhampton will also have its own rigorous risk management process to minimise risks associated with collaboration agreements. It should be noted that clawback would in most cases be proportionate to the issue, for example a missing invoice and, hence, lack of supporting documentation would result in clawback for the amount of that invoice, not the whole project amount.
- 4.3 Wolverhampton has considerable experience in managing previous projects under the ERDF programme. This includes experience of the rigorous audit carried out and very specific and inflexible regulations which are enforced to extract clawback. This very experience ensures a cautious and thorough examination of the collaboration agreements, as well as a robust approach to project management systems and processes. Specific and up-to-date training for all ERDF project managers and finance related staff would be offered to all Wolverhampton staff working on ERDF projects.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The project has the potential to attract £1million of grant investment into the Black Country to remove barriers to business growth and create the conditions for enterprise to flourish. Albeit a fantastic opportunity to stimulate economic growth in Wolverhampton, these projects are not without risk associated with Accountable Body status, however we would look to share the risk of any potential grant clawback against the grant allocated with the other Black Country Local Authorities through Collaboration Agreements. Although

there are significant financial risks associated with the role of Accountable Body, it is considered that through robust management processes this can be reduced to a low level as discussed in section 4.

5.2 This report seeks approval for Wolverhampton to act as accountable body and the Cabinet Member for Economic Regeneration & Enterprise in conjunction with the Strategic Director Education and Enterprise and the Assistant Director Finance to be authorised to approve the final detailed terms of the collaboration agreement, in conjunction with other Black Country Local Authorities, and agree the final financial contribution, subject to normal budgetary approvals, that Wolverhampton City Council will make.

5.3 It is anticipated, that for each project, the risk would be equally shared across the four partners i.e. a nominal 25% share across each project would represent £250,000 for WCC [RT/27082013/H].

6.0 LEGAL IMPLICATIONS

6.1 Councils have authority to enter into Collaboration Agreements by virtue of Section 1 of the Localism Act 2011, which empowers Local Authorities to do anything that individuals may generally do. These Agreements and the proposals also accord with the sustainable communities strategy contained in Section 4 of the Local Government Act 2000.

6.2 Collaboration Agreements set a framework and governance structure for joint working between the parties to enable the delivery of the programmes and ensures commitment to the process and a shared responsibility between Black Country authorities, thereby mitigating risk for the respective accountable body. The key risk for all the parties are dealt with elsewhere in this report and whilst the financial impact of clawback are significant, providing ongoing risk assessments are carried out by all Councils and in particular this Council, the possibility of clawback being enacted is considered to be an acceptable risk. RB/20082013/B

7.0 EQUALITIES IMPLICATIONS

7.1 All ERDF funded projects must demonstrate how equality and diversity issues and opportunities are taken into account. .

8.0 ENVIRONMENTAL IMPLICATIONS

8.1 By stimulating the use of new technologies enabled through superfast broadband, we can encourage businesses to offer more flexible working conditions, such as homeworking, which can have a positive environmental impact.

9.0 Schedule of background papers

- ERDF Project Outline
- Risk Register

ERDF Project Outline

Project Name	Black Country Broadband Business Support Project
Project Description	Integrated programme of business support to ensure SMEs full capitalise upon the business opportunities offered through our superfast broadband network. The project will assist eligible SMEs in connecting to the superfast broadband network, to fully understand and exploit commercial benefits offered and provide technical and practical support required for business to realise the benefits.
Project Funding	£1 million - £0.5 million ERDF matched by £0.5 million Growing Places (subject to approval)
Project Timeline	October 2013-June 2015 (subject to funding approval)
Accountable Body	Wolverhampton City Council
Progress to date	The initial ERDF stage 1 application submitted by Sandwell has been approved. Wolverhampton CC has been asked to assume accountable body status at full application stage. A draft full application has been prepared.
Risks	As the proposed Accountable Body for the new combined project WCC would be responsible for effective delivery of this new larger project and potential clawback of the full £1 million ERDF grant. In taking on this expanded project WCC would look to produce a collaboration agreement to be signed by Walsall, Sandwell and Dudley Councils to underwrite risk of ERDF clawback under similar arrangements to the PIP project reducing the level of risk to WCC. As WCC are managing the project, we also have more control in terms of putting systems in place to minimise risk of clawback in respect of this project.

Risk Register

(The attached Risk Matrix should be referenced when rating the significance of the risk in terms of probability 'v' impact)

Title: Black Country Broadband Business Support

Date: 23 July 2013

Version: V1 (Draft). Risk workshop to be held to complete table.

Ref No.	Risk / Uncertainty	Date Identified	Probability	Impact	Priority Score <i>(Probability x Impact)</i>	Mitigating Action	Target Resolution Date	Action Status <i>(live/closed)</i>	Update Notes	Action Owner
	Risk associated with becoming Accountable Body for Black Country Broadband Business Support in terms of clawback.	July 2013	2	3	6	Collaboration agreement to be signed by Walsall, Sandwell and Dudley Councils to initially underwrite 25% in terms of risk of clawback Costs built in to employ an experienced ERDF project manager to ensure complies with ERDF rules. Risk assessment will be undertaken and risk log maintained throughout.				



Cabinet (Resources) Panel

11 September 2013

Report Title	<u>REGULATION OF INVESTIGATORY POWERS ACT 2000</u>	
Classification	Public (Amber)	
Cabinet Member with Lead Responsibility	Councillor John Reynolds City Services	
Key Decision	No	
In Forward Plan	No	
Wards Affected	All	
Accountable Strategic Director	Tim Johnson, Education and Enterprise	
Originating service	Education & Enterprise	
Accountable officer(s)	Andy Jervis	Head of Regulatory Services
	Tel	01902 55(1261)
	Email	Andy.jervis@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Approve the transfer of the political oversight function in respect to RIPA regulated activity from the Cabinet (Resources) Panel to the Cabinet Member for City Services and the associated amendment to the RIPA corporate policy.

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

1. the use of RIPA regulated techniques for the period 01/03/2013 to 31/08/2013 as part of the previously agreed procedures to ensure compliance with the Council's Covert Investigations Policy in delivering regulated activities.
2. that this report will be the last update report submitted to Cabinet (Resources) Panel for noting.

1.0 Purpose

1.1 The purpose of the report is to:

- update Councillors on the use of RIPA regulated techniques for the period 01/03/2013 to 31/08/2013 as part of the previously agreed procedures to ensure compliance with the Council's Covert Investigations Policy in delivering regulated activities,
- approve the transfer of the political oversight function in respect to RIPA regulated activity from the Cabinet (Resources) Panel to the Cabinet Member for City Services and the associated amendment to the RIPA corporate policy.

2.0 Background

2.1 In responding to revised Home Office Codes of Practice on RIPA introduced in 2010 requiring Councils to enhance RIPA management arrangements it was determined to provide a quarterly RIPA update report to Cabinet (Resources) Panel for noting.

2.2 Previous quarterly reports have updated Councillors on relevant issues and developments in relation to the use of RIPA by local authorities as well as in relation to the use of RIPA covert surveillance authorisations.

2.3 The March quarterly report summarised the changes to RIPA management arrangements under the Protection of Freedoms Act 2012 which placed additional restrictions on Local Authority use of RIPA regulated investigation techniques from November 2012.

Summary of changes:

Approval by the Magistrates Courts: Authorisations for covert surveillance, use of undercover officers and access to communications data (subscriber information) will all require approval by a Magistrate once they have gone through the current Council approval process.

Restrictions on Covert Surveillance: Such surveillance would only be permitted where the offence being investigated had a potential penalty of at least 6 months imprisonment. This would prohibit covert surveillance in relation to investigations in to dog fouling, statutory nuisance (noise) enquiries, littering and certain benefit fraud offences.

2.4 Further detail on authorisations since the implementation of the new restrictions is contained in section 3. The number of authorisations required has fallen significantly since the introduction of the changes brought in by the Protection of Freedoms Act 2012. Prior to the implementation of the Act, the Council processed in the region of 30 - 40 authorisations per year. As in 2.3 above this has been on the whole due to prohibition of investigations in to dog fouling, statutory nuisance (noise) enquiries, littering and certain benefit fraud offences.

2.5 The results of the changes are more of a case of enforcement bodies having to deal with issues differently, rather than not at all. For Regulatory Services issues, most of the matters excluded from RIPA by the Protection of Freedoms Act can be addressed by

notifying the surveillance subject and therefore making surveillance overt instead of covert. The longer term impact will, however, be monitored. In respect to benefit fraud issues the Benefit Fraud Service will work closely with DWP (who are not caught by the requirement to obtain judicial approval) to ensure all the important investigations are conducted.

- 2.6 At its meeting of 19 June 2013, Cabinet considered and endorsed a revised RIPA Corporate Policy and Procedure following the February 2013 inspection of the authority's delivery / discharge of corporate responsibilities under the Regulation of Investigatory Powers Act 2000.
- 2.7 At that meeting, Cabinet authorised the Assistant Director for Regeneration to approve future minor amendments to the new policy/protocol in consultation with the Chief Legal Officer without the need for Cabinet endorsement.
- 2.8 The Assistant Director (Regeneration) is the appointed Senior Responsible Officer for the discharge of RIPA regulated responsibilities.

3.0 Progress update: RIPA authorisations 01.03.13 – 31.08.13

- 3.1 As stated in 2.4 above, the number of authorisations for directed surveillance, covert human intelligence source (CHIS) and obtaining communications data has fallen from an annual average of approximately 35 to a significantly lower level. The following two cases being the only authorisations taking place within the last six months:-
 - **CHIS:** approval for juvenile covert human intelligence sources to undertake test purchasing of alcoholic drink at retail premises following repeated reports of underage sales.
 - **Communications data:** approval for subscriber details relating to 10 telephone numbers used by a pair of suspected rogue traders using banned, aggressive and intimidating practices to obtain contracted work, set prices and pursue payments.
- 3.2 Both of the above Regulatory Services authorisations have been endorsed by the District Judges sitting at Wolverhampton Magistrates Court who have duly approved the authorisations.
- 3.3 In view of this significantly reduced usage of authorised surveillance activity, together with the corporate requirement that issues not requiring decision, should ordinarily not be reported to Cabinet, it is proposed that going forward, the previously agreed political oversight role of the Cabinet (Resources) Panel be transferred to the Cabinet Member for City Services and that in future, the quarterly update reports are provided to the Cabinet Member and will be made available to all Councillors via the Members page on the intranet.
- 3.4 Matters requiring significant policy amendment or decision will continue to be reported to the Cabinet or resources Panel.

4.0 Financial implications

- 4.1 Corporate policies on RIPA ensure that the Council manages regulated activities lawfully, effectively and efficiently making the best use of officer time. RIPA regulated techniques are used in investigations funded by enforcement services core budgets.
- 4.2 Application to the Magistrates Court adds an officer time element to investigations. Increased costs can be met from approved Regulatory Services revenue budgets.

2013/2014. [TK/09082013/A]

5.0 Legal implications

- 5.1 The Council is required to ensure compliance with RIPA as failing to do so could expose it to legal challenge for breaching citizen's rights to private and family life under the Human Rights Convention 1951 and the Human Rights Act 1998.
- 5.2 This report will require an amendment to Appendix 1 of the Council's Constitution, namely the insertion of an additional lead responsibility for the Cabinet Member for City Services as set out below:-

“(12) To have political oversight, of the RIPA corporate policy and receive quarterly reports on the use of RIPA, including covert surveillance authorisations”

[FD/08082013/N]

6.0 Equalities implications

- 6.1 The management of RIPA regulated activities is aimed to ensure that the Council does not infringe the legitimate expectations of citizens that their human rights will be respected. A key element of this is that authorised activities are necessary in the individual circumstances of the case and proportionate having considered the balance between the rights of the individual targeted and the wider public interest.

7.0 Environmental implications

- 7.1 Effective and efficient use of RIPA regulated activities and CCTV in a lawful manner supports the Council's community safety and crime and disorder activities including those concerned with environmental issues.

8.0 Schedule of background papers

- Cabinet Report 08/09/2010: Revised Covert Investigation Management Policy
- Cabinet (Resources) Panel Report 02/11/10: Revised Covert Investigation & CCTV Management Policies
- Previous quarterly Cabinet (Resources) Panel reports
- Cabinet Report 19/06/2013: RIPA; Revised Corporate Policy and Procedure.
- Home Office RIPA Codes of Practice on Covert Surveillance, Covert Human Intelligence Sources and Communications Data



Cabinet (Resources) Panel

11 September 2013

Report Title	Approval to submit bid for “Tackling Rogue Landlord” funding	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Key Decision	No	
In Forward Plan	No	
Wards Affected	All	
Accountable Strategic Director	Tim Johnson, Education and Enterprise	
Originating service	Regeneration/Housing	
Accountable officer(s)	Lesley Williams	Service Manager Private Sector Housing
	Tel	01902 55(0553)
	Email	lesley.williams@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Authorise the submission of a bid for funding to the Department for Communities and Local Government to help tackle rogue landlord issues in Wolverhampton.

1.0 Purpose

1.1 The DCLG invited local authorities to bid for a share of £3m which is being made available to assist local housing authorities to tackle rogue landlords in the private rented sector. The deadline for submission is 20 September 2013.

2.0 Background

2.1 The Government has allocated specific funding to assist local housing authorities to crack down on the “small minority of rogue landlords in the sector who place tenants in overcrowded or poorly maintained accommodation.” Shelters Campaign “Evict Rogue Landlords” which the City Council is a supporting organisation outlines some key health impacts affecting residents living in substandard private rented properties:-

- One million renters say their health has been affected by rogue landlords not doing repairs or dealing with poor conditions in their home.
- Almost 300,000 parents who rent have reported adverse impacts on their children's health. Damp, mould, and bad ventilation are causing asthma, allergies, breathing problems and worse.
- Over a third (35%) of renting families have problems with damp in their homes, while nearly one in five (17%) have a leaky roof or windows.
- More than 700,000 renters are living in a home with electrical hazards.

2.2 Wolverhampton Council already adopts an approach of effective enforcement where engagement with the private rented sector providers to drive up standards is not effective, and also works with the Police, UK Border Agency and the Fire Service to help to identify where poor standards and overcrowding exist.

2.3 The partnership working approach has highlighted a growing problem associated with illegal working, anti-social behaviour, illegal immigration and dangerous property conditions in some neighbourhoods where private renting is much higher than the city average; the current focus for operations is predominantly in and around the Blakenhall area.

2.4 A report to Cabinet in April 2013 gave approval for employees to consider options to tackle overcrowding (amongst other housing issues) in illegal Houses in Multiple Occupation through the implementation of an Additional Licensing scheme for the city. The bid for funding would be used to strengthen the support that the Council can give to existing partnership working arrangements and target other areas of concern such as Whitmore Reans and Pennfields. The funding could also be used to carry out consultation and development of an Additional Licensing scheme or other area based Selective Licensing schemes.

2.5 Additional Licensing would require all multi-occupied properties to be registered with the Council and meet minimum standards, as opposed to those requiring mandatory licenses (three storey five or more occupants).

3.0 Financial implications

3.1 There are no direct financial implications in submitting the bid.

[JR/15082013/C]

4.0 Legal implications

4.1 There are no direct legal implications in submitting the bid.

[RB/19082013/A]

5.0 Equalities implications

5.1 There are no direct equalities implications in submitting the bid, however many residents occupying substandard and poorly managed houses in multiple occupation often suffer multiple deprivation

6.0 Environmental implications

6.1 The environmental problems associated with poor property conditions and overcrowding; improvements in the visual amenity of property and neighbourhoods will positively enhance the Council's strategic objectives of reinvigorating the city.

7.0 Schedule of background papers

7.1 Cabinet Report 10/04/13 – Houses in Multiple Occupation and Planning Controls
Green Decision Report May 2013 – Shelter Campaign to Evict Rogue Landlords;
Statement of Support



Cabinet (Resources) Panel

11 September 2013

Report Title	Wolverhampton Frozen Home Delivered Meals Service	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor John Reynolds City Services	
Key Decision	Yes	
In Forward Plan	Yes	
Wards Affected	All	
Accountable Strategic Director	Keith Ireland	
Originating service	Delivery	
Accountable officer(s)	Chris East Tel Email	Head of Facilities Management 01902 55(0132) chris.east@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

- i) To approve the proposed charges to fully recover the cost of providing a Frozen Home Delivered Meals Service to the residents of the City.
- ii) To allow future changes to fees and charges to be implemented by a Green Decision report because charges will need to vary in accordance with any cost increases incurred for the supply of the frozen meals.

WOLVERHAMPTON FROZEN HOME DELIVERED MEALS SERVICE

1. PURPOSE

- 1.1 The purpose of this report is to recommend charges for the delivery of Frozen Home Delivered Meals to residents of the City.

2. BACKGROUND

- 2.1 Current charges do not reflect the full cost of provision for each type of frozen home delivered meal and a standard charge is levied that does not reflect the actual cost of providing this service.
- 2.2 The Frozen Home Delivered Meals Service involves the delivery once a fortnight of 14 meals to a residents home for the individual resident to then heat in a microwave. This is a different service to the daily delivered meals service. The service is not an 'assessed service' and it is simply made available on request.
- 2.3 If a resident has a frozen home delivered meal with **no equipment** (microwave, knives, forks and spoons) then the resident would pay £2.40 for that meal even though some of the meals cost more than the £2.40 charged.
- 2.4 Similarly, if a resident has a frozen home delivered meal **with equipment** (microwave, knives, forks and spoons) then the resident would pay £2.80 for that meal even though some of the meals cost more than the £2.80 charged.
- 2.5 Following the award of the new tender for the supply of Frozen Home Delivered Meals, it has been identified that the Catering Service needs to increase the costs of the frozen home delivered meal to the clients. This is to simply recover the increased cost of providing the service.
- 2.6 The **new contract prices** for the various band of frozen home delivered meals is outlined below:

Frozen Home Delivered Meal	With Equipment	Discounted (Without Equipment)
Band A	£2.69	£2.52
Band B	£3.00	£2.83
Band C	£4.23	£4.10

- 2.7 On the new contract price a Band A meal (basic meal) the current charge is £2.80 (with equipment supplied) and the meal costs £2.69 to provide. For a Band B meal the current charge for a meal is £2.80 (with equipment supplied) and the meal costs £3.00 to provide. Therefore the customer is not paying for a higher specification of meal. Currently, 53% of customers are supplied with a Band A meal and 47% of customers being supplied with a Band B meal. There are currently only two customers receiving B and C meals.
- 2.8 The difference in costs for each of the meal bands reflects the cost of producing the meals by the supplier. The meals to meet special requirements are most expensive to produce and therefore the most expensive to purchase.

3. PROPOSAL

- 3.1 Reflecting paragraphs 2.5 to 2.8 above a fundamental restructuring of charges is recommended to reflect the actual cost of providing each banding of frozen home delivered meal. The proposed charges are set out below. The proposed charges include delivery costs as well as the costs of purchasing the meals.

Frozen Home Delivered Meal	New contract price	10% Increase to recover true cost of service
Price Band A	£2.69	£3.00
Price Band B	£3.00	£3.30
Price Band C	£4.23	£4.65

Price Band A (discount)	£2.52	£2.75
Price Band B (discount)	£2.83	£3.10
Price Band C (discount)	£4.10	£4.50

Note: The discounted charges reflect when a microwave, knives, forks and spoons are not provided.

- 3.2 The above schedule of charges is recommended because the true charge of the service is then recovered; it shows transparency across the charging structure; and makes it easier for the client to decide which option they wish to purchase. It is proposed that clients purchasing Band C meals receive a discount for the initial 6 months because they are experiencing the greater increase in the charge for a frozen meal. The discount would be to pay £3.30 for meals for 6 months. Only a very small number of residents take up Band C.

4. FINANCIAL IMPLICATIONS

- 4.1 The proposed charges will move the service to operating on a full cost recovery basis, rather than the existing subsidised arrangement, with the costs of the service fully met by the clients. This will equate to an annual revenue budget saving of approximately £7,000 [CH/27082013/W].

5. LEGAL IMPLICATIONS

- 5.1 The Council has power to increase charges for the frozen meals service as detailed in this report. [FD/28082013/G]

6. EQUAL OPPORTUNITIES IMPLICATIONS

- 6.1 The cost of providing meals under Band C, the users in this group are those with special dietary needs and the cost of manufacture is substantially higher in the tender offer received. However, there are very few users of Band C (two clients at present).

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 There are no direct environmental implications involved in this report.

8. SCHEDULE OF BACKGROUND PAPERS

- 8.1 There are no background papers associated with this report.



Cabinet (Resources) Panel

11 September 2013

Report Title	Open HR Improvement Programme – Policy Framework Phase 3	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Paul Sweet Governance and Performance	
Key Decision	No	
In Forward Plan	No	
Wards Affected	None	
Accountable Strategic Director	Keith Ireland, Delivery	
Originating service	Delivery/Human Resources	
Accountable officer(s)	Sue Davies Tel Email	Chief Human Resources Officer 01902 55(4056) sue.davies@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Approve the principles of the Phase 3 policies detailed in the annexes:

Annex 1 – Flexible Working Policy

Annex 2 – Employees' Code of Conduct

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

1. The consultation approach, process and timetables

1. BACKGROUND

The Human Resources (HR) Improvement Programme has a number of key workstreams to create a modern and effective human resources service. One of these is the introduction of a new HR policy framework.

Performance Governance and Support Services Scrutiny Panel (formerly) and now Confident and Capable Council Scrutiny Panel have received regular and comprehensive updates on progress made towards implementing the Improvement Programme in general and the policy framework in particular for pre-decision consideration and comment.

This report now seeks approval for the third phase of the HR Policy Framework.

2. HUMAN RESOURCES POLICY FRAMEWORK

- 2.1 The development of the HR Policy framework is designed to align policies closer to corporate objectives and business needs, modernise them to make them simpler, relevant and in accordance with changes in employment law
- 2.2 There has been on-going consultation on the policy framework to capture the views of key stakeholders within the Council. The stakeholders identified for consultation include: Strategic Executive Board, Corporate Delivery Board, a managers reference group, HR operational staff and the trade unions as required by the contract of employment.
- 2.3 Feedback from the consultation process has been used to further define policy (where appropriate) and to shape supporting guidance. Any comments of principle affecting the policies and procedures have been subject to review at a consultation moderation panel, comprising the Chief HR Officer, HR Policy and Strategy Manager and the operations HR managers.
- 2.4 Three reference groups have played a significant on-going role since September 2012 in the policy consultation process:

Managers' reference group

Assistant Directors nominated key senior managers to form a managers' reference group. Feedback from the managers' reference group has demonstrated support for change and in general the need to simplify and streamline policies has been well received. There has been a high level of engagement with and commitment to the process. The outcome of the consultation sessions has been positive and has significantly shaped the policies, procedures, guidance notes and supporting materials.

Human Resources reference group

The HR reference group have focussed on the operational practicalities of applying the policies and procedures and issues are being picked up in the supporting guidance. Principles concerned with the policy have been subject to discussion in moderation and have helped further define the policies.

Trade Unions

Consultation with Trade Unions has been constructive and the comments from the trade unions have been taken into account to shape the guidance and many of the comments and issues have been really helpful for this purpose. The trade unions have generally agreed in principle with the policies.

2.5 The policies have been prioritised into four phases with each phase reported to Scrutiny Panel as an essential part of the pre-decision scrutiny process:

- Phase 1 - October 2012
- Phase 2 - March 2013
- Phase 3 - June/ July 2013
- Phase 4 - September/October 2013

2.6 Cabinet (Resources) Panel approved the Phase 1 policies at its 27 November 2012 meeting. The Discipline, Grievance, Bullying and Harassment policies were implemented from 01 February 2013 and the Appraisal and Management of Attendance policies were implemented from 01 April 2013. Implementation includes the development and roll out of management and employee guidance and support and the profiling of the policies on the HR intranet pages.

2.7 Cabinet (Resources) Panel approved the Phase 2 policies at its 12 March 2013 meeting and these were implemented from 01 April 2013; the policies covered: Recruitment and Selection, Agency Workers, Job Carving; Induction, Capability; Redeployment, Redundancy, Retirement; Equality & Diversity.

2.8 Cabinet (Resources) Panel approved the Phase 3 policies at the 26 June 2013 meeting. These policies covered: Working hours; Leave; Support for Carers (maternity, paternity, adoption, fostering); Pay strategy policies: Secondments and acting up; Market forces supplements; External secondments; Casual workers; Personal use of Council ICT and employee privacy statement.

2.9 Two further policies were subject to further consultation and are appended now for approval:

- Flexible working policy - **Annex 1**
- Employees' Code of Conduct - **Annex 2**

2.10 Specific changes to note are:

- The policy on flexible working proposes the introduction of a modernised career break scheme as a replacement for the retainer scheme
- The employees' code of conduct introduces revised standards and a protective protocol in relation to personal relationships

Members are asked to approve the principles detailed in each policy document.

A detailed implementation plan covering communications, training, business briefings, support and timetable for roll out of the policies has been drawn up for Phase 3, which has been implemented from July 2013 onwards. Management guidance has been developed as required.

3. LEGAL IMPLICATIONS

3.1 The Policy reviews take into account up to date employment law and case law.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of progressing the HR Improvement Plan will be met from within existing revenue budgets. The changes to policies will have on-going financial implications. It is not possible to quantify them however, until such time as the policies are implemented. Financial implications will be assessed on a case by case basis. [GE/27082013/B]

5. EQUALITY IMPLICATIONS

- 5.1 The recommendations contained in this report help support and improve the equality agenda across the workforce.
- 5.2 An Equality Analysis for each policy will be prepared.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising from this report.

Background Papers

Report to Cabinet (Resources) Panel: 26 June 2013
Report to Confident and Capable Council Scrutiny Panel:
Report to Cabinet (Resources) Panel: 12 March 2013
Report to Performance Governance & Support Services: 07 March 2013
Report to Cabinet (Resources) Panel: 27 November 2012
Report to Performance Governance & Support Services: 30 October 2012
Report to Performance Governance & Support Services: 6 September 2012
Report to Performance Governance & Support Services: 26 July 2012
Report to Performance Governance & Support Services: 2 February 2012
Report to Performance Governance & Support Services: 17 November 2011

HR Work Plan 2012/13

Report Number	Reports on HR Improvement Plan 2012	CCC Scrutiny
1	HR Improvement Plan - revised	September 2012
2	HR Improvement Plan/Policy Framework - reports phase 1	October 2012
3	HR Improvement Plan/Policy Framework - reports phase 2	March 2013
4	HR Improvement Plan/Policy Framework - reports phase 3	June 2013
5	HR Improvement Plan/Policy Framework - reports phase 4	September 2013

Phase 1: Management of Attendance, Disciplinary, Grievance, Bullying & Harassment, Appraisal.

Phase 2: Recruitment & Selection, Agency Workers, Job Carving, Capability, Induction, Redeployment, Redundancy, Retirement, Equality & Diversity.

Phase 3: Working hours, Leave, Flexible Working, Maternity/paternity/adoption/fostering, Secondments and acting up, External secondments, Market forces supplements, casual workers, Employee Codes of Conduct and ICTS Security policy

Phase 4: Probation, Restructures, TUPE, Collective Disputes, Performance Development, Coaching & Mentoring, Reward and Benefits, Employee Engagement, Trade Union Facilities

Wolverhampton City Council
HR Policy Framework Review Phase 3

Policy	HR Review 3rd Phase	Priority	Consultation	Consultation	Consultation	Consultation	Approval	Consultation	Final Approval
		RAG							
Phase 3	Procedure & Process	High.Med. Low	HR	Managers	TU	CDB	SEB	PGSS	Resources Panel
1. Working hours	Procedure and Process	LOW	May 2013	June 2013	June 2013	June 2013	June 2013	June 2013	June -2013
2. Leave Policy	Procedure and Process	LOW	May 2013	June 2013	June 2013	June 2013	June 2013	June 2013	June -2013
3. Flexible working	Procedure and Process	LOW	May 2013	June 2013	July 2013	June 2013	June 2013	June 2013	Sept -2013
4. Support for Carers (maternity/paternity/adoption/fostering)	Procedure and Process	LOW	May 2013	June 2013	June 2013	June 2013	June 2013	June 2013	June -2013
5. Secondments and acting up, External secondments, Market forces supplements, casual workers	Procedure and Process	LOW	May 2013	June 2013	June 2013	June 2013	June 2013	June 2013	June -2013
6. ICTS Security policy	Procedure and Process	LOW	May 2013	June 2013	June 2013	June 2013	June 2013	June 2013	June -2013
7. Employee Codes of conduct	Procedure and Process	LOW	May 2013	June 2013	July 2013	June 2013	June 2013	June 2013	Sept -2013

Wolverhampton City Council
HR Policy Framework Review Phase 4

Policy	HR Review 4th Phase	Priority	Consultation	Consultation	Consultation	Consultation	Approval	Consultation	Final Approval
		RAG							
Phase 4	Procedure & Process	High.Med. Low	HR	Managers	TU	CDB	SEB	PGSS	Resources Panel
1. Restructures	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
2. TUPE	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
3. Collective disputes	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
4. Performance development	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
5. Coaching and Mentoring	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
6. Reward and Benefits	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
7. Employee Engagement	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013
7. TU Facilities	Procedure and Process	LOW	Aug 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Oct-2013

FLEXIBLE WORKING POLICY

1. The revised flexible working policy and procedures redrafted to meet business objectives is appended.
2. The revised policy seeks to modernise and streamline the Council's approach to managing flexible working practices in the interests both of supporting organisational performance and efficiencies and accommodating employees' work/life balance. The policy is based on the relevant regulations and codes of practice, up to date good organisational practice and is in line with case law development.
3. Key policy changes include:
 - consolidating all aspects of flexible working into one policy document
 - aligning arrangements for management consideration and appeals
 - proposing withdrawal of the former 'retainer scheme' and reconfiguration to a shorter-term 'career-break/sabbatical' scheme.

The retainer scheme has become out of date and less relevant to the business and employee needs of the Council. Its provision of an 'absence with rights' for up to 5 years is not compatible with a public sector organisation undergoing rapid change and reshaping. A more restricted career break/sabbatical for a maximum of 2 years is proposed as a replacement for consideration.

4. Detailed management guidelines are being developed to support the policy implementation. Many of the outcomes of the consultation meetings will be fed into the management guidance and managers, HR and trade unions will continue to be consulted on the guidance. An implementation plan including communications and training has been developed.

Wolverhampton City Council



Human Resources Policy Framework

Flexible Working Policy

Approved by:	<i>Cabinet Resources Panel (23.07.2013)</i>
<i>Published:</i>	
<i>Review date:</i>	

CONSULTATION

The following officers and/or bodies have been consulted on this policy:

Officers and/or Bodies	From	To
HR	05.2013	06.2013
MRG	06.2013	
CDB/SEB	13.06.2013	
CCC Scrutiny Panel	20.06.2013	

The following Trade Unions have been consulted on this policy:

	From	To
Unison	06.2013	07.2013
GMB	06.2013	
Unite	06.2013	

REVIEW LOG			
Date	Version	Comments/Review	Approved by
21.05.2013	0.1	HP	
04.06.2013	0.2	SB/ LH review – career break scheme	

EQUALITY ANALYSIS
An equality analysis is being carried out on this policy and procedure. Contact HR Strategy and Policy Team for a copy. Contact HR on 01902 552345 or by email on HR.supportdesk@wolverhampton.gov.uk for HR advice.

ADVICE
Contact HR on 01902 552345 or email HR.supportdesk@wolverhampton.gov.uk for HR advice.

COMMENTS AND AMENDMENTS
Contact HR on 01902 552345 or email HR.support@wolverhampton.gov.uk to make any comments or suggest any feedback on this policy.

DISTRIBUTION
This policy and procedure is placed on the HR intranet for managers and employees to view. Copies will be provided to recognised Trade Unions and managers electronically.

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1.0 Policy Statement

- 1.1 Wolverhampton City Council is committed to adopting a flexible approach to working arrangements and recognises the benefits that flexible working can have for both employees and the organisation as a whole.
- 1.2 The council recognises that flexible working is an important tool to support improved individual and business performance through greater diversity and increased levels of engagement and commitment from employees at all levels. The Council will therefore seek to provide choice to employees within the framework of the policy.
- 1.3 This policy sets out the Council's approach to flexible working. Some employees have the legal right to request flexible working; however the policy applies to all in-scope employees who meet the eligibility criteria.
- 1.4 The Council will review this policy and procedure from time to time in line with statutory procedures and best practice.

2.0 Scope

- 2.1 This policy and procedure applies to all employees of the Council including Chief Officers and employees based in schools i.e. Teaching Assistants who are members of the Local Government Pension Scheme fund. It excludes Teachers who will be covered by the relevant Schools' Policies and Procedures.

3.0 Principles

- 3.1 The Council is committed to the following principles which underpin this policy:
 - The Council's flexible working policy provides a framework within which employees and managers can explore flexible working arrangements
 - Flexible working requests should be considered fairly and equitably and no employee will suffer a detriment for making a request
 - The appropriateness of any specific flexible working arrangements will depend on a variety of factors such as the nature of the job, the workplace and the way in which duties are organised

- The intention of flexible working arrangements should be to accommodate both service delivery needs and the employee's need for work-life balance. Work-life balance is the ability to combine work and non-work responsibilities without unnecessary detriment to either.
- There are a variety of flexible working arrangements covering hours, times and place of work; these may include the following but this list is not exhaustive:
 - Reduced hours working
 - Term-time only working
 - Annualised hours
 - Compressed hours working (e.g. 9 day fortnight)
 - Agile working (see 7.1 below)
 - Home or mobile working (see 7.2 below)
 - Job sharing (see 7.3 below)
 - Career breaks (see 7.4 below)

The arrangement can be temporary or permanent and can be a combination of different arrangements, e.g. part-time home working.

The right to request flexible working

- 3.2 The council has a legal duty to give due consideration to requests by certain employees to move to flexible working. The law only applies to those employees with a minimum of 26 weeks continuous service who have specified caring responsibilities i.e. employees who are the parent of a child under 17, or a child with a disability under 18, or have caring responsibilities for adults aged 18 or over. In addition employees must not have made a similar request within the last 12 months.

However the council offers the same opportunity to request flexible working to all its employees who meet the continuous service requirements and have not made a similar request within the last 12 months.

4.0 Process and Procedure

In essence flexible working involves employers making adjustments to their preferred working arrangements to accommodate their employees' requests. Please see attached process chart.

Requesting flexible working

4.1 The employee should make the request for flexible working in writing to their manager, who may wish to discuss the matter with HR. The request can be via a standard pro-forma (Appendix 1) or via a letter which covers the following points:

- That it is an application to request flexible working
- The date of any previous application to work flexibly
- The working arrangement being requested and the date the applicant would like it to start
- Whether the arrangement would be temporary (and for how long) or permanent
- Consideration of the effect that the new arrangement is likely to have on service delivery and the impact on work colleagues and how this could be accommodated.

Responding to an application for flexible working

4.2 Managers are encouraged to approach requests for flexible working with an open mind. With careful planning flexible working can improve service delivery employee motivation and commitment.

Please refer to the managers' guidance notes for further information, including information on the process and key points to take into account when considering a request for flexible working.

- If the manager agrees to the request they must notify the employee within 28 days of receiving the request.
- If the manager does not agree, is undecided or needs further information they must meet with the employee to discuss the request within 28 days of it being made.
- The employee has the right to be accompanied at the meeting by a trade union representative of fellow worker
- After the meeting the manager must inform the employee in writing of their decision within 14 days.
- If the arrangement is agreed the manager must set out the agreement and date from which it will take effect and its duration if temporary
- If the request is refused the manager must set out in writing the grounds for refusal, explain why they apply in the circumstances and set out the appeal procedure

An employee has the right not to be subjected to any detriment for a reason connected with the right to request to work flexibly. A dismissal for such a reason will be automatically unfair.

4.3 The only valid reasons for rejecting a request are as follows:

- The burden of additional costs
- Detrimental effect on ability to meet customer demand
- Inability to re-organise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

The Appeals Process

4.4 If the request has been refused, the employee has 14 days after the date that they were notified of the decision to appeal to their Strategic Director in writing, setting out the grounds of appeal.

If the Strategic Director decides that the request is acceptable, the employee must be informed, within 14 days of the appeal, of the variation to their contract and the date it is to start.

If the Strategic Director does not initially accept the request, an appeal meeting must be held within 14 days of receipt of the employee's appeal letter. This will be at a mutually convenient time and place, confirmed in writing, and the employee has the right to be accompanied.

The Strategic Director must notify the employee of his/her decision within 14 days of the date of the appeal meeting.

If the request is accepted the employee must be informed of the variation agreed to and the date on which it is to take effect and the duration if temporary.

If the request is refused the Strategic Director must set out the grounds for the refusal, explaining why they apply.

There will be no further recourse to appeal. If the employee falls within the groups where there is a legal duty to consider the request as outlined under section 3.2 above the employee can complain to the Employment Tribunal if the employer has:

- Failed to hold the initial meeting or appeal meeting
- Failed to provide notice of a decision in accordance with the timescale

- Rejected the application based on incorrect facts (a claim for this reason can only be brought after the application has been rejected on appeal).

4.5 Extension to time limits

Time limits set out in this procedure can be extended, if the manager and employee agree, for instance to allow more time to explore the implications of a flexible working pattern. The extension must be confirmed in writing to the employee. If the manager is on sick or annual leave, the time limits will apply from when they return to work.

4.6 Withdrawing an application

If the employee verbally withdraws their application, the manager should write to them to confirm this. Where the employee fails to meet their responsibilities the manager may also treat an application as withdrawn. This will apply when an employee fails to attend, without reasonable cause, a meeting more than once or unreasonably refuses to provide the manager with information required to assess whether the working arrangement can be agreed to.

5.0 Terms and conditions of employment for employees subject to a flexible working arrangement

As a basic principle, all terms and conditions will be applied pro-rata to the number of hours worked.

5.1 Additional Work

There is no restriction on holding more than one reduced hours post, providing there is no conflict of interest between the posts, and feasibility has been considered in terms of the standard of service provision and the health, safety and welfare of the employees concerned. As with any recruitment situation, it is also imperative that equality principles have been adhered to.

5.2 Training

Employees working reduced hours should have access to training and development opportunities and provisions equal to that of full-time employees. Thus when on training courses outside their daily contracted hours, they should be paid on the same basis as full-time employees.

Please see managers' guidance notes for further information on time off for training and reduced hours workers

5.3 Returning from maternity leave

Women returning from maternity leave have the right to return to work on reduced hours for up to thirteen weeks. Women considering working reduced hours after this should start negotiations with their manager as soon as possible after returning to work.

5.4 Employment Protection Rights

Reduced hours workers have the same employment protection rights as full-time employees. These rights, including the right to claim unfair dismissal, maternity rights, and redundancy pay rights, apply once an employee has the appropriate continuous local government qualifying service

5.5 Employees Nearing Retirement

Employees nearing retirement who are considering making a request to work reduced hours are advised to discuss the effect of this on their pension entitlement.

6.0 Implementing a flexible working arrangement

Final details should be negotiated with the employee as necessary, and then set out in writing, with a copy for the employee to sign and return. All relevant personnel records should be amended accordingly.

Commencement of the reduced hours working arrangement can be whenever is mutually convenient, taking into account:

- Service delivery needs
- The employee's personal circumstances
- Arrangements for the remaining hours, e.g. the anticipated period of recruitment, if applicable

It is reasonable that flexible working should start within three months of approval for the arrangement being given.

7.0 Types of flexible working arrangements

7.1 Agile Working

One of the council's key strategic objectives is to build an organisation which is agile, lean and responsive to the needs of local residents. As

part of this objective the council is currently developing options for agile working. An agile working policy will be developed in the near future, based on the following generic principles;

- Appropriate and efficient work spaces
- On-going support for employees
- IT infrastructure and technology
- Aligned to service/business needs
- Emphasis on results/outputs
- Valuing diversity
- Appropriate to council's property portfolio

The future business needs of the service will be taken into account when developing the Agile Working Policy, along with the personal circumstances of any staff currently working under the council's existing flexible working policies, including home and mobile working.

In the meantime the following home and mobile working arrangements will continue to apply, where appropriate.

7.2 Home and Mobile Working

Home working usually refer to a situation where an employee works at home or out of the office for at least 50% of their working time. The arrangement can be full or part-time, permanent or temporary.

There are various occasions when the opportunity to consider home and/or mobile working may occur:

- (a) When seeking approval to fill a vacancy
- (b) In response to a particular organisational requirement
- (c) At the point of recruitment and selection
- (d) When a current employee requests homeworking

The first two would be management-led, whereas (c) and (d) would be employee-led. However home or mobile working cannot be imposed on any employee without proper negotiation and their full agreement.

Having considered and agreed any arrangement and having consulted the relevant trade union, a written agreement covering all home/mobile working arrangements should be signed by both the manager and the employee.

It is recommended that any arrangement should be reviewed initially after two months and then on a six-monthly basis, with an option to give notice to terminate the arrangement on either side if it is not working satisfactorily.

Please refer to the managers' guidance notes for further information or advice can be sought from Human Resources.

7.3 Job Share

The Council gives employees the right to job-share a full-time post. The policy is applicable to all posts below Chief Officer level, unless the post has been formally exempt (see below). Chief Officer posts are automatically exempt from the scheme.

Job-sharing occurs when two people divide one full-time job between them (whether or not both halves of the post are filled). Each sharer does a proportion of the hours and work (usually, but not necessarily, half). Pay and other benefits, such as holidays, are pro-rata to the hours worked.

If one half of a job share post subsequently resigns then their duties and hours will automatically be offered to their job share partner.

Responding to a request to job share

The following factors need to be considered when an application for job-sharing is received:

Does the job involve:

- Two people jointly undertaking the whole job, or
- The job being split into two separate components with the duties also being apportioned between the two sharers. (It is not necessary to rewrite the job description, but it is essential for the manager to agree with the job-sharers which aspects each will carry out)
- The hours of work and work pattern which will apply
- Can the existing employee commence working the reduced hours while the vacant half is advertised, or is this dependent on the other sharer being ready to start?
- The handover arrangements that will apply

Job Share appeals process

Where applications to job share are refused and the refusal has been upheld by the Assistant Director, the employee should be made aware of their right of appeal.

The employee has 14 days after the date that they were notified of the decision to appeal to their Strategic Director in writing, setting out the grounds of appeal.

The reason for the initial decision will need to be fully justified by the service group and verified by Strategic Director and the Head of Human Resources.

If the Strategic Director and Head of Human Resources do not initially accept the request, an appeal meeting should be held within 14 days of receipt of the employee's appeal letter. This will be at a mutually convenient time and place, confirmed in writing, and the employee has the right to be accompanied.

If the Strategic Director and Head of Human Resources decide that the request is acceptable, the employee must be informed within 14 days of the appeal meeting.

If the request is refused the Strategic Director must notify the employee of their decision within 14 days of the date of the appeal meeting and set out the grounds for the refusal, explaining why they apply.

Following this decision a Record of Exemption (Appendix 2) will be attached to the post in question and will be kept on file in Human Resources. This will provide a formal record of that post's exemption from the job-share policy, should the post become vacant and re-advertised in future.

Service Groups may apply for a Record of Exemption for a post prior to advertising, if it is felt that job-sharing the post would not be a feasible option.

7.4 Career Breaks scheme

The career break scheme allows employees to resign from their post for up to two years, and then return to a post on the same grade and spinal column point as they left.

The aim of the Retainer Scheme is two-fold:

- To attract and retain skilled and experienced staff in areas where there are recruitment and retention difficulties.
- To provide an opportunity for employees of the Council to take a career break for personal reasons (e.g. childcare, elderly relative

care, or possibly for reasons such as study leave) without irretrievably damaging their future career prospects.

Return to the original post or an identical one is not guaranteed. The employee may return at any time during the scheme, providing they give three months' notice of their intention to return.

If an appropriate post is not available on return, a suitable alternative or a supernumerary role will be offered for a period of 12 weeks whilst the employee is placed on the redeployment register. Funding for the Supernumerary post will be provided by the employing service.

If no post is available at the end of the 12 weeks, the employee's contract would be terminated.

It is for this reason that only staff in areas of recruitment and retention difficulties should be allowed onto the scheme.

Applications to the Scheme

Any employee who is interested in the Scheme should complete an application forms and give it to their manager, who will consider the request in consultation with the appropriate Assistant Director.

- If the Service Group does not agree to release the applicant, then they should be informed of the decision and the reasons for it.
- If the application is approved, will write to the applicant confirming that they have been accepted onto the Scheme and the employee should give the normal period of notice for resigning from their job.

Obligations under the Scheme

Employees must not undertake any other continuous paid employment during their career break although casual, temporary or out-of-office-hours working may be acceptable. In such circumstances, the employee should inform HR, who will consider each case on its merits

Procedure for Return to Work

Employees must give three months' notice in writing of their intention to return to work, to give management time to arrange suitable employment.

The employing service is responsible for trying to place the employee in a suitable post at their original grade.

Other Conditions

Time spent on the Scheme will not count towards service related benefits, but participants will retain previous service for certain entitlements, including: sick pay, annual leave, period of notice, occupational maternity pay, local right of appeal to the Council for unfair dismissal, and entitlement to redundancy pay.

Previous service will not count for the following: the right to claim unfair dismissal at Employment Tribunal and calculation of statutory maternity pay. That is, service will only count from when the employee leaves the Scheme and returns to work.

Please refer to the managers' guidance notes for information on employees who wish to join the scheme end-on to maternity leave

8.0 Roles and Responsibilities

8.1 Roles and Responsibilities of Employees

Employees have a responsibility to comply with the relevant procedures. Employees should work with their manager and colleagues to ensure that where appropriate their requested change to working arrangements is as smooth as possible.

8.2 Roles and Responsibilities of Managers

Managers have a responsibility to consider employee's applications sympathetically and with due regard to the business needs of the service. Discuss with employees possible options or alternatives and act promptly to any request including the completion of associated paperwork.

8.3 Roles and Responsibilities of HR

HR will advise and support managers and employees when considering options for flexible working and in any issues arising from the implementation of this policy.

8.4 Roles and responsibilities of the Head of HR

In consultation with the recognised Trade Unions, the Head of HR will exercise delegated authority for and be responsible for the on-going review and updating of this Policy to ensure compliance with changes in statutory requirements and operational delivery, including responsibility for identifying the appropriate process for the regular evaluation of the effectiveness of this policy. Any fundamental changes to this Policy will be brought before the Resources Panel for approval

8.5 Roles and responsibilities of Trade Unions

Any review and revisions of this policy will be undertaken by HR in consultation with the councils recognised trade unions

9.0 Monitoring and review

This policy and procedure will be reviewed and updated annually and will be available to managers and employees via the HR intranet

10.0 Links to Other Policies and Procedures

Recruitment and Selection
Leave Entitlement
Redundancy
Redeployment
Flexible Retirement
Equal Opportunities
Health and Safety

11.0 Equality

- 11.1 An Equality Analysis is being undertaken on this policy and procedure.
- 11.2 The Council has a duty to monitor the application of the policy in relation to protected characteristics under the Equality Act 2010. This is reported annually in the Council's Equality Monitoring Report (Employment).
- 11.3 If any aspect of this policy or procedure causes difficulty on account of an employee's disability or because English is not their first language, they should contact HR, and appropriate arrangements will be made.

Appendix 1

**WOLVERHAMPTON CITY COUNCIL
APPLICATION FOR FLEXIBLE WORKING ARRANGEMENTS**

To be completed by the employee and forwarded to their manager.

Name: _____

Job Title: _____

Section / Service Group _____

Grade: _____

Current working
pattern: _____

Requested working
pattern: _____

Suggested commencement date of working
arrangement: _____

Date of any previous application to work
flexibly: _____

Requested duration of arrangement if not
permanent: _____

Impact on service delivery and colleagues. How this could be
accommodated:

Any other comments in support of application:

Please forward to your line manager who will reply or arrange to meet with you within 28 days of receipt. If you do not receive a response within this timescale, please write to your Assistant Director attaching a copy of this form.

**WOLVERHAMPTON CITY COUNCIL
JOB SHARE POLICY**

RECORD OF EXEMPTION

Service Group.....

Section.....

Job Title.....

Grade.....

Number of Jobs for which exemption applicable.....

Reasons for Exemption:

To be completed by Manager

Signed: Date:

To be completed by Assistant Director:

Signed: Date:

If the decision to exempt is upheld:

To be completed by Head of Human Resources

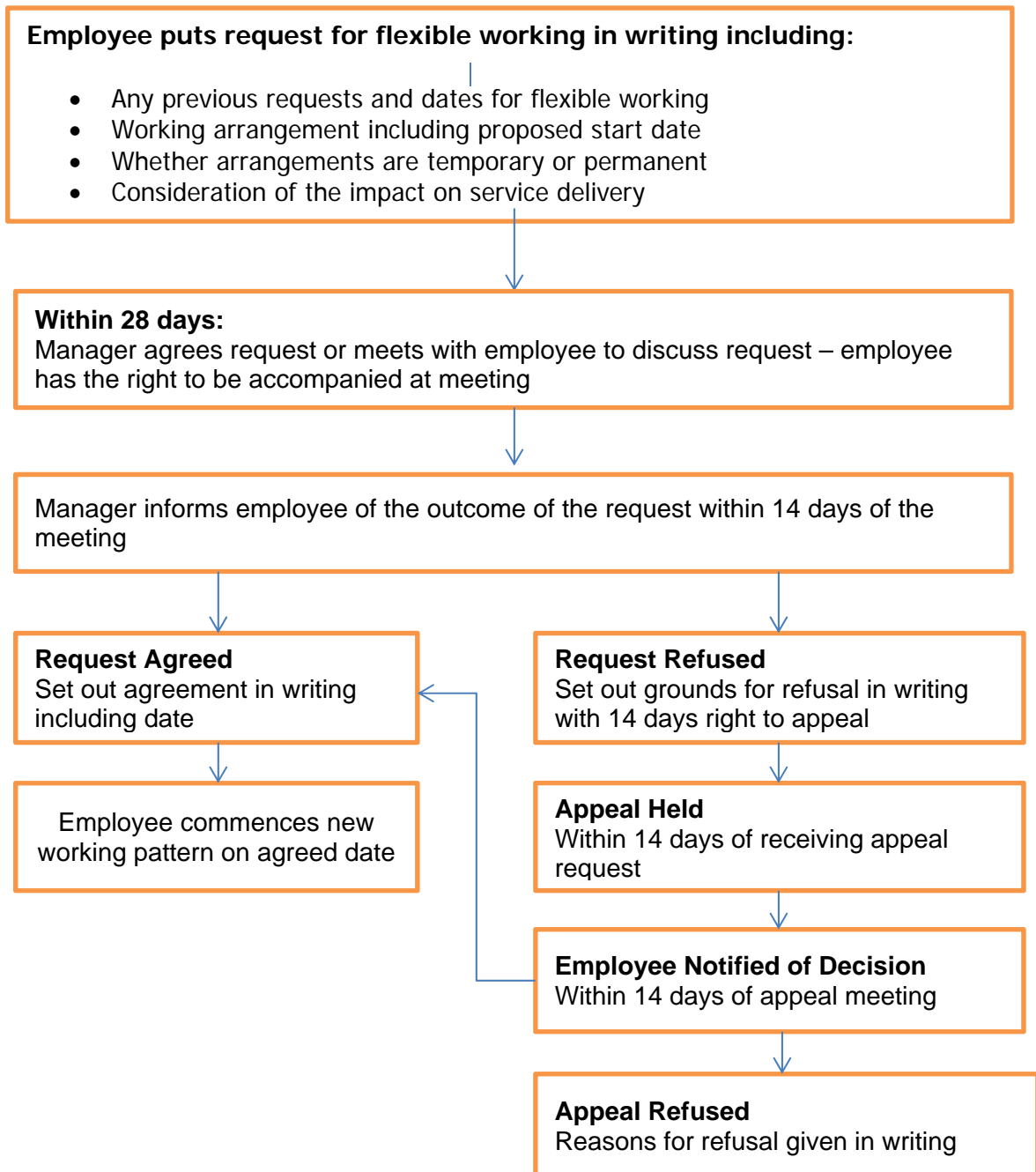
Signed: Date:

To be completed by Strategic Director

Signed: Date:

Appendix 3

Request for Flexible working Process Chart



EMPLOYEE STANDARDS AND CODES OF CONDUCT

1. The employee codes of conduct are appended as follows:
 - Employees' code of conduct
 - Travel, subsistence and hospitality (including gifts and hospitality guidelines)
 - Liability of employees
 - Service on outside bodies

2. The reformatted codes were previously held within the Council's constitution but have been relocated to the HR policy framework. Adherence to the codes and standards set by the Council for all employees is an important part of the employment contract and ability of the organisation to deliver high standards of service for the city. The codes are based on relevant national codes and regulatory standards for local government employees and up to date good organisational practice. Breach of the codes is a disciplinary matter.

3. The principle change is the addition in the Employees' Code of Conduct of a section on close personal relationships at work. This is in line with good operating practice in a modern organisation and is aimed at ensuring probity and transparency and avoiding allegations of favouritism or inappropriate decision making.

4. Formal consultation with HR, a senior managers' reference group and the trade unions has informed the development of the policy.

DRAFT

Wolverhampton City Council



Human Resources Policy Framework

Code of Conduct for Employees

Approved by:	<i>Cabinet Resources Panel (23.07.2013)</i>
<i>Published:</i>	<i>xx.xx.2012</i>
<i>Review date:</i>	<i>xx.xx.2013</i>

CONSULTATION

The following officer and or bodies have been consulted on this policy:

Officers and or Bodies	From	To
HR	05.2013	06.2013
MRG	06.2013	
CDB/SEB	13.06.2013	
CCC Scrutiny Panel	20.06.2013	

The following Trade Unions have been consulted on the policy

	From	To
Unison		
GMB		
Unite		

REVIEW LOG			
Date	Version	Comments/Review	Approved by
06.06.2013	0.3	KI revisions	
03.09.2012	0.2	Reformatted	
22.08.2012	0.1	Amended – new section on spouses, partners and close personal friends	KI

EQUALITY ANALYSIS
An equality analysis is being carried out on this policy and procedure. Contact HR Strategy and Policy Team for a copy. Contact HR on 01902 552345 or by email on HR.supportdesk@wolverhampton.gov.uk for HR advice.

ADVICE
Contact HR on 01902 552345 or email HR.supportdesk@wolverhampton.gov.uk for HR advice.

COMMENTS AND AMENDMENTS
Contact HR on 01902 552345 or email HR.supportdesk@wolverhampton.gov.uk to make any comments or suggest any feedback on this policy.

DISTRIBUTION
This policy and procedure is placed on the HR intranet for managers and employees to view. Copies will be provided to recognised Trade Unions and managers electronically.

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1. Introduction

- 1.1 The public is entitled to expect the highest standards of conduct from all employees who work for local government. This Code outlines existing laws, regulations and conditions of service to assist employees in their day-to-day work. The Code is produced in the light of the challenges that employees face in the new and more commercially orientated environment.
- 1.2 The aim of the Code is to lay down guidelines for local government employees which will help maintain and improve standards and protect employees from misunderstanding or criticism. The Code is based upon a standard code approved by the local authority associations.
- 1.3 The Code applies to all local government employees in Wolverhampton. Inevitably some of the issues covered by the Code will affect senior, managerial and professional employees more than it will others. The Code is intended to cover all employees under a contract of employment within the Council, including office holders such as registrars.

2. Standards

- 2.1 Local government employees are expected to give the highest possible standard of service to the public and where it is part of their duties, to provide appropriate advice to Councillors and fellow employees with impartiality. Employees will be expected, through agreed procedures and without fear of recrimination, to bring to the attention of the appropriate level of management any deficiency in the provision of service. Employees must report to a Senior Manager or Chief Officer any impropriety or breach of procedure.

3. Disclosure of Information

- 3.1 It is accepted that open government is best. The law requires that certain types of information must be available to Councillors, auditors, government departments, service users and the public, but recognises that information is confidential. Employees should ensure that confidentiality of information is maintained when required by the law and the Council.
- 3.2 Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way. Any particular information received by an employee from a Councillor which is personal to that Councillor and does not belong to the Council should not be divulged

by the employee without the prior approval of that Councillor, except where such disclosure is required or sanctioned by the law.

4. Political Neutrality

- 4.1 Employees serve the Council as a whole. It follows they must serve all Councillors and not just those of the controlling group, and must ensure that the individual rights of all Councillors are respected.
- 4.2 It is recognised that political parties will wish to formulate their policies in private in some circumstances, yet require an employee input. Confidentiality should be maintained in these circumstances.
- 4.3 Employees (whether nor not politically restricted under the provisions of the Local Government and Housing Act 1989) must follow every lawful expressed policy of the Council and must not allow their own personal or political opinions to interfere with their work.
- 4.4 Political assistants appointed in accordance with the Local Government and Housing Act 1989 are exempt from the standards set in paragraphs 4.1 and 4.3.

5. Relationships

5.1 Councillors

Employees are responsible to the Council through its senior managers. For some, their role is to give advice to Councillors and senior managers and all are there to carry out the Council's work. Mutual respect between employees and Councillors is essential to good local government. Close personal familiarity between employees and individual Councillors can damage the relationship and prove embarrassing to other employees and Councillors and should therefore be avoided.

5.2 The Local Community and Service Users

Employees should always remember their responsibilities to the community they serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by the policies of the Council.

5.3 Contractors

All relationships of a business or private nature with external contractors, or potential contractors, should be made known to a senior manager. Orders and contracts must be awarded on merit, by fair

competition against other tenderers, and no special favour should be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community should be discriminated against.

5.4 Employees who engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, should declare that relationship to their Chief Officer.

5.5 **Spouses, partners and close personal friends**

Employees who have a close personal relationship with any other employee of the Council should take special care to ensure that the relationship does not interfere with normal working relationships and does not cause others to doubt that they will be treated fairly. If it does, appropriate action will be taken in such circumstances.

5.6 People who already have a close personal relationship should not seek employment in the same work group. Senior managers have a particular responsibility to ensure that there can be no question of favouritism or bias in the appointment or treatment of any person with whom they have a close personal relationship outside their particular work group.

5.7. Where employees are involved in a close personal relationship with a work colleague which has broken down, they must ensure that they do not involve others in their private affairs within the workplace. Relations and/or their breakdown must not interfere with working arrangements.

5.8 Employees who are in, or embark on, a close personal relationship within the same service or department must declare the relationship to their manager and may voluntarily sign the protocol at appendix 1 to help ensure probity and appropriate behaviours. Dependent on the working arrangements, the nature of the post(s) held and an assessment of the potential risk to the organisation, the relevant Strategic Director/Assistant Director may **require** employees to sign the relationship protocol. Signed relationship protocols will be maintained confidentially by the Chief Human Resources Officer and a copy placed on each individual's personal file. Where staff are engaged in a close personal relationship further removed than the same department the protocol is also available on a voluntary basis.

6. **Appointment and Other Employment Matters**

6.1 Employees involved in appointments should ensure that these are made on the basis of merit. It is improper for an employee to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post. In order to avoid any

possible accusation of bias, employees should not be involved in an appointment where they are related to an applicant, or have a close personal relationship outside work with him or her.

- 6.2 Similarly, employees should not be involved in decisions relating to discipline, promotion or pay adjustments for any other employee who is a relative, partner, etc.

7. Outside Commitments

- 7.1 All employees should be clear about their contractual obligations with the Council and should not take outside employment which conflicts with the Council's interests. Employees should declare to their senior manager outside commitments that could be considered as having some similarity with their Council duties or might cause conflict.
- 7.2 The Council retains ownership of intellectual property or copyright created during a person's employment.

8. Personal Interests

- 8.1 The Assistant Director (Governance) will maintain a register of employees' interests outside their contract of employment. All employees should, without delay, notify the Assistant Director (Governance) and their Chief Officer of outside interests which cover:-
- (a) Any non-financial interests that they consider could bring about conflict with the Council's interests;
 - (b) Any financial interests which could conflict with the Council's interests;
 - (c) Membership of any organisation not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct.
- 8.2 The register of employees' interests will be kept on a confidential basis.

9. Equality Issues

- 9.1 All local government employees should ensure that policies relating to equality issues as set down by the Council are complied with in addition to the requirements of the law. All members of the local community, customers and other employees have a right to be treated with fairness and equity.

10. Separation of Roles during Tendering

- 10.1 Employees involved in the tendering process and dealing with contractors should be clear on the separation of client and contract roles within the Council. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.
- 10.2 Employees in contractor or client units must exercise fairness and impartiality when dealing with all customers, suppliers other contractors and sub-contractors.
- 10.3 Employees who are privy to confidential information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation.
- 10.4 Employees contemplating a management buy-out should, as soon as they have formed a definite intent, inform the Chief Executive and withdraw from the contract awarding processes.
- 10.5 Employees should ensure that no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

11. Corruption

- 11.1 Employees must be aware that it is a serious criminal offence for them corruptly to receive or give any gift, loan, fee, reward or advantage for doing, or not doing, anything or showing favour, or disfavour, to any person in their official capacity. If an allegation is made it is for the employee to demonstrate that any such rewards have not been corruptly obtained.

12. Use of Financial Resources

- 12.1 Employees must ensure that they use public funds entrusted to them in a responsible and lawful manner. They should strive to ensure value for money to the local community and to avoid legal challenge to the Council.

13. Hospitality

- 13.1 Employees should accept offers of hospitality only if there is a genuine need to impart or receive information or represent the Council in the community. Offers to attend purely social or sporting functions should

be accepted only when these are part of the life of the community or where the Council should be seen to be represented. They should be properly authorised and recorded.

- 13.2 When hospitality has to be declined those making the offer should be courteously but firmly informed of the procedures and standards operating within the Council.
- 13.3 Employees should not accept significant personal gifts from contractors and outside suppliers, although employees can keep insignificant items of token value such as pens, diaries, etc.
- 13.4 When receiving authorised hospitality employees should be particularly sensitive as to its timing in relation to decisions which the Council may be taking affecting those providing the hospitality.
- 13.5 Acceptance by employees of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, where the Council gives consent in advance and where the Council is satisfied that any purchasing decisions are not compromised. Where visits to inspect equipment, etc. are required, employees should ensure that the Council meets the cost of such visits to avoid jeopardising the integrity of subsequent purchasing decisions.

14. Sponsorship – Giving and Receiving

- 14.1 Where an outside organisation wishes to sponsor or is seeking to sponsor a local government activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts of hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
- 14.2 Where the Council wishes to sponsor an event or service neither an employee nor any partner, spouse or relative must benefit from such sponsorship in a direct way without there being full disclosure to a Chief Officer of any interest. Similarly, where the Council through sponsorship, grant aid, financial or other means, gives support in the community, employees should ensure that impartial advice is given and that there is no conflict of interest involved.

15. Supporting Regulations, Codes and Procedures

15.1 Supporting this general Code of Conduct are specified detailed regulations and procedure codes:

- Contracts Procedure Rule
- Financial Procedure Rules
- Anti-Fraud and Corruption Policy
- Anti-Money Laundering Policy
- Whistle Blowing Policy
- Hospitality Code
- Human resources policies and procedures
- National Scheme of Conditions of Service
- Equal Opportunities Policy
- Computer Security Policy
- Service Group Instructions and Codes

CLOSE PERSONAL FRIENDSHIP PROTOCOL

Names: _____

INTRODUCTIONS

The following protocol has been agreed between the above parties to ensure probity between _____ and _____. The protocol is to protect the integrity of both parties, ensure probity and transparency and avoid allegations of favouritism or inappropriate decision making. This is a protective document and does not suggest any impropriety by the signing partners whatsoever.

EXCLUSIONS

This protocol does not remove the right of the Council to respond to any formal complaints received by the Chief Executive, Monitoring Officer or Head of Human Resources with an investigation if this is deemed necessary or appropriate by the Chief Executive.

PROTOCOL

Line Management

1. [The arrangements for line management will be explained here].

Operational Management Activities

2. Neither party to this protocol will sign or countersign the following in relation to the other party in this protocol:
 - (a) Travel Claims
 - (b) Subsistence Claims
 - (c) Training or development activities
 - (d) Attendance at conferences
 - (e) Changes to ICT equipment or telephone
 - (f) Appraisal or other performance processes
 - (g) Annual leave
 - (h) Purchase of new equipment
 - (i) Procurement of goods or services by a third party initiated by the other party in this protocol

Promotion or Alternative Work

3. Neither party to this protocol will sign, countersign, instigate or suggest to any third party the following:
 - (a) Promotion within the current work area
 - (b) Promotion to another part of the City Council
 - (c) Secondment to another area within the City Council
 - (d) Salary changes of any description
 - (e) Regrading
 - (f) Honorarium Payments
 - (g) Additional payments of any kind

Confidential Information

4. Both parties to this protocol agree that they will not share confidential information of any nature and will not reveal to each other any information about the other's employment with Wolverhampton City Council.

Interview Panels and Recruitment Processes

5. Neither party to this protocol will be involved in an interview panel or recruitment process involving the other or jointly sit on any interview panel.

Disciplinary or Redundancy or other matters

6. Neither party to this protocol will be involved in processes which involve the other party unless specifically requested to do so by the Chief Executive, (or Investigating Officer in the case of a disciplinary investigation).

Spirit of the Protocol

7. Where something is not specifically referred to in this protocol it is agreed that the spirit of the protocol will be observed.

Close Friendship

8. Should the close friendship cease to be so the protocol will remain in force until Wolverhampton City Council no longer employs one of the parties.

Both Parties to the Protocol Note

9. Both parties note that this protocol is purely precautionary to protect both parties from unfounded or inappropriate suggestions of favouritism or misconduct at Wolverhampton City Council.

The following parties have signed the protocol and will ensure adherence to it:

Name:	Name:
Position:	Position:
Wolverhampton City Council	Wolverhampton City Council

Copies of this protocol are distributed as follows:

- 1.
- 2.
- 3.
- 4.



Cabinet (Resources) Panel

11 September 2013

Report Title	Street Cleansing Optimisation Review Report and Proposal for Reconfiguration of the Preferred Service Delivery Model	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor John Reynolds Environmental Services	
Key Decision	No	
In Forward Plan	No	
Wards Affected	All	
Accountable Strategic Director	Keith Ireland, Delivery	
Originating service	Delivery / City Services	
Accountable officer(s)	Steve Perkins Tel Email	Strategic Advisor, City Services 01902 55(6292) steve.perkins@wolverhampton.gov.uk

Steve Woodward Head of Public Realm, City Services
Tel 01902 55(4260)
Email steve.woodward@wolverhampton.gov.uk

Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

Consider the contents of this report and approve Option 2 as the preferred service delivery model that aligns cleansing cycles throughout the city and implements best practice in all areas, which also allows the best utilisation of resources within programmed works deployed in areas in most need of cleansing.

1.0 Purpose

- 1.1. To seek approval for the service delivery changes and associated financial savings for the street cleansing optimisation review, and to note the findings of the review and the reconfiguration of the preferred street cleansing service delivery model to ensure consistency across all 3 Public Realm Environmental areas – previously contract areas for the North-East, South-East and West areas, and to enable the service to work more efficiently by making the best use of resources.

2.0 Background

- 2.1. Each year, the Partnership Management Board approves a Service Development Plan which is focussed on increasing the efficiency of Public Realm Services (formerly Street Scene Services) and to ensure that Value for Money is achieved throughout these areas. It ensures that service developments are in line with corporate priorities and aligns resources to them. It also plays a major part in delivering a shared vision for the Council in driving the Council's Corporate, Community and Local Area objectives. By challenging how our services are delivered, Public Realm Services is seeking to improve delivery of its environmental cleansing, and provide a fit for purpose street cleansing service within the available budget envelope.
- 2.2. In the "Service Development Plan 2011/12" a street cleansing optimisation review was included. Following discussions between key stakeholders, the timetable for completion of this piece of work was extended in order that we could utilise the "WebAspx" Route Optimisation software.
- 2.3. Route optimisation technology helps develop achievable, well balanced street cleansing rounds.

Rationale for Service Change:

- 2.4. Public Realm Services is continually striving to provide effective, efficient and consistent street cleansing services for the future needs of the City.
- 2.5. Route optimisation would aim to:
 - Balance workloads across teams
 - Reduce time and mileage
 - Increase productivity
 - Optimise vehicle and staff resources
 - Design optimum vehicle fleet for the new service
 - Optimise tip off facilities
 - Measure performance against planned routes
 - Realise savings in fuel, maintenance, tyre wear and carbon footprint
 - Provide achievable rounds for teams
- 2.6. It would also develop a new street cleansing resource model for the City Centre that would enable deployment of resources identified from the optimisation review to provide a more visible street cleansing presence and further drive the environmental maintenance standards.

- 2.7 The Council's medium term financial strategy has identified the need to deliver a further £89M of savings over the next 5 years. These savings are required due to cuts in Government grant at a time when the Council's costs continue to increase due to a combination of price and demand pressures.
- 2.8 The preferred model would allow the service to further optimise mechanisation with the procurement of four mechanised pedestrian Applied "Green machine" Sweepers – Wolverhampton City Centre (x2), Bilston Town Centre (1), together with an additional 1 Applied "Green machine" Sweeper for use as a flexible use machine in other areas, for example such as Wednesfield Town Centre and Tettenhall High Street and other such areas as well.
- 2.9 Key objectives of any alternative Service Delivery Model was to:
- i. Ensure consistency in standards and embed best working practices across the whole of the City.
 - ii. Create a Service Delivery Model that is fit for purpose, capable and confident that it provides robust consistent frontline environmental cleansing service delivery that is aligned with the Council's Corporate Plan's Strategic Framework and the Service Area Plan by meeting the needs of the Residents, Businesses and helping to create a vibrant City that attracts visitors.
 - iii. To provide a more visible and enhanced frontline environmental cleansing service within the City Centre and along the main arterial routes (A Roads) leading in and out of the City of Wolverhampton.
- 2.10 Primary Network Road Classifications are as follows:
- i. **A Roads** (Principal Roads as identified in the Highways Act) – highest class of classified road, and top tier of the roads classification. These are strategic road networks given a unique reference number known as A Roads e.g. A449 Penn Road & Stafford Road, and A41 Bilston Road.
 - ii. **B Roads** (Secondary Roads which are not Principal Roads) - These are the second tier in the road system. Each B Road is given a unique reference number known as B Roads e.g. B4161 Birches Barn Lane, Broad Lane, Henwood Road and B4484 Long Knowle Lane, Amos Lane.
 - iii. Other Roads – These tend to be residential areas and are not classified as either Principal (**A Roads**) or Secondary Roads (**B Roads**).

Review Methodology:

- 2.11 Consideration and review of the current Street Cleansing Service Delivery Model (see Appendix 1 – Existing Resource Model) included:
- 2.12 Recording and analysis of the current processes, resources and working practices for service delivery on street cleansing services.
- Measuring productivity of on-site of activities during October and November in each area identifying standard cleansing rates across Channel sweeping, Pavement sweeping and Litter picking services.

- Validation against known productivity rates from other Enterprise contract areas.
- Calculated productivity rates reviewed and agreed with management teams.
- Validation of all areas of the city in scope for the services building a City wide as-is model within the planning system of “WebAspx”.
- Confirmation of the current operating delivery model with the management teams.
- Identification of best practices from both within the Wolverhampton model and other Enterprise contract areas as a comparator.

2.13 Considerations and methodology of the future Service Delivery Model included:

- Implementation of best practice for each service type across each area.
- Creation of consistent cleansing frequencies across the city with particular attention given to analyse frequencies to ensure quality of cleansing standards.
- Input of the agreed productivity rates from the measuring exercise.
- Analysis of alternative frequency models and the implications on time and resources were explored.
- Identification of resource requirements for the delivery models.
- Introduction of measures across all areas on round sheets.
- Creation of a City wide Service Response Team or “Hit Squad” to manage service requests outside of the standard cleansing requirements to ensure that resources are not redeployed from routine programmed works.

3.0 Service Delivery Model Options

3.1 The optimisation review considered four Service Delivery Models as detailed below:

3.2 **Option 1:** Continue with the current services with no change to resources or frequency of cleanse. This option would not deliver any cost savings nor introduce best practices across the service.

3.3 **Option 2:** Major **A** roads will continue to have minimum weekly manual litter picking together with fortnightly mechanised pavement and road channel sweeping, with **B** roads also continuing to have minimum fortnightly manual litter picking together with 6-weekly mechanised pavement and road channel sweeping. These are minimum standards; some areas of the city actually receive a regular cleanse on a daily basis based upon acknowledged intelligence.

3.4 The major change of this reconfiguration option is for the mechanised sweeping for roads not classified as **A** or **B** Roads to be set at every 12 weeks as a minimum, whilst still maintaining a continuous presence, such as orderly truck rounds (hand carts) and specific gully, pavements and litter picking at a minimum of every 6 weeks.

3.5 In addition to this, there would be major enhancements to the service, including a mobile city-wide resource team to deal with urgent / high priority problems and requests, and also additional mechanical “Green machines” in the city/town centres, shopping areas and other such “hot-spots” – 2 would be based in the City centre, 1 in Bilston, and 1 more would be a mobile unit to deal with other areas such as Tettenhall High Street, Wednesfield town centre etc
Manual litter picking would be more frequent than the 12 week mechanised cycle due to concerns raised during the configuration of this model.

All management teams from the three areas concluded that a minimum manual litter pick every 6 weeks (excluding **A & B Roads** and other exceptions that would be cleansed more frequently) would enable delivery of acceptable standards throughout the City in accordance with section 89 of The Environmental Act 1990 (E.P.A. Act) and the 'Code of Practice on Litter and Refuse' (COPLAR) 2006 which provides guidance on a series of legislation and powers affected by the Clean Neighbourhoods and Environment Act 2005 (*see Table 1 below*):

Manual Litter Picking

Table 1: (Option 2)

Road Type	A Road	B Road	All Other Roads
Frequency	Weekly	Fortnightly	Every 6 Weeks

Mechanised Channel Sweeping

Road Type	A Road	B Road	All Other Roads
Frequency	Fortnightly	Every 6 Weeks	Every 12 Weeks

Mechanical Pavement Sweeping

Road Type	A Road	B Road	All Other Roads
Frequency	Fortnightly	Every 6 Weeks	Every 12 Weeks

- 3.6 Flexibility for cleansing exceptions are included within the plan on this option. Locations which would require additional cleansing due to high foot fall or other local issues have been identified and included in this model.
- 3.7 **Option 3:** Identical to option 2 for mechanised cleansing, however manual litter picking also moves to the same frequency of 12 weekly. This model was investigated and all 3 Area management teams confirmed that standards would not be maintained to acceptable level with this manual litter picking frequency. This option would not be recommended in the conclusions (*see Table 2 below*):

Manual Litter Picking

Table 2: (Option 3)

Road Type	A Road	B Road	All Other Roads
Frequency	Fortnightly	Every 6 Weeks	Every 12 Weeks

Mechanised Channel Sweeping

Road Type	A Road	B Road	All Other Roads
Frequency	Fortnightly	Every 6 Weeks	Every 12 Weeks

Mechanical Pavement Sweeping

Road Type	A Road	B Road	All Other Roads
Frequency	Fortnightly	Every 6 Weeks	Every 12 Weeks

- 3.8 **Option 4:** Create a City wide resource to carry out all mechanical sweeping throughout Wolverhampton. This option is currently impractical due to the existing internal / external contractual arrangements.

Service Implications:

- 3.9 The preferred resource model has been designed to have a limited impact, however there may be reduced visibility in some areas.
- 3.10 The preferred service delivery model should be communicated to all areas. In the past there have been perceptions that cleansing frequencies can be adjusted in individual areas without review. This inevitably leads to variations and inconsistencies in standards across these areas and has both financial and resource implications affecting service delivery.
- 3.11 It should be an accepted consequence that standards would be different and we need to build in the ability to programme legitimate additional service requests through supervisory inspection and control before deployment of resources, and only where areas have fallen below standard or there is evidence of environmental issues that cannot be addressed initially by the Team Leader at the time of inspection, in which cases the Service Response team could be deployed.
- 3.12 As a result of the optimisation review it would be necessary to revisit the internal Service Level Agreements (SLA's) with Fleet Services to ensure they provide sufficient support in the event of vehicle / machinery breakdowns e.g. provision of replacements in the event repairs cannot be completed within the timeframe stipulated in the SLA's.
- 3.12 In addition to the preferred Street Cleansing Optimisation Model it is also recognised that closer working with other stakeholders would be necessary to deliver a programme of educational awareness on how environmental issues such as littering, fly tipping, dog fouling and chewing gum deposits impact of on the environment. Internal Stakeholder support from Public Protection and Local Neighbourhood Partnerships would be essential to the project's success and objectives to improve environmental issues throughout the City.
- 3.13 ***Conclusions:***
- The three areas currently have different frequencies across the street cleansing service for roads of similar types.
 - It is difficult presently to complete all the current cleansing frequencies in all areas with the existing resources, however the required standard of cleanse has been achieved by the areas managing rolling programmes and deploying resources where most needed.
 - Litter picking teams are more efficient with a driver and one operative as opposed to a driver and two operatives.
 - Reactive works can take the cleansing teams off route and cleansing cycles are then subsequently re-visited at the next programmed cleanse.
 - Working practices can be further evaluated to improve resource utilisation and outputs across all the areas.
 - Litter picking best practice procedures should be followed to ensure consistent outputs from litter pick teams.
 - Pavement / Precinct sweepers should not be over utilised for the mechanical sweeping of gullies unless there are genuine access or weight restrictions

- The vehicles utilised for street cleansing need to be efficient in terms of reliability and capacity which would reduce costs.
- The optimisation review has enabled the reconfiguration of resources which would allow resources to be deployed to areas in most need of cleansing.
- Agreement of a single model across all three areas would ensure consistent standards and resource utilisation City wide.
- Management of enquiries / additional service requests / reactive works to be one central team, this would reduce costs and provide a single point of contact.
- The preferred Service Delivery Resource Model would need full support to ensure the success of the plan and its implementation as this delivery model, if approved, would be a different arrangement for street cleansing in Wolverhampton. Additional service requests for cleansing would be undertaken following inspection and then confirmed that the location has fallen below standard and requires cleansing before resources are deployed.
- Future management / deployment of the vehicle and plant resources for the service going forward would need to be closely managed / monitored to ensure projected savings are achieved by Fleet Services and Public Realm Services.

3.14 ***Preferred Service Delivery and Resource Model Benefits:***

3.15 The preference in this review is to implement ***Option 2*** (Table 1) that would deliver the following:

3.16 Contribute towards the savings target identified in the Council's Medium Term Financial Strategy for 2013/14 onwards set out in 2.7.

3.17 Enhancements to the cleansing service, including:

- A mobile city-wide resource team or "Hit Squad" to deal with urgent / high priority problems/requests
- Mechanical "Green machines" in the city/town centres, shopping areas and other such "hot-spots"
 - 2 would be based in the City centre,
 - 1 in Bilston,
 - and 1 more would be a mobile unit to deal with other areas such as Tettenhall High Street, Wednesfield etc

Major **A** roads will continue to have minimum weekly manual litter picking together with fortnightly mechanised pavement and road channel sweeping, with **B** roads also continuing to have minimum fortnightly manual litter picking together with 6-weekly mechanised pavement and road channel sweeping. These are minimum standards, with some areas of the city actually receiving a regular cleanse on a daily basis.

3.18 **Option 2** is the preferred service delivery model that aligns cleansing cycles throughout the city and implements best practice in all areas. It allows the best utilisation of resources within programme works and allows resources to be deployed in areas in most need of cleansing.

Appendix 2 details the recommended resource model.

- 3.19 By working in more compact programme areas and not being taken off task during cleansing works, lower mileages would be achieved. This would create a reduction in the carbon footprint. In addition, by operating with more efficient street cleansing vehicles the carbon footprint can be reduced even further.
- Reduced mileage for all vehicles lowers CO2 emissions in the region by 10%, and with future procurement of more efficient vehicles for street cleansing going forward, this would further reduce CO2 emissions in the region of 40% across the service.
 - Reduction in vehicle, plant resources
 - Fuel usage reduction
- 3.20 The best practice analysis within this option is that the 3500 kg cage vehicles were the most efficient type for street cleansing operations rather than the current 6500 kg larger vehicles, and this would deliver cost savings.
- 3.21 As a result of the revised cleansing at some locations across the City, closer and more proactive working needs to be adopted with Public Protection and the Local Neighbourhood Wardens to raise awareness of the importance of maintaining a clean environment in relation to the health, safety and wellbeing aspects and the possible penalties that can be imposed for dropping litter, fly tipping and not properly disposing of dog fouling etc.

Implementation Programme:

- 3.22 The implementation of the change to the preferred service delivery model would take approximately 8/10 weeks to deliver allowing sufficient time to implement the programme changes as detailed in 3.23 and for delivery of new equipment, such as the Applied Green machines.
- 3.23 The following steps would need to be undertaken:
- Produce a project plan owned by a named project manager
 - Produce a communication plan
 - Undertake an impact assessment
 - Create a risk register
 - Final team by team review of the locations, frequencies and resources
 - Produce a database for cleansing for all locations
 - Maps for each area and zone
 - Standard round sheets for each area
 - Written best practice procedures to be produced for street cleansing activities.
- 3.24 If approved, the service change would be delivered as one programme with all areas undertaking the new frequencies and working practices at the same time.

4.0 Financial implications

- 4.1 It is estimated that option 2 will generate annual savings of approximately £75,000 per year. The saving reflects reduced running and salary costs, offset by the cost of borrowing to fund the new vehicle purchases.
- 4.2 Any savings identified as part of this proposal would contribute towards the £300,000 Street Cleansing savings target identified in the 2013/14 Medium Term Financial Strategy. [CH/28082013/M]

5.0 Legal implications

- 5.1 The Environmental Protection Act 1990 makes clear the requirements for local authorities, or other owners of land to which the public has access, to keep their land clear of litter and refuse. The Act places a duty on the Crown, local authorities, designated statutory undertakers, and the owners of some other land to which the public has access to, to keep the land clear of litter and refuse, "as far as is practicable".
- 5.2 The "Code of Practice on Litter and Refuse" issued under Section 89 of the Environmental Protection Act 1990 on 1 April 2013 sets out standards for street cleansing. [FD/29082013/V]

6.0 Equalities implications

- 6.1 The proposed Service Delivery Model has been developed to deliver consistent street cleansing arrangements throughout the City.
- 6.2 This proposal has a direct impact on the local environment.

7.0 Environmental implications

- 7.1 Public Realm Services are accessible to all communities across the City.
- 7.2 If the proposed Service Delivery Model is approved, an Equality Impact Assessment would be completed prior to implementation.

8.0 Human resources implications

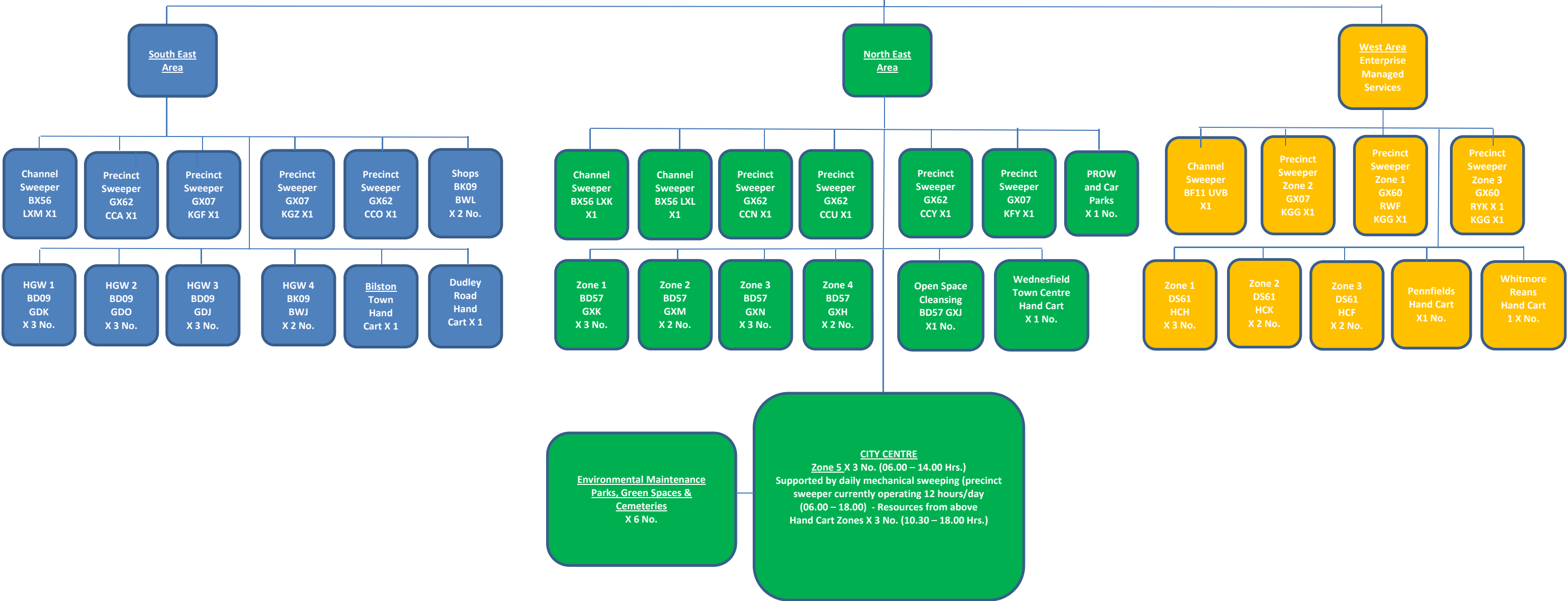
- 8.1 If the proposed Service Delivery Model is approved, there would be no redundancies, as there are currently vacant posts within the service area.

9.0 Schedule of background papers

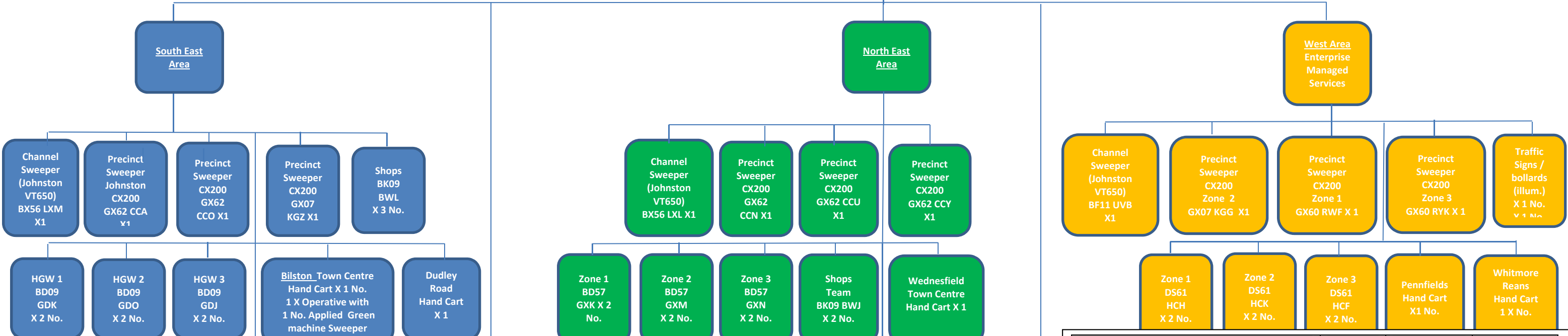
- 9.1. Report to Enterprise and Business Scrutiny Panel: 30th July 2013 – Street Cleansing optimisation report and proposal for reconfiguration of the preferred service delivery model.

- 9.2 At the Enterprise and Business Scrutiny Panel held on the 30th July 2013, Councillors considered the options for Street Cleansing optimisation. It was noted that Option 2 was the preference going forward as a delivery method as this would allow for resources to be deployed where they are most needed within the city.
- Councillors were also informed that by considering this option, the financial implications would contribute significantly to the savings required as part of the Medium Term Financial Plan.
- However, as the report did not have any detailed financial implications within it, some councillors felt it would be difficult to consider the report as it did not contain a breakdown of the savings.
- Councillors were also informed that some areas of the city actually received a regular cleanse on a daily basis based upon acknowledged intelligence.

STREET CLEANSING EXISTING RESOURCE MODEL



PREFERRED SERVICE DELIVERY RESOURCE MODEL – OPTION 2



	South East	North East (city centre)	West
Mechanical Channel Sweepers (Johnston VT650)			
Before	1	2	1
After	1	1	1
Reduction 1 No. Channel Sweeper		-1	
Mechanical Precinct Sweepers (Johnston CX200)			
Before	4	4	3
After	3	4	3
Reduction 1 No. Precinct Sweeper	-1		
Pedestrian Applied Green Machine	+1	+2	+1 (shared resource)
+/- total Pedestrian Applied Green Machine across three areas	+4		
Litter Collection Vehicles (siders)			
Before	5	8	3
After	4	7	3
Reduction 2 No. Vehicles	-1	-1	
Labour Resources			
Before	20	25	13
After	19	27	13
+/-	-1	+2	0
Labour Resources Other Activities			
Before on Environmental Maintenance		6	
After on Environmental Maintenance		3	
Reduction 2 No. Posts		-3	
Total Labour Reduction over all 3 areas	-2		



Cabinet (Resources) Panel

11 September 2013

Report Title	Open Staffing Issues	
Classification	Public	
Cabinet Member with Lead Responsibility	Councillor Paul Sweet Governance and Performance	
Key Decision	No	
In Forward Plan	No	
Wards Affected	None	
Accountable Strategic Director	Keith Ireland, Delivery	
Originating service	Delivery/Human Resources	
Accountable officer(s)	Sue Davies Tel Email	Chief Human Resources Officer 01902 55(4056) sue.davies@wolverhampton.gov.uk

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

1. the staffing establishment changes as detailed in this report

OPEN STAFFING ISSUES

1. Purpose

- 1.1 To inform Members about the staffing establishment changes that have been approved since the last meeting of the Panel.

2. Background

- 2.1 The staffing establishment changes as detailed in this report have been made in response to the service needs identified by each Director and have been subject to review by Finance and Human Resources to ensure that they are consistent with Council policies and procedures.
- 2.2 The grades and salary rates for posts in the schedules reflect Wolverhampton Council's local pay and grading structure unless posts are on terms and conditions currently outside of this e.g. Teachers.
- 2.3 The payments of any supplements for acting up, secondments or 'Market Forces' have been approved in line with the Council's approved policies.
- 2.4 Consideration has been given to an appropriate exit strategy for any fixed term appointments.
- 2.5 Attached at Appendix 1 is an analysis of budgeted employee numbers by directorate expressed both as head count and full time equivalents (FTE). The analysis is as at 1 April 2013.
- 2.6 Appendix 2 provides a summary of the establishment changes that are detailed in this report.

3. Equalities Implications

- 3.1 The changes proposed fall within the Council's Equality in Employment Policy and will be reflected in the Council's annual equality monitoring reports.

4. Environmental Implications

- 4.1 None have been identified.

5. Financial Implications

- 5.1 The Assistant Director Finance has considered the financial implications and confirmed that there is budgetary provision for each report.
[GE/30082013/E]

6. Legal Implications

- 6.1 The redesignation/regrading proposals in this report will require a variation to employee terms and conditions of employment in accordance with the Employment Rights Act 1996.

[FD/30082013/C]

OPEN STAFFING ISSUES

1. DELIVERY

This service will be subject to a further review as part of the Delivery Directorate Restructure scheduled for 2013.

A Establish Full Time Permanent Post – Debt Recovery Officer, Operational Finance/Debt Management (14220)

No of Posts	Current Post title	Grade	Annual Salary Rate fte	Job class	With effect from
1 x 18.5 hrs (additional to 18.5)	Debt Recovery Officer	4	£16,830 – £19,126	FQ/60/B150	asap

Business Case

In 2013/14 one particular area within Financial Services that will require close monitoring and improved management is the challenge relating to the council's overall outstanding and continually growing annual debt portfolio that needs to be reduced, but that has to be balanced against a background of the current economic environment and the ability of customers to pay. Although this is currently not significant enough to warrant inclusion in the 2012/13 Annual Governance Statement if significant improvements are not made during 2013/14 this may have to be reported in the 2013/14 Annual Governance Statement. There is a recognition that there is a real case for change in debt collection processes within the council and an action plan is currently being developed by the Head of Operational Finance in liaison with colleagues in the actual service areas, Legal Services and Audit Services in order to deliver the required improvements.

The increase in hours of this post from 18.5 to 37 hours is essential to the delivery of this aim.

Funding

The cost of converting the post from part time to full time has been assessed using the minimum and maximum scale point of the pay grade and including employers' national insurance and pension fund contributions. On this basis the cost will range from £10,000 to £13,000. This will be funded from the vacant Finance Manager (Business and Technical Support) post, the budget for which is currently £51,000.

2. COMMUNITY

A Establish Full Time Permanent Post Joint Protocol Officer, 16/17 Year Olds, Young Persons/Housing Outreach Team (14200)

No of Posts	Current Post title	Grade	Annual Salary Rate fte	Job class	With effect from
1x 37hrs	Joint Protocol Officer	6	£26,276 – £30,011	T3/40/P326	asap

Business Case

The post is a critical key role to carry out the Council's statutory duty to 16/17 year old "children in need" who are also threatened with homelessness. It will avoid escalation of costs in the number of looked after children as the post manages between 200 and 300 cases per year. It has been as high as 500.. The main responsibility is to ensure the young person is made safe, supported through a variety of means with partner agencies and is appropriately assessed. In conjunction with partner agencies, the young person is supported to return to the family home or into supported accommodation using mediation and intervention as appropriate. For the past three years, the post has been an agency worker funded year on year from the Early Intervention Grant funding with top-ups to meet the full costs from Homelessness prevention funding and/or Housing Support underspend. Funding provision is now available to mainstream and make permanent this post in order to fully embed the responsibility of this key role. Its activity is monitored through regular quarterly meetings of the Joint Protocol Forum chaired by the Head of Service, Children in Need/Child Protection.

Funding

Cost of establishing the post is £38,000 per annum including on costs. There is funding provision within Childrens Services, including Early Intervention Grant, to meet the costs of this post in full.

B Establish Full Time Temporary Post – Consultant Social Worker, Children In Need/Child Protection (14260)

No of Posts	Current Post title	Grade	Annual Salary Rate fte	Job class	With effect for
2 x 37hrs	Consultant Social Worker	8	£39,855 – £43,396	S2/09/P550	6 months

Business Case

Posts created to pilot the CYP&F proposed New Operating Model. Post will lead small Social Work Unit assessment, support and safeguarding children and families in need of social care services.

Funding

The cost of the posts have been assessed using the minimum and maximum scale point of pay grades and including employers' national insurance and pension fund

contributions. On this basis the cost for two six month contracts will range from £51,000 to £55,000 Funding from the efficiency reserve of £60,000 available to recruit 2 agency consultant social workers for a period of 6 months.

C Extend Full Time Temporary Post – Parenting Support Advisor, Social Inclusion (14330)

No of Posts	Current Post title	Grade	Annual Salary Rate fte	Job class	With effect for
8 x 37hrs	Parenting Support Advisor	6	£26,276 £30,011	ET/02/P326	12 months

Business Case

MASTs have already been identified to be the lead of 56 Families in Focus cases and it is predicted that this number will increase. In order to deliver high quality, intensive casework to these families there is a need to increase capacity within MASTs. If capacity is not increased there is a risk that MASTs will not be able to respond to this casework demand.

If these posts are not established and filled there will be an immediate impact because Families in Focus will either not be able to be allocated to a MAST worker or will be allocated but not receive effective support. In addition, there is a longer term risk as there is an element of the project that is payment by results. If families do not make progress against a set of national criteria then we will not receive the payment by results.

Funding

The cost one post has been assessed using the minimum and maximum scale point of pay grades and including employers' national insurance and pension fund contributions. On this basis the cost will range from £33,000 to £38,000 It is anticipated the posts will be recruited to at the bottom of the grade. Posts will be recruited to as families are allocated. The posts will be funded from the Troubled Families grant.

3. EDUCATION AND ENTERPRISE

A Establish Full Time Permanent Post – Customer Services Officer Housing Assistance (13650)

No of Posts	Current Post title	Grade	Annual Salary Rate fte	Job class	With effect from
1 x 37hrs	Customer Services Officer	4	£16,830 £19,126	009/GB/01/B150	01.09.13

Business Case

It is necessary to consider the reconfiguration of services to deliver the Housing Assistance Programme not only in order to address the needs of elderly and vulnerable residents, but also to provide better value for money and to realise actual cost savings to the Council for comparable service delivery.

In order to deliver the service in-house an additional post of Customer Services Officer is needed to visit vulnerable clients and provide appropriate support.

Funding

This post will be funded from the Small Works Assistance budget currently approved in the Housing Capital Programme.

ANALYSIS OF EMPLOYEE NUMBERS AS AT 1ST APRIL 2013
Budgeted headcount and full-time equivalents

	Employee Headcount	FTE Employees
	2013/2014	2013/2014
Education and Enterprise		
Schools, Skills and Learning	568	457.0
Partnerships, Economy and Culture	187	149.6
Regeneration	273	256.8
	1,028	863.4
Community		
Older People and Personalisation	593	478.1
Health, Well Being and Disabilities	552	408.5
Children, Young People and Families	661	560.1
Safeguarding, Business Support and		
Community Services	633	457.5
Public Health	29	28.4
	2,468	1,932.6
Delivery		
Corporate Services	508	446.7
Governance	103	89.7
City Services	1,669	1,030.3
	2,280	1,566.7
Office of the Chief Executive		
Office of the Chief Executive	64	50.3
	64	50.3
Sub Total	5,840	4,413.0
Schools	5,469	3,978.3
Total	11,309	8,391.3

Delivery Directorate					
	Post Grade	Net Change			
		New Posts	Deletions	Grade Changes	Extensions to fixed term contracts
	Grade 11 and Snr Management				
	Grade 9 – 10				
	Grade 8				
	Grade 6 – 7				
	Grade 1 -5	0.5			
	TOTAL	0.5			

Education and Enterprise Directorate					
	Post Grade	Net Change			
		New Posts	Deletions	Grade Changes	Extensions to fixed term contracts
	Grade 11 and Snr Management				
	Grade 9 – 10				
	Grade 8				
	Grade 6 – 7				
	Grade 1 -5	1			
	TOTAL	1			

Community Directorate					
	Post Grade	Net Change			
		New Posts	Deletions	Grade Changes	Extensions to fixed term contracts
	Grade 11 and Snr Management				
	Grade 9 – 10				
	Grade 8	2			
	Grade 6 – 7	1			8
	Grade 1 -5				
	TOTAL	3			8



Cabinet (Resources) Panel

11 SEPTEMBER 2013

Report Title	SCHEDULE OF GREEN DECISIONS	
Classification	Public	
Cabinet Member with Lead Responsibility	All	
Key Decision	No	
In Forward Plan	No	
Wards Affected	All	
Accountable Strategic Director	Keith Ireland, Delivery	
Originating service	Democratic Support/Delivery	
Accountable officer(s)	Liz Kiely Tel Email	Democratic Support Officer 01902 55(5045) liz.kiely @wolverhampton.gov.uk

Recommendations for noting:

The Cabinet (Resources) Panel is asked to note:

The summary of open and exempt green decisions approved by the Designated Officer following consultation with the appropriate Cabinet Member .

Wolverhampton City Council

CABINET (RESOURCES) PANEL

SCHEDULE OF GREEN DECISIONS

Date: 11 September 2013

Set out overleaf is a summary of open and exempt Green decisions approved by the Designated Officer following consultation with the appropriate Cabinet Member. Copies of the Green decision reports are available for inspection as follows:

1. Press and Public Access

Open Green reports are located in the Office of the Chief Executive, 2nd Floor, Civic Centre.

(**Note:** Exempt Green reports are not available for public inspection under the Access to Information rules. The relevant paragraph of Schedule 12A of the Local Government Act 1972 under which the report is classified as Exempt is identified against each report).

The documents can also be viewed on CMIS.

2. Member Access

Copies of all Green decision reports are located in the Members Room.

Contact: Liz Kiely, Democratic Support Officer, (Ext. 5045).

SCHEDULE OF GREEN DECISIONS

PART I - OPEN ITEMS

<u>Originating Service</u>	<u>Title and Summary of Decision</u>	<u>Designated Director/Officer</u>	<u>Cabinet Member Consulted</u>	<u>Date Approved</u>	<u>Contact Officer</u>
1. Office of the Chief Executive	-	-	-	-	-
2. Community	<p>(a) Consequences in Children’s Residential Homes</p> <p>Approved the use of permissible consequences and Permissible Physical Interventions as detailed in the report</p>	Assistant Director Children and Families	Councillor V Gibson	23.07.13	Y Nelson-Brown Ext 0182
3. Delivery	<p>(a) Carbon Reduction Commitment – Energy Efficiency Scheme: Approval of Allowance Purchase 2012/2013</p> <p>Approved the purchase of sufficient Carbon Allowances to cover the organisation’s 2012/2013 carbon emissions</p>	Assistant Director Central Services	Councillor Johnson	21.07.13	D Webb Ext 5540
4. Education and Enterprise	<p>(a) Dudley Street/Highfields Road, Bilston Junction Improvements</p> <p>(i) Approved for the objections received to date to be overruled following consultation on the proposed traffic signal controlled junction at</p>	Strategic Director Education and Enterprise	Councillor Bilson	23.07.13	L Barnstable/C Barker Ext 5684/5725

<u>Originating Service</u>	<u>Title and Summary of Decision</u>	<u>Designated Director/Officer</u>	<u>Cabinet Member Consulted</u>	<u>Date Approved</u>	<u>Contact Officer</u>
	<p>Dudley Street/Highfields Road Bilston and for the scheme to be implemented together with the associated works</p> <p>(ii) Approved the advertising of the Traffic Regulation Orders associated with the scheme and subject to there being no unresolved objections, the implementation of the restrictions</p> <p>(iii) Approved the introduction of the Traffic Regulations Orders associated with the scheme on a date to be agreed between Strategic Directors for Delivery and Education and Enterprise</p> <p>(b) Financial Support for KICfm</p> <p>Approved for the Cabinet Member for Economic Regeneration and Prosperity and Schools, Skills and Learning in consultation with the Strategic Director for Education and Enterprise and the Assistant Director Finance to be authorised to agree to an interest free loan to KICfm in the sum of £52,000</p> <p>(c) Local Pinch Point Fund – Wobaston Road Corridor</p> <p>Approved for the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director for Education and Enterprise to be authorised to:-</p> <p>- Agree for consultations to be undertaken on</p>	<p>Strategic Director Education and Enterprise</p> <p>Strategic Director Education and Enterprise</p>	<p>Councillor Bilson/Councillor Page</p> <p>Councillor Bilson</p>	<p>26.07.13</p> <p>23.08.13</p>	<p>C Parsons Ext 8173</p> <p>L Barnstable Ext 5684</p>

<u>Originating Service</u>	<u>Title and Summary of Decision</u>	<u>Designated Director/Officer</u>	<u>Cabinet Member Consulted</u>	<u>Date Approved</u>	<u>Contact Officer</u>
	<p>the proposed design of the Wobaston Road Corridor scheme</p> <ul style="list-style-type: none"> - Agree the placing of orders with utility companies for the diversion of apparatus - agree the appointment of contractors to undertake the main works utilising existing framework contracts available to the Council - agree the appropriation of the land detailed in the report to Highways from the Housing portfolio - agree the advertising of the traffic regulation orders associated with the scheme and subject to there being no unresolved objections to implement the restrictions - agree the introduction of the traffic regulation orders associated with the scheme on a date to be agreed between the Strategic Directors For Delivery and Education and Enterprise 				

PART II - EXEMPT ITEMS

<u>Originating Service</u>	<u>Title and Summary of Decision</u>	<u>Designated Director/Officer</u>	<u>Cabinet Member Consulted</u>	<u>Date Approved</u>	<u>Contact Officer</u>
1. Office of the Chief Executive	-	-	-	-	-
2. Community					
3. Delivery	<p>(a) The Supply of Kitchen Deep Clean Services (paragraph 8 &10)</p> <p>Approved for the Cabinet Member for City Services in consultation with the Strategic Director for Delivery to be authorised to award a contract for the supply of kitchen deep clean services for a period of up to four years commencing 1 September 2013</p> <p>(b) Approval of Contract for the Supply of Packaged Bio-Mass Heating Equipment (paragraph 3)</p> <p>Approved the award of contract for the supply of packaged bio-mass heating equipment</p>	<p>Strategic Director Delivery</p> <p>Strategic Director Delivery</p>	<p>Councillor John Reynolds</p> <p>Councillor Johnson</p>	<p>02.08.13</p> <p>13.08.13</p>	<p>H Macmichael Ext 4503</p> <p>D Webb/H Poyntz/POak eshott Ext 5540/5490/41 32</p>
4. Education and Enterprise					