

CITY OF  
WOLVERHAMPTON  
COUNCIL

# Stronger City Economy Scrutiny Panel

25 November 2019

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

**Venue** Committee Room 3 - Civic Centre

## Membership

**Chair** Cllr Jacqueline Sweetman (Lab)

**Vice-chair** Cllr Udey Singh (Con)

### Labour

Cllr Philip Bateman MBE  
Cllr Dr Paul John Birch J.P.  
Cllr Craig Collingswood  
Cllr Claire Darke  
Cllr Val Evans  
Cllr Asha Mattu  
Cllr Barbara McGarrity QN  
Cllr Susan Roberts MBE

### Conservative

Cllr Payal Bedi-Chadha  
Cllr Jonathan Yardley

Quorum for this meeting is three Councillors.

## Information for the Public

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

**Contact** Martin Stevens

**Tel/Email** martin.stevens@wolverhampton.gov.uk

**Address** Democratic Services, Civic Centre, 1<sup>st</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>

**Email** [democratic.services@wolverhampton.gov.uk](mailto:democratic.services@wolverhampton.gov.uk)

**Tel** 01902 555046

Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

*If you are reading these papers on an electronic device you have saved the Council £11.33 and helped reduce the Council's carbon footprint.*

# Agenda

## Part 1 – items open to the press and public

- | <i>Item No.</i> | <i>Title</i>   |
|-----------------|--|
| 1               | <b>Apologies</b><br>[To receive any apologies for absence].  |
| 2               | <b>Declarations of interest</b>  |
| 3               | <b>Minutes of previous meeting</b> (Pages 3 - 10)<br>[To approve the minutes of the previous meeting]. |
| 4               | <b>Matters arising</b><br>[To consider any matters arising from the minutes].                          |

### DISCUSSION ITEMS

- |   |   |
|---|---|
| 5 | <b>Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 - Stronger City Economy Scrutiny Panel</b> (Pages 11 - 52)<br>[To consider the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024]. |
| 6 | <b>Scrutiny Review of Apprenticeships</b> (Pages 53 - 64)<br>[To consider a report on apprenticeships].   |
| 7 | <b>Careers and Employability work in Schools</b> (Pages 65 - 70)<br>[To consider a briefing note on careers and employability in schools].  |
| 8 | <b>Work Plan for the Panel</b> (Pages 71 - 74)<br>[To consider the Work Programme for the Stronger City Economy Scrutiny Panel].  |

# Stronger City Economy Scrutiny Panel

Agenda Item No: 3

## Minutes - 2 September 2019

### Attendance

#### Members of the Stronger City Economy Scrutiny Panel

Cllr Philip Bateman MBE  
Cllr Payal Bedi-Chadha  
Cllr Dr Paul John Birch J.P.  
Cllr Claire Darke  
Cllr Jacqueline Sweetman (Chair)  
Cllr Jonathan Yardley

#### In Attendance

Cllr Harman Banger (Portfolio Holder for City Economy)

#### Employees

Martin Stevens (Scrutiny Officer)  
Richard Lawrence (Director of Regeneration)  
Isobel Woods (Head of Enterprise)  
John Roseblade (Head of Transport)  
Peter Taylor (Head of City Development)  
Ruth Taylor (Senior Regeneration Officer)

---

## Part 1 – items open to the press and public

*Item No.*     *Title*

1     **Apologies**

Apologies for absence were received from, Cllr Barbara McGarrity QN, Cllr Asha Mattu, Cllr Udey Singh and Cllr Val Evans.

2     **Declarations of interest**

There were no declarations of interest.

3     **Minutes of previous meeting**

**Resolved:** That the minutes of the Stronger City Economy Scrutiny Panel held on 16 July 2019 be approved as a correct record.

4     **Matters arising**

Cllr Birch asked about keeping the bus fleet clean both in terms of cleanliness and in terms of emissions. He felt there was a disparity that the fares for buses were

consistent regardless of the condition of the bus. The Head of Transport offered to provide a written response to the question raised from Cllr Birch.

5 **Westside Link / Public Realm**

The Director for Regeneration introduced the item on the Westside Link / Public Realm. He explained the reasons why it was necessary for the Council to take action. The City was in a state of flux. Footfall was down by approximately 2% and vacancy rates were at 14%. They needed to do something, doing nothing was not an option.

The Director for Regeneration remarked that the authority had made bold steps as to how to re-imagine the City Centre and make it a more vibrant place. Repurposing the City Centre, by bringing in useable space where people could play and socialise, hold more events and provide more residential opportunities, was key to making the City Centre more vibrant and in encouraging growth and investment into the City. This would have a knock-on effect for leisure and destination opportunities within the City Centre. A number of key regeneration projects had been identified, with one of the largest being the West Side scheme. The scheme aimed to provide a new leisure destination for the City Centre which included a new cinema, food and beverage offers, leisure opportunities and new car parking. Key to the delivery of the West Side scheme was how it was positioned within the City Centre. The West Side Link was integral to the West Side scheme going forward.

The Head of Enterprise remarked that the City Centre was seeing a reduction in footfall. The Council needed to be clear as to the form the City Offer would take. They had been working with a range of stakeholders including Wolves Football Club, the City Centre BID and a range of businesses across the sector to help overcome the challenges faced by the City. How the City Centre connected was important and West Side Link would form an important part of enhancing City connectivity through a quality public realm.

The Head of City Development stated that they had asked CBRE (a commercial real estate services and investment firm) in 2017 to assist them in reviewing the City Centre and the range of projects the Council were looking to deliver. The work CBRE had completed had culminated in the investment prospectus. The prospectus effectively set out a number of distinct change zones in the City Centre, led and spearheaded by the Council's key regeneration projects. One of the areas CBRE had cautioned about was the quality of linkages between the regeneration zones needing to be significantly enhanced. The concept of the West Side Link scheme had effectively rose from the work completed by CBRE.

The Head of City Development remarked that there was potential for Wolverhampton City Centre to accommodate significantly more residential accommodation. It was not currently well populated in terms of residential development. They were working on a number of major schemes to increase the residential population in the City Centre. Enabling a quality public space and attracting businesses would increase the likelihood of people choosing to live in the City Centre. Urban & Civic had been at the heart of the discussions with the operators and had made good progress with the key anchor tenants on the West Side scheme. It was clear from those discussions that the prospective tenants would be more attracted to the West Side scheme if there was the connectivity brought by the proposed West Side Link

scheme. Key businesses located in the City had supported the West Side Link scheme.

The Head of Transport commented that maintaining access to the City Centre was vital. The Vibrant and Sustainable City Scrutiny Panel at their meeting scheduled for the 7 November 2019 would be addressing some of the transport issues arising from the West Side Link Scheme. It was important to note that no objections had been received for the Victoria Street phase. A Member Reference Group had also been setup to help resolve some of the challenges, this was however yet to meet.

The Senior Regeneration Officer commented that the Council's Cabinet Committee had received a report on 10 April 2019 outlining the outcome for consultation for phases 1 and 2 and potential delivery programme for phase 1. The timeline for delivering phase 1 was subject to the availability of funding, if the funding was in place it was hoped that enabling works on phase 1 would commence in early November. The economic appraisal was that there was a strong market case for investing in the public realm. The main works programme could begin in January 2020, with completion on site in March 2021.

The Director for Regeneration stated that timing was critical for the project, as it was heavily reliant on securing funding from the Future High Street Fund and the Local Enterprise Partnership (LEP). The feedback they had received from the MHCLG (Ministry for Housing, Communities and Local Government) was that the bid submitted by the Council was one of the best they had received. They were meeting representatives from the MHCLG on Wednesday of next week to discuss further.

The Chair asked if Members including those on the Scrutiny Panel could still influence the phase 1 plans. The Senior Regeneration Officer stated that it was the intention for the detailed final design and costs to be approved by Cabinet.

A Panel Member asked if a cinema provider had been secured as part of the West Side scheme. The Director for Regeneration responded that the developers Urban & Civic were in advanced negotiations with a well-known operator and the Council hoped to announce officially the operator in the next two months.

A Member of the Panel asked if the 10,000 new residential dwellings projected for the City over the next few years were to be located within the City Centre. The Director for Regeneration responded that the 10,000 figure was a global figure for the City. Some of these dwellings were currently being built and others were in the planning stage. There was a potential opportunity for residential dwellings as part of future phases for West Side Link, but not in phase 1.

A Panel Member was critical about the current vision for the West Side scheme which they found to be lacking coherence. They believed the overall planning for the project at the present time was not at the standard they would have expected. They added that they were unclear as to what Cabinet had actually approved to date. They were not confident about the approach the Council was taking with reference to the scheme. They also expressed a concern that the proposed Member Reference Group on the scheme had not yet had their first meeting. They would have liked there to have been a figure for the amount of new residential dwellings expected as part of the West Side scheme.

The Chair commented that it was critical to understand how the three proposed phases of the West Side Link scheme would affect businesses and she hoped that when the scheme was discussed in the future, that this would be a central question to be answered. She wanted to know the total number of businesses affected and whether it would be positive or negative for them. She also wanted a clear understanding of how many new businesses would be attracted to the City. In addition, how the scheme would affect how people reached the City Centre.

A Panel Member commented that two churches directly affected by the scheme, St Peter's and the Catholic Church both had concerns about the scheme. The Senior Regeneration Officer responded that the concerns of the churches had been raised as part of the consultation on phase 2. Officers had been asked by Cabinet to further develop the ideas for phase 2 to help mitigate the concerns raised by the churches and in particular on the point regarding access. The ideas were still under development. The Panel Member requested that the Panel specifically look at how the plans affected the churches to come before the Scrutiny Panel in the future, to which the Chair agreed.

A Member of the Panel asked what the projected budget was for phases 1,2 and 3 of the scheme. The Senior Regeneration Officer responded that for phase 1 it was approximately £7-7.5 million, phase 2 - £8 million and phase 3 had not yet been costed.

A Panel Member asked for assurance that due diligence had taken place with the chosen developers of the West Side and West Side Link scheme. They did not want the contractor to go bankrupt as had happened with the contractor for the Civic Halls Project. Both the Director for Regeneration and the Head of City Development confirmed that a considerable amount of due diligence had taken place on the chosen contractor Urban & Civic. Discussions had been taking place over the last two years and a full procurement process followed. West Side Link was a very different entity to the Civic Halls. The Regeneration Officer informed Members that phase 1 of the West Side Link scheme was funded entirely externally and so the funders had also carried out significant due diligence.

A Member of the Panel remarked that the night time economy of the City Centre was missing two key elements, a high-quality hotel and conference centre. The Director for Regeneration responded that there were currently detailed discussions with Hotel operators. There was a capacity for two more in the City of a decent standard. There was interest in hotel conference facilities around the train station and Wolves Football Club. There was also general hotel interest in the western part of the City. For the conference element they were keen to link in with the Football Club and University and so there had been lengthy discussions with them.

A Panel Member commented that the scheme presently did not include a vision for how potential new hotels would have the correct transport connectivity. It concerned him that planning for phase 2 and 3 was underway without a full understanding of the transport requirements of a developing City. They were concerned that not enough thought had been given to the scheme to ensure it was appropriate to match the needs of the future City Centre. They added that Beatties was currently on the market for sale and the largest department store in the Mander Centre, Debenhams, had announced they were closing. These two facts would fuel further footfall loss within the City Centre. There was therefore a lack of clarity over the shopping offer,

future hotel development and potential new housing, which meant it was impossible to properly understand the connectivity needs of the City.

The Panel Member continued that it was important to plan for the public transport needs of the future. He did not want the scheme to have a detrimental effect on connectivity for the City in the future. He also thought it was important to consider the Council's commitment to the climate change agenda. New innovative transport facilities would become available in the future and he did not want anything to hinder their potential use in the City Centre. It was therefore important not to restrict future opportunities and to ensure the correct vision was in place. He wanted to see real figures rather than just ideas.

The Head of City Development commented that he agreed with the Councillor on his point about the need to future proof the City's connectivity needs. The West Side scheme had been ostensibly market tested, to test various parts of the City. There had been several years of engagement with the West Side developer, Urban & Civic, and he wanted to ensure the project was as successful as possible. It was compelling when you heard from the developer, the developer's agents and the Council's independent agents, who all said that the connectivity from West Side into the City Centre needed to be improved to make the West Side scheme as good as possible. Phase 1 attempted to better integrate the West Side scheme into the City Centre by improving the linkages. The Director for Regeneration acknowledged that a key element to the City was ensuring people were able to move around the City efficiently.

The Chair expressed a concern that the West Side Link scheme might not necessarily be integrated with all the Council's strategies for the City Centre. Officers needed to be able to demonstrate that they were not acting in silos. She suspected the drive to keep the West Side Link Scheme on track was possibly getting in the way of deeper and more integrated thinking about the Council's overall vision for the City Centre. She was concerned that the bigger picture of the City may be being neglected. The Head of Enterprise responded that it was complex and Officers were constantly asking themselves how they could ensure the different component parts knitted together as one.

The Director for Regeneration stated that the West Side Scheme was a key project within the City and it was currently at a stage where activity would commence soon. Phase 1 of West Side Link he saw as the environmental setting for West Side.

The Director for Regeneration stated that he hoped Phase 1 of the project would be made possible with Government funding from the Future High Street Fund. If the funding was secured, they would require Cabinet approval to spend the money on the West Side Link scheme.

The Director for Regeneration stated it was important to have the right conversations with Members, so they were fully aware of the current status and their intentions. The Member Reference Group would be an opportunity for the Members, on that group, to discuss the issues. He did believe there was a clear vision for the City and there were a number of key regeneration schemes ongoing. In 2021 the new train station would be completed, the new college campus in the City Centre would be at an advanced stage, the West Side Scheme would be open, the Civic Halls would be

open again and he was hopeful of new housing schemes at Brewers Yard and Canal Side. Once these were up and running, they would act as a catalyst for the City.

A Member of the Panel asked if any consideration had been given to a phase 4, which could include the demolishing of the Wulfran Centre as part of an overall programme of reimagining the City Centre. The Director for Regeneration responded that the Council did not own the Wulfran Centre. He was however open to all suggestions about the future of the City Centre.

**Resolved:**

- A) That the report be noted and that answers to the various questions raised during the meeting be pursued.
- B) That the “All Change -Reimagining our City Centre” booklet be circulated to all Stronger City Economy Scrutiny Panel Members in hard copy.
- C) That a Member from the Director for City Environment’s Team find out the dates for the Member Reference Group on the Westside Link Project and inform the Scrutiny Panel.

6

**City Identity and Marketing for the City of Wolverhampton**

The Head of Enterprise introduced a briefing note on City Identity and Marketing for the City of Wolverhampton. She gave a PowerPoint presentation on the subject, the slides of which are attached to the signed minutes.

A Member of the Panel commented that during the Wolves in Wolves Project, many people had wanted to buy a souvenir with a city theme but had been unable to do so. She asked if the Council intended to do some merchandising, citing examples such as fridge magnets and mugs. She felt the shop in the Art Gallery had a poor offering of goods with a City link. She also felt the City did not celebrate its history enough including its sculptures, blue plaques and buildings of architectural significance. She would also be pleased to see more local businesses taking part in the food festival. An area which she thought the City could improve was in the offering of informative walks and talks. It was important to celebrate the positives of Wolverhampton.

The Head of Enterprise remarked that she took on board the comments made by the Member. There was an offer for local independent traders to be part of the Food Festival as part of the arrangement with the promoter. The Offer had been made on each occasion in the last three years. 25,000 people had visited the Food Festival in 2019 over the two days, which had been a ticketed event for the first time. The key point was to ensure people visited Wolverhampton again. Some pin badges with a Wolverhampton theme had been created.

A Panel Member asked if there was a mechanism city wide to capture footfall. The Head of Enterprise responded that the City centre BID (Business Improvement District) had two static counters. There were new technologies coming into place which would help monitor footfall in the future. An in-depth piece of work with investment would be required to assess how to best utilise the new technology



available to capture footfall data. She had been in discussions with the Director for Communications about using new technologies to capture footfall data.

A Member stated that next year was the 25<sup>th</sup> anniversary of Fair Trade and hoped the Council would make best use of the anniversary at some of its events.

The Head of Enterprise remarked that the Director of Communications was working with the Head of Business Services on a five-year strategy plan to look at the various food and drink events to be held in the City Centre. It was important to note that the City was hoping to attract people through the Commonwealth games being held in the West Midlands and Coventry having UK City of Culture status in 2021.

A Member of the Panel asked if the Council had benefited from the Mipim (Real estate market event) held in Cannes, France. The Director for Regeneration responded that the Brewers Yard Development (Approximately -1300 new homes development) came about following a conversation at Mipim. The ongoing discussions with a major hotel chain had also originated from a conversation at Mipim. It was the one opportunity to be able to engage with investors, developers and agents in one place at a particular time each year. It also helped to put Wolverhampton on the international stage.

The Chair reminded Members that there would be a report on Inward Investment at the first meeting of the Panel in the New Year, the item was already logged on the Panel's Work Programme.

A Panel Member stated that Wolverhampton had a brilliant heritage which should be maximised for the benefit of the City, including the opportunities of tourism. He asked what the Council could do to help the volunteers in the City. The Chair commented that Scrutiny Board would look at volunteering as an item in the future.

The Chair asked for information, via a paper to the Scrutiny Panel in the near future, on how the Council monitored what it was already doing to sell Wolverhampton and how that monitoring affected the Council's future strategic objectives around marketing. She wanted to see actual numbers and what qualitative and quantitative models the Council would be using. She also wanted to know the effect of the marketing video which had been viewed during the item. She asked for the future paper to include information on who had seen the video, it's ultimate purpose and what feedback had been received.

**Resolved:** To receive a further report on City Identity and Marketing for the City of Wolverhampton in six months' time to make an assessment of progress.

## 7 **Scrutiny Work Programme**

A Member of the Panel asked about the Council's plans for Brexit. He was concerned about the effect of food prices increasing, on the poorest people in the city.

The Scrutiny Officer commented that Scrutiny Board were reviewing the Brexit planning of the Council and it was on the agenda for their next meeting. The Director for Regeneration remarked that an Executive Team meeting would be taking place on the 9 September 2019, where the Strategic Executive Board and Cabinet

Members would be looking at Brexit, its potential impact on the local economy and what the authority could do to help support local businesses.

**Resolved:** That the Scrutiny Work Programme be agreed.

# Stronger City Economy Scrutiny Panel

25 November 2019

<b>Report title</b>	Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Harman Banger City Economy	
	Councillor Mike Hardacre Education and Skills	
<b>Corporate Plan priority</b>	Confident Capable Council	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable Director</b>	Claire Nye, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee</b>	Alison Shannon	Chief Accountant
	Tel	01902 554561
	Email	Alison.shannon@wolverhampton.gov.uk

**Report to be/has been considered by**

## Recommendations for decision:

The Panel is recommended to:

1. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council.
2. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 including budget proposals that are relevant to the remit of this Panel.

3. Approve that the Scrutiny Panel response be finalised by the Chair and Vice Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek the Panel's feedback on the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council. In addition to this, the Panel's feedback is also sought on the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 that was presented to Cabinet on 16 October 2019 including budget proposals relevant to the remit of this Panel.

## **2.0 Draft Budget and Medium Term Financial Strategy Background**

- 2.1 Since 2010-2011 despite the successive cuts in Council resources, which have led to significant financial challenges, the Council has set a balanced budget in order to deliver vital public services and city amenities. Over the last eight years the Council has identified budget reductions in excess of £220 million. The extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced, with reducing resources, growing demand for services and significant cost pressures.
- 2.2 The Budget and Medium Term Financial Strategy (MTFS) 2019-2020 to 2023-2024 was presented to Full Council for approval on 6 March 2019. The Council was able to set a balanced budget for 2019-2020 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £27.3 million in 2020-2021 rising to £40-£50 million over the medium term to 2023-2024.
- 2.3 Since then, work has been ongoing across the Council to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years, whilst also analysing emerging pressures and potential resources available to the Council, following the Spending Round 2019 announcement on 4 September 2019.

## **3.0 Our Council Plan 2019-2024**

- 3.1 The Council's strategic approach to address the budget deficit continues to be to align resources to Our Council Plan 2019-2024 which was approved by Full Council on 3 April 2019.
- 3.2 Our Council Plan, developed with the people of the City of Wolverhampton at its heart, sets out how we will deliver our contribution to Vision 2030 and how we will work with our partners and communities to be a city of opportunity. The plan includes six strategic priorities which come together to deliver the overall Council Plan outcome of 'Wulfrunians will live longer, healthier and more fulfilling lives.' Over the medium term, resources will continue to be aligned to enable the realisation of the Council's strategic priorities of achieving:
- Children and Young People get the best possible start in life
  - Well skilled people working in an inclusive economy
  - More good jobs and investment in our city
  - Better homes for all

- Strong, resilient and healthy communities
- A vibrant, green city we can all be proud of.

3.3 All of the strategic outcomes will be supported by the 'Our Council' Programme, which will help us drive organisational improvement and development.

3.4 The Financial Strategy, approved by Council in March 2019, consists of five core principles underpinned by eight core workstreams. Using the Core Workstreams as the framework for the Financial Strategy detailed delivery plans are being developed all with a lead director. The core principles are:

- **Core Principles:**

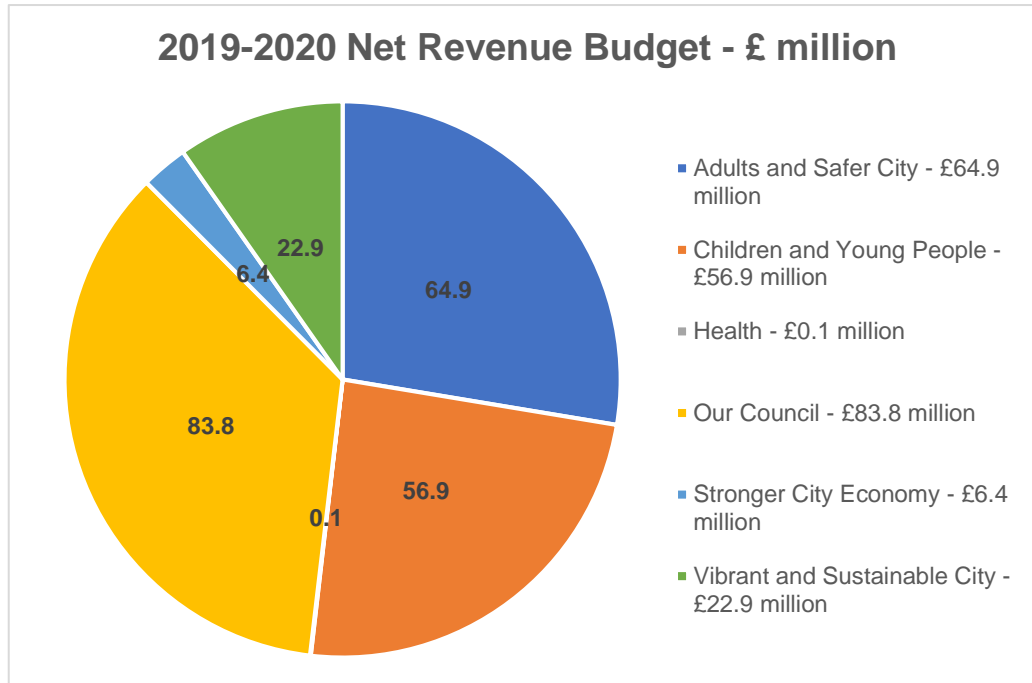
- **Focusing on Core Business.** Focus will be given to those activities that deliver the outcomes local people need and which align to our Council Plan and Financial Strategy.
- **Promoting Independence and Wellbeing.** We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment.
- **Delivering Inclusive Economic Growth.** We will continue to drive investment in the City to create future economic and employment opportunities.
- **Balancing Risk.** We will ensure we base decisions on evidence, data and customer insight.
- **Commercialising our Approach.** We will boost social value in our City by maximising local procurement spend with people and businesses.

#### 4.0 **Budget – Stronger City Economy Scrutiny Panel remit**

4.1 As detailed above, when addressing the budget challenge, the Council continues to focus on aligning its resources to strategic outcomes.

4.2 The Council holds a net revenue expenditure budget totalling £234.9 million for the 2019-2020 financial year. Of this, services relevant to the remit of the Stronger City Economy Scrutiny Panel have net revenue expenditure budgets totalling £6.4 million, as can be seen in Chart 1 below.

**Chart 1 – Net Revenue Budget 2019-2020**



4.3 A further breakdown of the net revenue budget for each service relevant to the remit of this Panel is provided in Table 1 below:

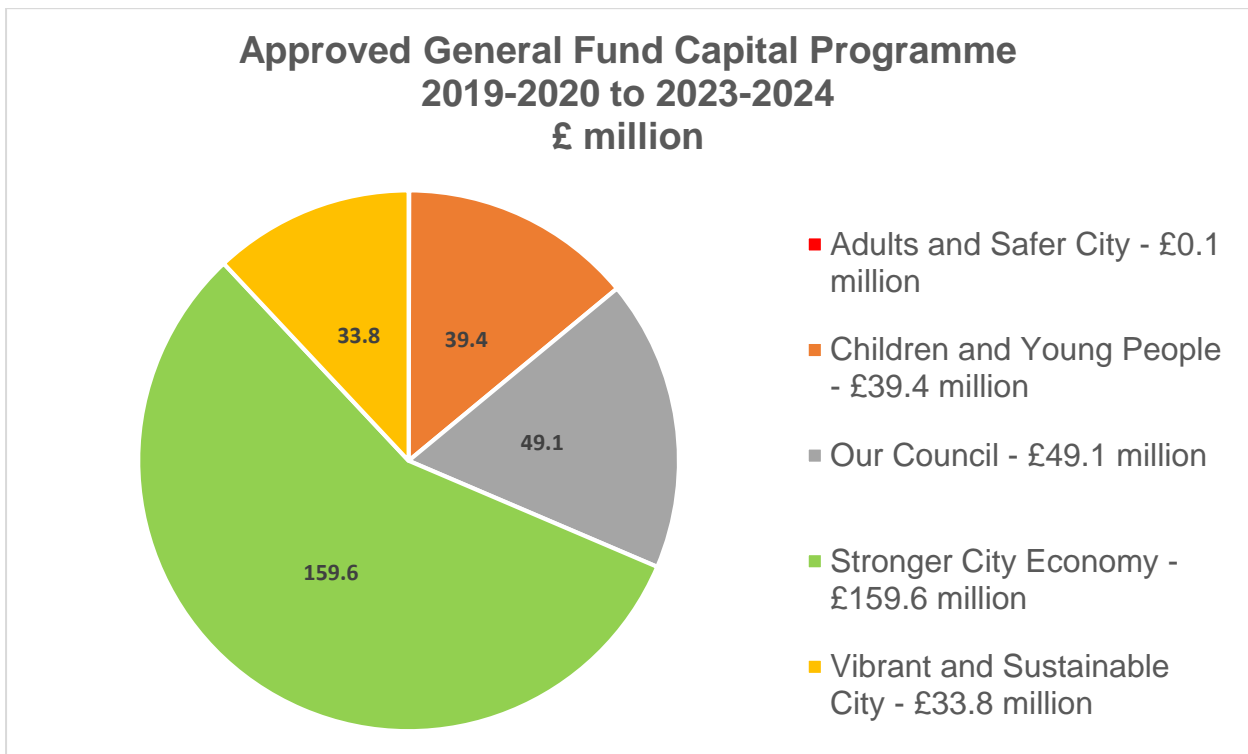
**Table 1 – Service and Revenue Budget Provision**

Service	2019-2020 Gross Expenditure Budget £000	2019-2020 Gross Income Budget £000	2019-2020 Net Revenue Expenditure/ (Income) Budget £000
Adult Education	3,428	(3,664)	(236)
City Development	767	(179)	587
Director Regeneration and Other Centrally held Budgets	417	-	417
Enterprise	1,395	(566)	829
Local Economy	2,061	(481)	1,580
Skills	3,558	(1,772)	1,786
Visitor Economy	3,465	(2,018)	1,447
<b>Total</b>	<b>15,091</b>	<b>(8,680)</b>	<b>6,410</b>

4.4 Gross expenditure and gross income relate to the budgets directly in the control of the service area. Overhead costs such as property related expenditure and support services are held separately.

- 4.5 When reviewing the budget, it is important to consider the gross income and gross expenditure for each service. Budget efficiencies can be achieved through reductions in expenditure budgets, in addition to maximising income generation opportunities.
- 4.6 In addition to this, as detailed in Chart 2, services relevant to the Stronger City Economy Scrutiny Panel remit also have an approved General Fund capital programme budget totalling £159.6 million over the medium term period from 2019-2020 to 2023-2024.

**Chart 2 – Approved General Fund Capital Programme Budget 2019-2020 to 2023-2024**



- 4.7 Within the capital programme budget relevant to this panel, the following capital programmes are being delivered:

**Table 2 – Capital Programme and Revenue Budget Provision**

Capital Programme	2019-2020 to 2023-2024 Capital Programme Expenditure £000
AIM for GOLD - ERDF	1,621
Bilston Urban Village	4,939
Black Country Growth Deal – Cultural Programme	27,858
Blue Network	10
City Learning Quarter	46,005



Capital Programme	2019-2020 to 2023-2024 Capital Programme Expenditure £000
Development of Cultural Estate	1,000
i54 Western Extension	29,301
Interchange - Ph2 Train Station/MSCP/Metro Extension	20,022
Land and Property Investment Fund	10,081
Queen Street Gateway Townscape Heritage Project	752
South Side	312
Strategic Land Acquisitions	4,378
Targeted Disposals Programme	171
War Memorial Restoration	49
Wolverhampton Interchange Block 11	57
Wolverhampton Interchange Office/Retail Accommodation	13,000
<b>Total</b>	<b>159,556</b>

## 5.0 Key Strategies and Transformation

5.1 The revenue and capital budgets allocated enable the following key services and transformation work:

- **Regeneration/City Development** – The regeneration of the city is focused on the city’s regeneration priority areas which currently comprise the city centre, Bilston and i54 in line with delivering the strategic outcome ‘More good jobs and investment in our city’.
- **Bilston Urban Village** – Approved capital and revenue budgets have enabled the onward sale of 27 acres of residential land to Countryside Homes who are currently building 420 units on the western side of the Urban Village site. Sales are reported to be very strong with higher than expected values being achieved. Together with ERDF grant the Council has created and improved around 13 hectares of land for open space purposes which provides a high-quality setting for the various built developments. Loxdale Primary School opened in September 2019 in new build premises.
- **City Learning Quarter** - During 2019 the team have been developing the City Learning Quarter business case and various design studies in collaboration with the college. Achievements this quarter include: the completion of RIBA Stage 3 studies; a consultation event; and completion of demolition works. The funding application was submitted to the Black Country Local Economic Partnership (BCLEP) in June 2019. The aspiration of the project is to concentrate the College onto two main campuses, in the City Centre and at Wellington Road in Bilston, enabling the current campus at Paget Road to be disposed of and helping secure the future of the College.

- **Interchange** - The Interchange scheme budget remains as per approved budget of £81.8 million across the partner organisations. The respective projects related to Station and Metro works are all on track to deliver the scheme within the approved budget.
- **Wolverhampton Interchange Office/ Retail Accommodation** - In February 2018 Cabinet approved a budget of £13.0 million for investment in the i9 office development. The developer of the scheme has also secured £4.0 million funding from the Local Growth Fund to close a viability gap. Construction is programmed to commence in December 2019 which will result in office and retail floorspace being available from Spring 2021.
- **Southside** - the focus is on consolidating the Council's landholdings in the south of the city centre by demolition and disposal of a number of dilapidated properties. These works will create future development plots with interim uses which will generate a revenue income. It is anticipated that additional capital funds will be required. The team are developing business cases for disposal or demolitions of properties on a case by case basis.
- **Strategic Land Acquisitions (Canalside South)** – as part of the Walsall to Wolverhampton Corridor, Canalside South features as one of the key areas for residential expansion in the city with potential for over 1,000 new homes. Key work is underway with strategic partners to enable and assemble sites to bring to the market. The Council's Strategic Land Acquisition fund has been essential to enable the assembly of strategic sites in support of a holistic vision for the area creating the critical mass of sites capable of bringing forward sustainable, mixed-use development.
- **i54 Western Extension** - In January 2019, Cabinet approved a funding strategy and budget for Site Clearance and Ecological Habitat Work, Access Road and Bridleway Diversion within the i54 Western Extension project. With all key funding and delivery agreements in place, including BCLEP Local Growth Fund grant for the Access Road, contract works commenced on site in June 2019 and is on programme to complete next Spring. In September 2019, Cabinet approved the next phases of work comprising Services Reservations, Green Infrastructure works and Platform Preparations. These works are programmed to commence June 2020 which will result development plots prepared and serviced for disposal from late 2021 onwards.
- **Enterprise and Skills** - In March 2018 Cabinet approved the £3.4 million European Union (EU) funding application for the business support programme, AIM for GOLD. This has been matched by existing post in Enterprise and the Wolves@Work team. It provides revenue funding to support three full time equivalent employees in the service and a project support team of three full time equivalent employees. The programme delivers support for small and medium-sized enterprises in Wolverhampton which is supported by a £2.0 million combination of capital and revenue grant elements.

Recently the team have sought additional EU funds to increase capacity that will enable the team to offer higher grants, and an extension that would bring an additional year of activity. This would see the service being delivered up to March 2023. Cabinet approval will be sought later this year.

Wolves@Work has teams in both service areas of Skills and Enterprise and is due to complete its third year. Currently costing £570,000, continuation of the service has been supported by the Leader and funding routes are being explored.

The Skills Service have an EU project IMPACT. Wolverhampton is also one of five delivery partners including the four Black Country Local Authorities and Talent Match delivering the EU funded Black Country Impact youth employment initiative. The Skills team has recruited a team of key workers and compliance staff dedicated to delivering this initiative, and provides matched funding through its mainline funded Skills staff, Connexions team and Wolves at Work people facing team, Impact supports young people in the city aged between 15-29 to access employment, apprenticeships, training and further education.

The approved grant allocation for the project is £6.0 million with £2.2 million required in matched funding from the Skills Team. This funding is in place until 2021 with a possibility of an extension until 2023.

- **Visitor Economy - Art Gallery** - In March 2017 Visitor Economy Cabinet approved the £1.13 million capital programme to improve the access and facilities in the city's Art Gallery. £432,000 has been secured as a grant through the Arts Council and the remainder £750,000 is through prudential borrowing. The project is due to complete in September 2020, ahead of the British Art Show in 2021.
- **Adult Education** - is funded by a £3.0 million grant from the Adult Education Budget. The Service contributes to two of the Council Plan priorities; well skilled people working in an inclusive economy and strong, resilient and healthy communities. The Service delivers formal and informal learning to circa 2,600 local adults and targets priority groups who are disadvantaged. The Service exists to impact positively on the lives of its students; moving them into work or closer to the labour market, into further learning and to improve their health and well-being.

## **6.0 Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024**

- 6.1 Since March 2019, Cabinet have been provided with two further Budget and Medium Term Financial Strategy (MTFS) updates in July and October 2019 to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years.
- 6.2 In October 2019, Cabinet were presented with the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 report in which it was forecast that, after taking into account projected changes to corporate resources and emerging pressures, the projected remaining budget deficit for 2020-2021 would be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.
- 6.3 Appendix 1 provides a copy of the 'Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024' report for your consideration. Appendix 2 provides details of specific budget proposals relevant to this panel. Feedback from this and the other Scrutiny Panel meetings will be reported to Scrutiny Board on 10 December 2019, which will consolidate that feedback in a formal response to Cabinet on 22 January 2020. The feedback provided to Scrutiny Board will include questions asked by Panel members, alongside the responses received. Cabinet will take into account the feedback from Scrutiny Board when considering the final budget setting report in February 2020, for approval by Full Council in March 2020.

## **7.0 Panel Recommendations**

- 7.1 The Panel are recommended to provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on:
- the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council;
  - the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 and budget proposals relevant to the remit of this Panel;
  - any other comments.
- 7.2 The Panel are also recommended to approve that the Scrutiny Panel response be finalised by the Chair and the Vice-Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

## **8.0 Financial implications**

- 8.1 The financial implications are discussed in the body of the report, and in the report to Cabinet.  
[RP/13112019/A]

## **9.0 Legal implications**

- 9.1 The legal implications are discussed in the report to Cabinet.

[TS/11112019/T]

## **10.0 Equalities implications**

10.1 The equalities implications are discussed in the report to Cabinet.

## **11.0 Environmental and climate change implications**

11.1 The environmental and climate change implications are discussed in the report to Cabinet.

## **12.0 Human resources implications**

12.1 The human resources implications are discussed in the report to Cabinet.

## **13.0 Corporate landlord implications**

13.1 The Corporate Landlord implications are discussed in the report to Cabinet.

## **14.0 Health and wellbeing implications**

14.1 The Corporate Landlord implications are discussed in the report to Cabinet.

## **15.0 Schedule of background papers**

Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Cabinet, 16 October 2019.

Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Cabinet, 31 July 2019.

2019-2020 Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Full Council, 6 March 2019

This page is intentionally left blank

<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Cabinet</b> <b>16 October 2019</b>
--	--

<b>Report title</b>	Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Louise Miles Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All Wards	
<b>Accountable director</b>	Tim Johnson, Chief Executive	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee</b>	Claire Nye	Director of Finance
	Tel	01902 550478
	Email	claire.nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	2 October 2019
	Health Scrutiny Panel	7 November 2019
	Vibrant and Sustainable City Scrutiny Panel	7 November 2019
	Adults and Safer City Scrutiny Panel	12 November 2019
	Our Council Scrutiny Panel	20 November 2019
	Stronger City Economy Scrutiny Panel	25 November 2019
	Children and Young People Scrutiny Panel	27 November 2019
	Scrutiny Board	10 December 2019

**Recommendations for decision:**

The Cabinet is recommended to approve:

1. The updated draft budget strategy linked to the Five Year Financial Strategy, including the budget reduction and income generation proposals and one-off funding opportunities.
2. That further options are explored between October 2019 and January 2020 to address the updated projected budget deficit of £3.9 million for 2020-2021 and the medium term, based on the Council's Five Year Financial Strategy.

3. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the final budget consultation arrangements.

**Recommendations for noting:**

The Cabinet is recommended to note:

1. That, a number of assumptions have been made with regards to the level of resources that will be available to the Council as detailed in section 5 of this report. It is important to note that there continues to be a considerable amount of uncertainty with regards to future income streams for local authorities over the forthcoming multi-year Spending Review period. At the point that further information is known it will be incorporated into future reports to Councillors. Any reduction in the Government's allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term.
2. That, due to external factors, budget assumptions remain subject to significant change, which could, therefore, result in alterations to the financial position facing the Council.
3. That the projected remaining budget deficit for 2020-2021 will be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.
4. That it is anticipated that the additional adult and children's social care grant will be sufficient to meet the projected remaining budget deficit in 2020-2021 and therefore enable the Council to set a balanced budget in that year.
5. That due to the uncertainty over the medium term, the overall level of risk associated with the 2020-2021 Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 is assessed as Red.
6. That an element of the high-level strategy for 2020-2021 relate to one-off opportunities that can be achieved in 2020-2021.
7. That the updated projected deficit assumes the achievement of previously approved budget reduction and income generation proposals amounting to £9.6 million over period 2019-2020 to 2023-2024.
8. That the 2020-2021 budget timetable will, as in previous years, include an update on all budget assumptions and the Provisional Local Government Settlement which will be presented to Cabinet in January 2020, with the final budget report due to be approved by Full Council in March 2020.



## **1.0 Purpose**

- 1.1 The purpose of this report is to provide Councillors with an update on progress towards identifying additional budget reduction proposals in order to address the projected budget deficit of £4.9 million in 2020-2021 and budget challenge over the medium term to 2023-2024.
- 1.2 This is the second report of the financial year on the Draft Budget and the Medium Term Financial Strategy (MTFS) for the period of 2020-2021 to 2023-2024.

## **2.0 Background and Summary**

- 2.1 Since 2010-2011 despite the successive cuts in Council resources, which have led to significant financial challenges, the Council has set a balanced budget in order to deliver vital public services and city amenities. Over the last eight years the Council has identified budget reductions in excess of £220 million. The extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced, with reducing resources, growing demand for services and significant cost pressures.
- 2.2 In order to respond to this financial challenge and the growing demand for services, the Council has developed a Five Year Financial Strategy to address the projected deficit over the medium term which is detailed in section 3 of this report.
- 2.3 The Council's General Fund Balance stands at £10 million, which is the minimum balance as determined in the Council's Reserves and Balances Policy. In addition, the Council holds specific reserves which are set aside to fund future planned expenditure. It is vital the Council continues to hold these reserves to mitigate the risk of uncertainty of any potential future expenditure and therefore it is not an option to use the funds to meet the budget deficit.
- 2.4 The Budget and Medium Term Financial Strategy (MTFS) 2019-2020 to 2023-2024 was presented to Full Council for approval on 6 March 2019. The Council was able to set a balanced budget for 2019-2020 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £27.3 million in 2020-2021 rising to £40-£50 million over the medium term to 2023-2024.
- 2.5 It is important to note that the updated projected budget deficit assumes the achievement of previously approved budget reduction and income generation proposals amounting to £9.6 million over the five-year period from 2019-2020 to 2023-2024. Having identified budget reductions in excess of £220 million over the previous eight financial years, the extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced.

- 2.6 In March 2019, Full Council approved that work started immediately to identify budget reductions and income generation proposals for 2020-2021 onwards, in line with the Five Year Financial Strategy, and for progress to be reported to Cabinet in July 2019.
- 2.7 It should be noted that due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
- 2.8 An update on the draft budget strategy, linked to the Five Year Financial Strategy, including the budget reduction and income generation targets to address the projected budget challenge of £27.3 million for 2020-2021 and future years was presented to Cabinet on 31 July 2019. At that point, various opportunities including: anticipated grant income arising as a result of a one year spending announcement, council tax income, adult social care precept, capital receipts and other one-off funding streams and budget proposals linked to the Financial Strategy resulted in the identification of £22.4 million towards the projected budget deficit for 2020-2021. Cabinet approved the incorporation of high-level budget strategy for 2020-2021 into the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024. Taking this into account, the remaining budget challenge to be identified for 2020-2021 stood at £4.9 million.
- 2.9 Work has continued during the second quarter of this financial year to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years, whilst also analysing the potential resources available to the Council following the Spending Round 2019 announcement on 4 September 2019.
- 2.10 This report provides an update on progress towards the budget strategy for 2020-2021 and future years, whilst also detailing emerging pressures that the Council currently faces.

### **3.0 Five Year Financial Strategy**

- 3.1 The Council's strategic approach to address the budget deficit continues to be to align resources to Our Council Plan 2019-2024 which was approved by Full Council on 3 April 2019.
- 3.2 Our Council Plan 2019-2024 sets out how we will deliver our contribution to Vision 2030 and how we will work with our partners and communities to be a city of opportunity. The plan includes six strategic priorities which come together to deliver the overall Council Plan outcome of 'Wulfrunians will live longer, healthier and more fulfilling lives.' Over the medium term, resources will continue to be aligned to enable the realisation of the Council's priorities of achieving:
- Children and Young People get the best possible start in life
  - Well skilled people working in an inclusive economy
  - More good jobs and investment in our city
  - Better homes for all
  - Strong, resilient and healthy communities
  - A vibrant, green city we can all be proud of.

3.3 The Financial Strategy, approved by Council in March 2019, consists of five core principles underpinned by eight core workstreams. Using the Core Workstreams as the framework for the Financial Strategy detailed delivery plans are being developed all with a lead director. The Core principles and workstreams are:

- **Core Principles:**

- **Focusing on Core Business.** Focus will be given to those activities that deliver the outcomes local people need and which align to our Council Plan and Financial Strategy.
- **Promoting Independence and Wellbeing.** We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment.
- **Delivering Inclusive Economic Growth.** We will continue to drive investment in the City to create future economic and employment opportunities.
- **Balancing Risk.** We will ensure we base decisions on evidence, data and customer insight.
- **Commercialising our Approach.** We will boost social value in our City by maximising local procurement spend with people and businesses.

- **Core Workstreams:**

- **Promoting Digital Innovation.** Improve access to digital services to empower local people to self-serve at a time and place that suits them whilst reducing 'traditional' operating costs.
- **Reducing demand.** Through early intervention and closer collaboration with local people we aim to reduce demand for services and support greater independence and resilience.
- **Targeted Service Delivery.** Our efforts will be focused in the areas and places that need us the most and where we can deliver the best possible outcomes within the resources available.
- **Sustainable Business Models.** We will develop the most efficient and effective services possible, within the significant financial constraints we face, to meet the needs of local people.
- **Prioritising Capital Investment.** Aligned to our strategic plan, investment will focus on the priorities that deliver the best possible return and outcomes for local people.
- **Generating Income.** Better understanding the markets we operate in will enable us to develop new, innovative income generation opportunities with partners where appropriate.
- **Delivering Efficiencies.** By reviewing our resources, business processes and better using technology, we will deliver services which meet customer needs efficiently and cost-effectively.
- **Maximising Partnerships and External Income.** We will take a much more strategic role, working with our partners, to identify opportunities to collaborate, share resources, reduce costs and seize funding opportunities.

## **4.0 Budget Strategy 2020-2021 to 2023-2024**

### **Spending Round 2019**

- 4.1 On 31 July 2019, Cabinet were asked to note the uncertainty regarding future funding streams for local authorities over the forthcoming Comprehensive Spending Review period. At that point, it was unclear as to whether the Comprehensive Spending Review 2020, and the corresponding reforms to the Fair Funding Formula and Business Rates Retention, would be announced in this financial year in order to provide greater certainty for 2020-2021 and the medium term.
- 4.2 Cabinet were also informed that the Local Government Association and financial research organisations envisaged that the Comprehensive Spending Review 2020 would be delayed due to the extension of ongoing negotiations surrounding Brexit and the Leadership election process for a new Prime Minister, and therefore local authorities would be likely to receive a one-year settlement for 2020-2021 only.
- 4.3 On 4 September 2019, the Government announced the Spending Round 2019 which set out the Government's spending plans for 2020-2021 only.
- 4.4 As anticipated, it was confirmed that the full multi-year Spending Review will take place in 2020 for funding post 2020-2021. The review will take into account the nature of Brexit and set out further plans for long term reform. It is envisaged that the Fair Funding Review and Business Rates Retention reforms will be addressed as part of the multi-year Spending Review.
- 4.5 The report to Cabinet on 31 July 2019 clarified that a number of assumptions had been made with regards to the level of resources that will be available to the Council. Whilst there continues to be a considerable amount of uncertainty regarding future funding streams for local authorities over the medium term, the following paragraphs detail the Spending Round 2019 announcements which impact on the Council's Medium Term Financial Strategy.

## **5.0 Corporate Resources**

### **Council Tax assumptions**

- 5.1 The Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 report presented to Cabinet on 31 July 2019 indicated that additional funds in the region of £1.0 million could be realised in 2020-2021 if council tax were to be raised by an additional 1% to 2.99%. Furthermore, if the adult social care precept were to be increased by 2% in 2020-2021 additional funds in the region of £2.1 million would be available to support the delivery of key Adult Services.
- 5.2 In the Spending Round 2019, the Government announced that they will consult on providing local authorities with adult social care responsibilities the power to raise an additional 2% via the adult social care precept in 2020-2021. Should this power be granted, it would enable councils to raise further funding to support adult social care. As

detailed in paragraph 5.1, the additional 2% adult social care precept is in line with the Council's assumptions.

- 5.3 In addition to this, the Government are consulting on a core council tax referendum limit of 2% for 2020-2021. As detailed in paragraph 5.1, the MTFS currently assumes that total council tax income in the region of £100.1 million would be available to the Council if a 2.99% council tax increase were approved for 2020-2021. In order to be prudent, it is proposed that the Council's MTFS assumptions be revised downwards to reflect a 1.99% increase in council tax in 2020-2021; therefore, resulting in a budget pressure totalling £1.0 million in 2020-2021.
- 5.4 In line with Cabinet approval of the draft budget strategy in July 2019, the Council will continue to consult with residents on increasing council tax up to 2.99% and increasing the adult social care precept by 2% in 2020-2021. This will therefore enable the Council to consider increasing council tax and adult social care precept should additional flexibility be granted during the 2020-2021 Local Government Finance Settlement. A review of the council tax base, that is the number of properties in the city, will be presented to Cabinet as part of the 'Council Tax Base and Business Rates Net Rate Yield' report in January 2020.

#### **Social Care Grants**

- 5.5 The Government announced that additional grant funding totalling £1 billion would be made available to local authorities in 2020-2021 for adults and children's social care, to support the rising demand on the social care system. At this stage, the proposed formula for distribution of the grant and indicative funding allocations have been released for consultation by the Ministry of Housing, Communities and Local Government (MHCLG). The outcome of the consultation will be confirmed in the provisional settlement in December.
- 5.6 This additional funding is in addition to the existing adults and children's social care grants that have been received in 2019-2020; which the Government have now confirmed will be rolled forward into 2020-2021.
- 5.7 The Government have stated that they remain committed to putting adult social care on a fairer and more sustainable footing and will bring forward proposals in due course.
- 5.8 The Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 presented to Cabinet on 31 July 2019 assumed that the Government would announce that local authorities receive adult social care winter pressures grant funding in 2020-2021 and each year over the medium term totalling £1.4 million annually.
- 5.9 The incorporation of the roll forward of one-off grants that have been received in 2019-2020 but not previously assumed in the MTFS for 2020-2021 totals £4.3 million.

### **Public Health Grant**

- 5.10 The Government have confirmed a real term increase to the Public Health grant budget in 2020-2021 to ensure local authorities can continue to provide prevention and public health interventions. The additional funds will support the provision of public health and wellbeing across the City.

### **Business Rates**

- 5.11 Furthermore, the Government have also confirmed that business rate baseline funding levels will increase in line with inflation, which is in line with our assumptions in the MTFs. The September consumer price inflation rate has not yet been released, however it is forecast that the business rates multipliers will increase by 2%.

### **Other funding announcements**

- 5.12 In addition to the funding announcements detailed above which have a direct impact on the Council's MTFs, there were other Spending Round 2019 announcements which will provide benefits to the residents of Wolverhampton.
- 5.13 The Government has committed to increase funding for education and skills nationally over the period to 2022-2023 by £7.1 billion, when compared to 2019-2020 funding levels. The additional funding includes an allocation to support children and young people with special educational needs and further education funding. At this stage, the announcement has been made at a national level and we are therefore not aware of the specific grant allocation that will be made available for Wolverhampton.
- 5.14 Furthermore, the Government have also announced an increase in funding to help reduce homelessness and rough sleeping. Similarly, this has been announced at a national level and therefore we are not currently aware of the allocation for Wolverhampton.
- 5.15 Whilst the Spending Round 2019 announcement has provided some clarity for 2020-2021, it is important to note that the Council continues to face significant uncertainty over the medium term and it is particularly challenging to project the potential resources that will be available to the Council over the forthcoming multi-year Spending Review period. It is important to note that, any reduction in the Government's allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term.

## **6.0 One-off funding sources**

- 6.1 Work has continued during the second quarter of this financial year to identify one-off funding opportunities to support the budget strategy for 2020-2021 and future years. The various opportunities are detailed in the paragraphs below.
- 6.2 On 18 June 2019, Cabinet (Resources) Panel received a report detailing the final outturn on the Collection Fund for 2018-2019 which consisted of a cumulative surplus in the region of £1.4 million on Council Tax and a cumulative deficit in the region of £539,000 on Business Rates. Of the accumulated surplus on the Collection Fund, the Council will

retain a surplus of £960,000. When forecasting the estimated outturn on the Collection Fund for 2018-2019, it was projected that the Council would retain a deficit of £34,000. It is therefore proposed that the additional benefit arising from the positive outturn on the Collection Fund be recognised in the MTFS.

- 6.3 In addition to this, it is proposed that one-off funds totalling £1 million be released from the Job Evaluation reserve in 2020-2021. This reserve was created to fund legal costs associated with Job Evaluation. A review of the anticipated future costs indicates that this reserve can be reduced.
- 6.4 Furthermore, following the review of the anticipated costs of Job Evaluation, it is also proposed that £500,000 be released from the Equal Pay Provision in 2020-2021. The Equal Pay Provision was created to provide for any potential Equal Pay claims that could arise in the six year period post implementation of Single Status; which was on 1 April 2013. Whilst there are some claims which are yet to be resolved, it is anticipated that the remaining provision will not be required in its entirety.

## **7.0 Update on Emerging Factors and the Budget Challenge for 2020-2021**

- 7.1 The assumptions used in the preparation of the budget and Medium Term Financial Strategy (MTFS) remain under constant review and update.
- 7.2 In July 2019, Cabinet were informed of emerging pressures within Adult Services following a fee review and demographic pressures in 2019-2020.
- 7.3 In addition to this, potential cost pressures within the Waste and Recycling Service were highlighted if a restructure within the service were to take place where employees not currently on NJC terms and conditions of employment could result in them being employed on this basis; item 12 - 'Waste Transformation Programme - Future Service Delivery Arrangements' on the agenda for this meeting provides further details on the proposals.
- 7.4 These service areas continue to be kept under review, however in order to be prudent, it is proposed that budget pressures in the region of £4.7 million prevalent in 2020-2021 are recognised, therefore increasing the projected budget deficit in that year as detailed in Table 1 overleaf.
- 7.5 In July, Cabinet approved that alternative funding sources would be sought to fund the Wolves at Work Programme to reduce the cost to the Council whilst protecting this successful initiative. At this time alternative funding has not been secured however work will continue and updates will be brought to Cabinet in the next budget report. If alternative funding is not found this will increase the deficit position for 2020-2021.
- 7.6 Taking into account the forecast changes to corporate resources and emerging pressures, detailed in the paragraphs above, it is anticipated that the projected remaining budget deficit for 2020-2021 will be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.

**Table 1 – Draft Budget Strategy 2020-2021**

	<b>2020-2021 £000</b>
<b>Projected Budget Challenge as at July 2019</b>	<b>4,897</b>
<b>Changes to Corporate Resources</b>	
Council Tax – reduced to 1.99%	1,045
Adult Social Care Grant (Improved Better Care Fund)	(1,947)
Additional Adult and Children’s Social Care Grant	(2,351)
Collection Fund Surplus	(960)
Use of Job Evaluation Reserve	(1,000)
Release of Equal Pay Provision	(500)
<b>Potential Pressures</b>	<b>4,700</b>
<b>Revised Budget Challenge as at October 2019</b>	<b>3,884</b>

- 7.7 As detailed in paragraph 5.5, the Government have announced that additional grant funding totalling £1 billion will be made available to local authorities in 2020-2021 for adults and children’s social care, to support the rising demand on the social care system. The Local Government Finance Settlement 2020-21 technical consultation, issued by the Ministry of Housing, Communities and Local Government (MHCLG), provides the proposed formula for the distribution of the grant and indicative local authority allocations of the additional unringfenced grant funding. It is anticipated that the additional adult and children’s social care grant will be sufficient to meet the projected remaining budget deficit in 2020-2021 and therefore enable the Council to set a balanced budget in that year. It is important to note however, that there is no certainty around the level of funding at the point of writing. Any reduction in the Government’s allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term. It is hoped that further clarity is provided in the provisional local government settlement 2020-2021, which it is anticipated will be announced in December 2019.
- 7.8 Due to the uncertainty about the additional adult and children’s social care grant funding work will continue to identify efficiencies in order to reduce the budget deficit over the medium term and mitigate the reliance on one-off funding.
- 7.9 Due to external factors, budget assumptions remain subject to significant change, which could, therefore, result in alterations to the financial position facing the Council. At the point of writing, the negotiations surrounding Brexit are ongoing and there continues to be speculation around Parliamentary changes; the announcements made in the Spending Round 2019 therefore hold an element of risk.
- 7.10 **Pension deficit**



Work is being undertaken by the West Midlands Pension Fund through the triennial valuation process to determine the employer contributions that will be required over the medium term. At this stage, the MTFS reflects the forecasts based on the previous valuation in 2016. Updates will be provided to Cabinet in future reports.

#### **7.11 Pay Award**

The MTFS assumes an average pay award of 2% per annum. National pay negotiations are likely to take a number of months to conclude. Any increase above an average of 2% will place additional pressure on the MTFS.

### **8.0 Budget Proposals for 2020-2021**

8.1 In July 2019, a number of proposals were presented to Cabinet for approval to address the projected budget deficit for 2020-2021 and the medium term. Since the last update to Cabinet, further detailed work has continued to take place to develop the proposals reported to Cabinet at that point in time. As a result of this detailed work, it is anticipated that there could be potential revisions to the phasing of some budget proposals over the medium term. This will be kept under review over the forthcoming months and in the event that rephrasing of proposals are required, they will be presented in future reports to Cabinet.

8.2 Where proposals have a 2020-2021 budget reduction or income generation target, further details for individual proposals are available on the Council's website using the following link [www.wolverhampton.gov.uk/financialstrategy](http://www.wolverhampton.gov.uk/financialstrategy)

8.3 For those proposals which do not impact on the 2020-2021 budget, further details for individual proposals will be made available in future reports to Councillors.

8.4 Directors and Heads of Service will continue to develop budget reduction and income generation opportunities for the medium term, in order to ensure that a balanced budget can be set in each individual year.

### **9.0 Budget Risk Management and Timetable**

9.1 A summary of the 2020-2021 budget setting process timetable is detailed in the Table 2.

**Table 2 – Budget Timetable**

<b>Milestone</b>	<b>Deadline</b>
------------------	-----------------

Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 report to Cabinet	16 October 2019
Formal Budget Consultation and Scrutiny	21 October – 31 December 2019
Report to Cabinet following the Provisional Local Government Finance Settlement	22 January 2020
Final Budget Report 2020-2021 to Cabinet	19 February 2020
Full Council Approval of Final Budget 2020-2021	4 March 2020

- 9.2 As detailed above the budget consultation process will take place from 21 October to 31 December 2019. This consultation process is the start of continuous engagement with the community throughout the year through community events. The Council will explore the use of digital tools to widen community engagement, however the focus will be on priorities for the City.
- 9.3 Cabinet approval is sought to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance, to approve the final budget consultation arrangements.
- 9.4 The overall level of risk associated with the Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 is assessed as Red. The following table provides a summary of the risks associated with the MTFS, using the corporate risk management methodology.

**Table 3 – General Fund Budget Risks 2020-2021 to 2023-2024**

Risk	Description	Level of Risk
Medium Term Forecasting	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, uptake of pension auto enrolment, and National Living Wage.	Amber
Service Demands	Risks that might materialise as a result of demands for statutory services outstretching the available resources. This particularly applies to adults and childrens social care.	Red
	Risks that might materialise as a result of demands for non-statutory services outstretching the available resources.	Amber
Identification of Budget Reductions	Risks that might materialise as a result of not identifying budget reductions due to limited opportunity to deliver efficiencies.	Amber

Budget Management	Risks that might materialise as a result of the robustness of financial planning and management, in addition to the consideration made with regards to the loss of key personnel or loss of ICTS facilities	Green
Transformation Programme	Risks that might materialise as a result of not delivering the reductions incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering budget reductions and downsizing the workforce.	Amber
Reduction in Income and Funding	Risks that might materialise as a result of the multi-year Spending Review, which is due to be announced in 2020-2021, and reforms to Business Rates Retention and the Fair Funding Review.	Red
	Risks that might materialise as a result of income being below budgeted levels, claw back of grant, or increased levels of bad debts.  The risk of successful appeals against business rates.	Amber
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber
Government Policy	Risks that might materialise due to structural uncertainties including the impact of exiting the European Union.	Red
	Risks that might materialise as a result of changes to Government policy including changes in VAT and taxation rules, and in particular, from the Care Bill.	Red

## 10.0 Evaluation of alternative options

10.1 In determining the proposed Five Year Financial Strategy, consideration has been made to the deliverability of budget reduction and income generation proposals and budget pressures. If we were to not implement the budget strategy as proposed in this report, alternative options would need to be identified in order for the Council to set a balanced budget for 2020-2021. This may therefore potentially impact upon service provision.

## 11.0 Reasons for decisions

11.1 It is recommended that the budget strategy for 2020-2021, including changes to corporate resources assumptions, emerging budget pressures and budget reduction and income generation opportunities, as set out in this report, is approved by Cabinet for budget consultation and scrutiny where necessary. Cabinet will be provided with an update following formal budget consultation and scrutiny in the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 report which will be presented to Cabinet in February 2020. In approving this strategy, the Council will be working towards identifying options to be able to set a balanced budget for 2020-2021.

## 12.0 Financial Implications

12.1 The financial implications are discussed in the body of the report.

[MH/08102019/W]

## 13.0 Legal Implications

13.1 The Council's revenue budgets make assumptions which must be based on realistic projections about available resources, the costs of pay, inflation and service priorities and the likelihood of achieving any budget reduction proposals.

13.2 The legal duty to spend with propriety falls under S.151 Local Government Act 1972 and arrangements for proper administration of their affairs is secured by the S.151 Officer as Chief Financial Officer.

13.3 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to the Council when it is making the statutory calculations required to determine its Council Tax. The Council is required to take this report into account when making its budget decision. The Chief Financial Officer's report must deal with the robustness of the budget estimates and the adequacy of the reserves for which the budget provides. Both are connected with matters of risk and uncertainty. They are inter-dependent and need to be considered together. In particular, decisions on the appropriate level of Reserves should be guided by advice based upon an assessment of all the circumstances considered likely to affect the Council.

13.4 The relevant guidance concerning reserves is Local Authority Accounting Panel Bulletin 77, issued by CIPFA in November 2008. Whilst the Bulletin does not prescribe an appropriate level of reserves, leaving this to the discretion of individual authorities, it does set out a number of important principles in determining the adequacy of reserves. It emphasises that decisions on the level of reserves must be consistent with the Council's MTFS, and have regard to the level of risk in budget plans, and the Council's financial management arrangements (including strategies to address risk).

13.5 In addition, Section 114 of the Local Government Finance Act 1988 requires the Chief Financial Officer to '**...make a report ... if it appears to her that the Authority, a**

**committee or officer of the Authority, or a joint committee on which the Authority is represented':**

- a. has made or is about to make a decision which involves or would involve the Authority incurring expenditure which is unlawful,
- b. has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Authority, or
- c. is about to enter an item of account the entry of which is unlawful.

13.6 The Chief Financial Officer of a relevant Authority shall make a report under this section if it appears to her that the expenditure of the Authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

13.7 These statutory requirements will have to be taken into account when making final recommendations on the budget and council tax requirement for 2020-2021.  
[TS/07102019/Q]

#### **14.0 Equalities implications**

14.1 The method by which the MTFs for 2020-2021 is developed is governed by the Council Plan priorities described in paragraph 3.2 which itself was guided by consultation and equality analysis. The further development of the various budget proposals for Cabinet's consideration will include an initial equalities screening for each proposal and, where necessary, a full equalities analysis.

14.2 The Council will publish details of its income generating and budget reduction proposals as part of its public consultation around the 2020-2021 budget. No proposal will be approved until the details of the responses to public consultation have been analysed for their impact on equalities. The resulting and final report to Cabinet and Council will contain a supporting equality analysis that will offer information across the whole range of proposals and will include any relevant details from the consultation work findings. The final report will enable Councillors to discharge their duty under Section 149 of the Equality Act 2010.

#### **15.0 Climate change and environmental implications**

15.1 There are no relevant climate change and environmental implications arising from this report.

#### **16.0 Health and Wellbeing Implications**

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

#### **17.0 Corporate Landlord Implications**

17.1 There are no relevant corporate landlord implications arising from this report.

## **18.0 Human resources implications**

18.1 In line with the Council's statutory duties as an employer under the Trade Union Labour Relations (Consolidation) Act 1992, an HR1 form was issued to the Secretary of State for Business, Innovation and Skills identifying the intention to reduce employee numbers by up to 500 across the Council in the period 1 April 2019 up to 31 March 2020. The reductions will be through both voluntary redundancy and budget reduction targets which could result in compulsory redundancies.

18.2 The numbers included in an HR1 include posts held by colleagues who, as part of business review, redesign and/or restructure, need to be included, as they will need to be put at risk of redundancy. However, many of these employees will apply and be offered jobs in the new structure or elsewhere in the organisation and therefore the number of employees leaving the authority is anticipated to be far fewer than the number declared on an HR1.

18.3 A new HR1 will need to be issued with effect from 1 April 2020 to 31 March 2021, on the same basis as the previous one.

18.4 Many of the budgetary reductions will be made through efficiencies with new and smarter ways of working and transformation initiatives. Income generation will also be key.

18.5 If any reductions in employee numbers are required, these will be achieved in line with the Council's HR policies. Compulsory redundancies will be mitigated as far as is possible through seeking voluntary redundancies in the first instance, and through access to redeployment.

18.6 The Council will ensure that appropriate support is made available to employees who are at risk of and selected for redundancy. The Council will work with partner and external agencies to provide support. If any of the budget reduction targets are to move service delivery from direct Council management to private, community or third sector providers may have implications under the TUPE regulations. If TUPE were to apply, appropriate consultation with relevant Trade Unions and affected employees, would take place.

18.7 The Council will consult with the recognised Trade Unions on any proposals relating to revisions to NJC terms and conditions of employment.

18.8 There is on-going consultation with the trade unions on the impact of the Council's budgetary position and the targets being made to meet the challenges posed by it.

## **19.0 Schedule of Background Papers**

This report is PUBLIC  
[NOT PROTECTIVELY MARKED]

Cabinet, 31 July 2019 - [Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024](#)

Full Council, 6 March 2019 - [Final Budget Report 2019-2020](#)

This page is intentionally left blank



# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Adult Education – Target to Breakeven
<b>Cabinet member with lead responsibility</b>	Councillor Dr Michael Hardacre Education and Skills
<b>Accountable Director</b>	Richard Lawrence, Director of Regeneration
<b>Originating service</b>	Adult Education
<b>Accountable Employee</b>	Joanne Keatley, Head of Adult Education Tel: 01902 558173 Email: Joanne.Keatley@wolverhampton.gov.uk

### 1.0 Description of proposal

Options are being explored to increase efficiencies, maximise value for money through partnerships and increase income to ensure the service breaks even over the medium term.

## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	30	30	30	30	120
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalentents (FTE)	0	0	0	0	0

## 3.0 Communications Strategy Implications

3.1 There are no Communications Strategy Implications arising from this proposal.

## 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

## 5.0 Customer Implications

5.1 There are no Customer Implications arising from this proposal.

## 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

## 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

## 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and there are no equalities implications. A full Equality Analysis is not required.

## 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

## 10.0 Health Implications

10.1 There are no Health Implications arising from this proposal.

### **11.0 Human Resource Implications**

11.1 There are some Human Resource Implications arising from this proposal. A restructure of staffing may be required to meet this proposal and there may be redundancies as a result.

### **12.0 Legal Implications**

12.1 There are no Legal Implications arising from this proposal.

### **13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

### **14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.

# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Apprentices Review
<b>Cabinet member with lead responsibility</b>	Councillor Dr Michael Hardacre Education and Skills
<b>Accountable Director</b>	Richard Lawrence, Director of Regeneration
<b>Originating service</b>	Skills
<b>Accountable Employee</b>	Paula Warrilow, Head of Organisation Development Tel: 01902 552756 Email: Paula.Warrilow@wolverhampton.gov.uk

### 1.0 Description of proposal

A new all age corporate approach to apprenticeships in the council has been implemented which has resulted in an increase in starts. This will enable a different approach to funding apprenticeships, which will result in a reduction in costs.

## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	40	0	0	0	40
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalentents (FTE)	0	0	0	0	0

### 3.0 Communications Strategy Implications

3.1 There are no Communications Strategy Implications arising from this proposal.

### 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

### 5.0 Customer Implications

5.1 There are no Customer Implications arising from this proposal.

### 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

### 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

### 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and will be reviewed to determine whether a full Equality Analysis is required before budget proposals are implemented.

### 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

### 10.0 Health Implications

10.1 There are no Health Implications arising from this proposal.

### 11.0 Human Resource Implications

11.1 There are no Human Resource Implications arising from this proposal.

## **12.0 Legal Implications**

12.1 There are no Legal Implications arising from this proposal.

## **13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

## **14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.

# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Graduates Programme Rationalisation
<b>Cabinet member with lead responsibility</b>	Councillor Dr Michael Hardacre Education and Skills
<b>Accountable Director</b>	Richard Lawrence, Director of Regeneration
<b>Originating service</b>	Skills
<b>Accountable Employee</b>	Martyn Sargeant, Head of Governance Tel: 01902 555045 Email: Martyn.Sargeant@wolverhampton.gov.uk

### 1.0 Description of proposal

The proposal is to reduce the number of graduates across the council by four (full time equivalent). This may result in a reduction in capacity within the teams the graduates would have been placed in. In most cases these have been specialist projects.

## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	100	30	0	0	130
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalentents (FTE)	0	0	0	0	0

### 3.0 Communications Strategy Implications

3.1 There are no Communications Strategy Implications arising from this proposal.

### 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

### 5.0 Customer Implications

5.1 There are no Customer Implications arising from this proposal.

### 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

### 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

### 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and there are no equalities implications. A full Equality Analysis is not required.

### 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

### 10.0 Health Implications

10.1 There are no Health Implications arising from this proposal.

### 11.0 Human Resource Implications

11.1 There are no Human Resource Implications arising from this proposal.

### 12.0 Legal Implications

12.1 There are no Legal Implications arising from this proposal.



### **13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

### **14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.

# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Wolves at Work – Alternative Funding
<b>Cabinet member with lead responsibility</b>	Councillor Dr Michael Hardacre Education and Skills
<b>Accountable Director</b>	Richard Lawrence, Director of Regeneration
<b>Originating service</b>	Skills
<b>Accountable Employee</b>	Angela McKeever, Head of Skills Tel: 01902 555644 Email: Angela.McKeever@wolverhampton.gov.uk

### 1.0 Description of proposal

Alternative funding options are being explored to support the Wolves at Work programme.

## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	400	0	0	0	400
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalents (FTE)	0	0	0	0	0

### 3.0 Communications Strategy Implications

3.1 There are no Communications Strategy Implications arising from this proposal.

### 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

### 5.0 Customer Implications

5.1 There are no Customer Implications arising from this proposal.

### 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

### 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

### 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and will be reviewed to determine whether a full Equalities Analysis is required before budget proposals are implemented.

### 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

### 10.0 Health Implications

10.1 There are no Health Implications arising from this proposal.

### 11.0 Human Resource Implications

11.1 There are no Human Resource Implications arising from this proposal.

**12.0 Legal Implications**

12.1 There are no Legal Implications arising from this proposal.

**13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

**14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.



# Stronger City Economy Scrutiny

25<sup>th</sup> November 2019

<b>Report title</b>	Council and City Apprenticeship Update.	
<b>Cabinet member with lead responsibility</b>	Councillor Dr Michael Hardacre Cabinet Member for Education and Skills	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Richard Lawrence	
<b>Originating service</b>	City Corporate	
<b>Accountable employee(s)</b>	Paula Warrilow	Head of Organisational Development and Apprenticeships
	Tel	01902 552756
	Email	<a href="mailto:Paula.Warrilow@wolverhampton.gov.uk">Paula.Warrilow@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board	5th November 2019
	Stronger City Economy Scrutiny Panel	25 <sup>th</sup> November 2019

---

## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Inform Scrutiny Panel of the apprenticeship work and achievements within the council and city wide.

## 1.0 Purpose

- 1.1 To provide an update on the apprenticeship work and activity across the city and within the council where appropriate, including the progress made since the last scrutiny panel in September 2018.

## 2.0 Background

- 2.1 The panel at the initial scrutiny review of apprenticeships in January 2017 agreed the 4 priorities listed below:
- a. Become an exemplar employer of young people in the city – offering improved apprenticeship opportunities
  - b. Improve marketing, information and awareness of apprenticeships in the city to young people, schools, parent's, careers advisers etc.
  - c. Improve access to information on apprenticeships through schools
  - d. Improve the availability of supported internships, traineeships and apprenticeships for vulnerable young people.
- 2.2.1 At the last scrutiny in September 2018, feedback was given to the group on activities undertaken since January 2017 and the promise to ensure that further activities would be introduced to support the development of an effective apprenticeship offer across the council and the wider city.
- 2.2.2 The Scrutiny panel have also asked to receive feedback from school representatives on how the interaction and support from the council and other agencies has supported them with apprenticeships.

## 3.0 Progress to date.

### 3.1 **Become an exemplar employer of young people in the city – offering improved apprenticeship opportunities**

Across the city there are 104 different apprenticeship standards being offered within different businesses. Of these 82 have been accessed by young people aged 16 to 24.

The Council has increased its 2016/2017 offer of 4 sector apprenticeship standards to a current offer of 27 which are at levels 2 to 6 depending on the standard and its appropriateness to the role.

Specific data on the number of apprentices sitting in the top 6 city-wide apprenticeship roles is not available at this time

Top six most popular apprenticeships across the City of Wolverhampton;  
Level 2/3 Business and Administration  
Level 2/3 Adult Social care  
Level 2/3 Light Vehicle

Level 2 Children and Young People  
Level 2 Customer Services  
Level 3 Performing Engineering Operations

This differs from the most common standards used at the council, these are;

Level 3 team Leader with 26 starts this year  
Level 7 Senior Leaders Master's degree has 17 starts this year  
Level 2 Horticulture has 13 starts this year  
Level 4 Associate Project Manager has 12 starts this year  
Level 4 Regulatory Compliance Officer has 11 starts this year

### 3.2 Apprentices age range comparisons

Apprenticeships are for everyone and not just for young people, that said we need to ensure that our young people have as many opportunities to get an apprenticeship as possible. The number and age profile of apprenticeship starts for 2018/2019 currently based in businesses across the city are;

- 16 to 18-year olds 355 apprentices
- 19 to 24-year olds 285 apprentices
- 25 + year olds 524 apprentices

Further data will be available in January 2020.

The number and age profile of apprenticeship starts for 2018/2019 within the City of Wolverhampton Council are:

- 16-20-year olds 12 apprentices
- 21-30-year olds 31 apprentices
- 31-40-year olds 52 apprentices
- 41-50-year olds 38 apprentices
- 51+ year olds 19 apprentices
- 28% of apprentices are from BAME ethnicities

In addition to recruiting apprentices into the council we are also utilising the apprenticeship standards to upskill current employees.

This year the council has focussed on setting up appropriate processes identified below, and it realises that more needs to be done to support young people into apprenticeships within the council and also to support those who also have challenges into apprenticeship employment. The council will be focussing its efforts in 2020 on recruiting more apprentices into different departments and utilising all the support available through the Inclusive Apprenticeships, Traineeships and Pre-Apprenticeship Programmes. The new council recruitment and management approach has been set up this year to assist managers and apprentices to succeed going forward.

### 3.3 Increase the number of new apprenticeship starts across the city and in the council including existing staff

Wolverhampton continues to have challenges with the number of apprenticeship starts, this appears to be due to the lack of opportunity offered through businesses and the traditional ideas that university is the easier and better route to follow.

In order to support the increase in apprenticeships across the city, the council continues to support businesses and schools directly through the Enterprise and Skills teams, Connexions and Education and Business Partnership, employees carrying out various tasks directly with businesses and schools.

In addition to this the council has set up a new City Apprenticeship Group (CAG) with members from many different businesses across the council, this is in its infancy but has generated interest from organisations including; Moog, Collins Aerospace, Marston's, RWT, WMCA, Wolverhampton Homes, Bromford Housing, Wolverhampton University, there are also 2 high schools on the group which has promoted constructive conversation around issues faced in schools and in businesses.

In order to measure the council against the city as a whole there have been to date 1170 apprenticeship starts across the City of Wolverhampton, up to quarter 3 in 2018/19. Final data will be available in January 2020. The table below shows a comparison of quarter 3 starts over the past 4 years, we can see from the data that Wolverhampton are starting to increase the number of starts after the down turn which was due to the introduction of the apprenticeship levy in April 2017

	15/16	16/17	17/18	18/19
<i>Dudley</i>	2896	3445	2091	2120
<i>Sandwell</i>	3076	3635	1954	2130
<i>Walsall</i>	2531	2853	1620	1680
<i>Wolverhampton</i>	2208	2597	1528	1670

Wolverhampton had recruited 140 more apprentices in 2018/2019 compared to 2017/2018 . Full data will be available in January 2020

Within the City of Wolverhampton Council there have been 152 apprenticeship starts, including schools in academic year 2018/19. This has increased by 70% and comprises of 9 new recruits, 8 apprentices progressing to a higher level and 135 existing employees, this compares to a total of 89 apprentices in 2017/18

The previous centrally controlled scheme ended in April 2018 and now managers are encouraged to recruit apprentices into their service areas.

The strategies that have been introduced to encourage managers to recruit apprentices include;

- Paying 18+ year olds the national living wage for 25+ to undertake an apprenticeship (see appendix 1)



- Additional support and funding available to help new apprentices with any barriers to work when joining the council (see appendix 2)
- A wider range of apprenticeship standards and more levels to support different roles across the council
- Assessment centre style recruitment interview process, ensuring that the applicants have different opportunities to showcase their skills.
- Work trials to support the recruitment process
- Frozen permanent established vacancies to open opportunities for managers to recruit apprentices, this generates a position for the apprentice to move into.
- There are changes to the way apprenticeships are now delivered, offering support to managers from Organisational Development team, Wolves at Work and Black Country Impact with recruitment and a supportive inclusive approach.
- Managers have a new information portal giving information on all elements of recruiting and supporting apprenticeships.

With the increased number of apprenticeship starts across the council has come an increase in apprenticeship levy spend. The council apprenticeship levy spend has increased in 2018/19 to £614,398, compared to £105,752 in 2017/18. The council has also been linking with external companies to transfer levy in order to support them to recruit apprentices and upskill their employees. To date we have supported Wolverhampton Homes, and 2 Academies. Showcasing us as an exemplar employer, we have exceeded the public sector target of 2.3 percent of workforce being an apprentice or undertaking an apprenticeships. In 2018/19 there were 3.06 percent of the workforce undertaking apprenticeships, compared to 1.58% in 2017/18.

### **3.4 Improve marketing, information and awareness of apprenticeships within the City and across the council**

As well as the new City Apprenticeship Group, the Training and Joint Brokerage Group and Education Business Partnership has also worked to raise the awareness of apprenticeship opportunities for young people within schools. The Organisational Development team, Wolves at Work, Black Country Impact and the Enterprise team have worked together to promote the City Apprenticeship group across the city. We currently have over 20 businesses engaged with the City Apprenticeship Group from different business sectors across the city, including; engineering, hospitality, finance, ICT, social care and health, schools and many others.  
(See appendix 3)

Other activities that have taken place in 2018/19 are:

#### City wide activity

- New revised videos on Wolves Workbox in Dec 18, 12 days of apprenticeships building on information available digitally to inform about apprenticeships.
- New - City Jobs Fair now including apprenticeship opportunities
- New City Apprenticeship Group Business Apprenticeship Breakfast sessions

- Continued use of social media throughout the year
- Continued to support and sponsor the annual Skills and Apprenticeship Show led by City of Wolverhampton College with of 400 people attending
- Careers advisors in all schools working towards the new Gatsby bench marks
- Wolves at Work have a dedicated apprenticeship coach
- Council is supporting a community-based project called PATWOLV, this is a work experience and pre – apprenticeship programme set up to support young people within the local community into work or apprenticeship opportunities. This is based in the community and managed by people who live within the community.

#### City of Wolverhampton Council activities

- New National Apprenticeship Week (NAW) campaign
  - New apprenticeship celebration event for City of Wolverhampton Council apprentices that had completed their apprenticeship
  - New large #FireitupWolves banners down Dudley Street in city centre
  - New pin badges with Fire it up Wolves
  - New 3 days to meet the training providers held in the Civic Centre foyer
  - New ask the apprentice held in the Civic Centre foyer
- New information available for manager and apprentices on the learning hub portal
- New manager scoping sessions
- New school's apprenticeship coordinator promoting and supporting with the delivery of apprenticeships within schools

### 3.5 Improve access to information on apprenticeships through schools

Connexions and the Education Business Partnership team actively support schools across the city to promote apprenticeships to students within schools. They link with businesses and students to ensure that positive messages are given about the apprenticeship opportunities across the city and beyond. They support career staff within the school to understand the opportunities as they evolve.

The City Apprenticeship Group had their 3<sup>rd</sup> meeting at the Kings School in Pendeford where the businesses met with a panel of students to discuss apprenticeship opportunities which support their future career aspirations. The group met with 6 young people currently undertaking 6<sup>th</sup> form and received feedback on their views around Apprenticeships:

- One pupil explained that it was far easier to apply for university than it was to apply for an apprenticeship, in some cases young people would take the easier option.
- One young person was interested in starting up their own hospitality business and Paul Fellows from Marston's was able to explain that by undertaking a hospitality apprenticeship they would be fully qualified to do that.
- Another young person was interested in joining the police force and so would be able to join through their apprenticeship approach

The Organisational Development Team have allocated an apprenticeship coordinator to support schools with apprenticeship recruitment and to development the knowledge around apprenticeships.

### **3.6 Improve the availability of supported internships, traineeships and apprenticeships for vulnerable young people**

- Implemented the new pay model for the council and schools, which now support vulnerable young people to take on an apprenticeship, providing a wage which will allow them to support themselves.
- Opened up opportunity for job trials
- Completed the agreed actions in the post 16 implementation plan to support vulnerable group to access apprenticeships and other employment opportunities. By creating new pilots to support young people in care and young offenders into apprenticeships
- Ongoing work with enable to develop new opportunities within the council for the young people they support. In 2018/19, two young people were supported, one a former care leaver and one with dyspraxia. Plans for a new project in 2020 to further promote this with managers across the council and schools is planned.

### **4.0 Financial implications**

4.1 Operational delivery of the apprenticeship scrutiny action plan will be met through existing revenue including a specific budget assigned to Apprenticeships. Partnership work is met through the relevant service budget e.g. Black country Impact, Connexions, EBP and Wolves @ Work

### **5.0 Legal implications**

5.1 None – the delivery of the action plan is to become an exemplar employer, to improve the offer to employees and residents.

### **6.0 Equalities implications**

6.1 All apprenticeships are required to meet equality and diversity standards. Various groups inform this process including inclusion advisory forums and individual institutional policies and procedures

### **7.0 Environmental implications**

7.1 Environmental implications are undertaken through provision planning.

### **8.0 Project Implications**

8.1 The project is supported through existing resources and the new Head of Organisational Development and Apprenticeships Lead.

**9.0 Human resources implications**

- 9.1 The levy gives an opportunity for existing employees to upskill using apprenticeship standards. This is monitored by Human Resources Business Partners and the Organisational Development team lead by the Head of Organisational Development and Apprenticeships.
- 9.2 New processes have been developed in partnership with Human Resources and the Organisational Development team. These include; a revised pay structure for people employed as an apprentice, generic apprenticeship role profiles based on the level of apprenticeship being offered and the level of work the manager is expecting the apprentice to carry out. There is a new recruitment process including a streamline application form, allowing people to submit a CV for Apprenticeship roles.

**10.0 Corporate landlord implications**

- 10.1 There will be no property or landlord implications as apprentices will be based within the existing infrastructure

**11.0 Schedule of background papers**

- 11.1 Scrutiny Review of Apprenticeships

**12.0 Appendix**

- 12.1 Appendix 1 - **Apprenticeship pay scale**

**APPRENTICESHIP PAY SCALES - COWC RATES**

Apprenticeship Level	Apprenticeship Description	Grade / SCP	APRIL 2019 Annual Salary	APRIL 2019 Weekly Rate	APRIL 2019 Rate of Pay
Level 2 (a)	16 to 18 years	CWCAPP / 01	8,392.00	160.94	4.35
Level 2 (b)	18 years plus - NMW 25+	CWCAPP / 02	15,839.00	303.76	8.21
Level 3	Level 2 (b) + 2.50%	CWCAPP / 03	16,235.00	311.36	8.42
Level 4	Level 2 (b) + 5.00%	CWCAPP / 04	16,631.00	318.95	8.62
Level 5	Level 2 (b) + 10.00%	CWCAPP / 05	17,423.00	334.14	9.03
Level 6	Level 2 (b) + 20.00%	CWCAPP / 06	19,007.00	364.52	9.85

Prior to September 2018 apprentices were paid £150 per week regardless of age and level of apprenticeship. This had an impact on the quality and number of applicants that applied for apprenticeships at the council. Care leavers were not interested in applying for the apprenticeships because it would affect their benefits, they would be worse off.

The pay structure is a stand alone pay structure that is based on the level of apprenticeship undertaken instead of age, this is to prevent age discrimination for young people undertaking the same apprenticeship standards as an older person.

Managers have welcomed the change in apprenticeship pay as it has increased the number of applicants and attracted people with different skills sets and qualifications. Managers are able to recruit to apprenticeships up to level 6 which in turn has offered more varied opportunities to people looking for apprenticeships.

## **12.2 Appendix 2 – Inclusive apprenticeship approach**

### **What is Inclusive apprenticeship approach**

- A term used to showcase a new apprenticeship approach
- An apprenticeship that considers joined up bespoke support for people applying for apprenticeships at the council
- An apprenticeship that doesn't use labels such as care leaver, SEND and holding an Educational Health Care Plan
- Opportunity to consider different ways to recruit to level 2 apprenticeships
- An apprenticeship that utilises support from partner agencies to ensure that managers have support in recruiting and managing the right person for the role. Ensure that managers start to look at all the skills and qualities apprenticeship applicants have and stop focusing on just the qualifications especially for level 2/3.
- An Apprenticeship that ensures that appropriate support is in place for the apprentice to complete the recruitment process and beyond.

#### **Bespoke Support for Managers**

- Effective assessment process developed in partnership with the manager, OD team and Wolves @ Work
- Specialist support from professionals e.g Children and Young People in Care, YOT, Adult Disability services
- Specialist support from Employment support agencies and OD team

#### **Support for Apprentice Applicants and Appointed Apprentices**

- Wolves @ Work skills and employment coaches
- College / training provider, extra training as required
- Financial support for travelling or clothing if required
- Occupational Health / Reasonable Adjustments for work environment

## **12.3 Appendix 3 – City Apprenticeship Group**

## CITY OF WOLVERHAMPTON APPRENTICESHIP GROUP Terms of Reference

**Group Aim:** To liaise with, and widen participation from, a range of businesses and industry to improve apprenticeship outcomes across the City of Wolverhampton.

### **Purpose of the Group:**

- **Lobby:** speak with a clear, single voice on behalf of local business and residents to WMCA and at various regional/national forums.
- **Educate:** make businesses aware, in easily digestible format, of any information or updates in relation to apprenticeships.
- **Engage:** liaise with businesses to understand any apprenticeship-related issues for local employers and industry.
- **Understand:** aim to establish issues for local schools and residents which results in a lower local uptake of apprenticeship opportunities.
- **Shape:** help to create the apprenticeship agenda on a local level, engaging with employers, residents and educational establishments, including schools, devising strategies and solutions to local issues.
- **Enhance:** work with schools and training providers to improve the work-readiness and industry-specific skills of students, through strengthening of content/curriculum and enhanced careers support.
- **Promote:** use various channels to ensure that apprenticeships are promoted in a more connected, coordinated and effective manner, with the widest possible audience in mind, including schools and digital engagement.
- **Include:** ensure an inclusive-approach to apprenticeships is promoted, including an all-age agenda and encouragement of female participation in historically male-dominated industries.
- **Destigmatise:** become ambassadors for apprenticeships, increasing the promotion of apprenticeships as an attractive route into diverse career pathways.

### **Group Membership:**

**Chair:** Paula Warrilow (City of Wolverhampton Council)

### **Local business representation:**

Mark Hince- (Moog)

Julien Sable- (Collins Aerospace)

Paul Fellows- (Marston's)

David Pearson- (Liberty HG)

Liz Blakemore- (A.F. Blakemore & Sons)

Su Gough – Lloyds Bank

Dean Coombs – St Mathius School

James Ludlow – Kings School

Sharon Conway Thomas – Wolverhampton Homes

Mark Price – Wolverhampton university

Beena Nana – ESFA  
Vicky Green – Bromford Housing  
Rose Reese- Midland Metro  
Dawn Jevons – Galifordtry  
Claire Young - RWT  
Sonia cross – DWP  
Anne-Marie McAuliffe – McAuliffe Group  
Nigel Taylor – Care Tech

**From Black Country Chamber of Commerce:**

New person joining T B C

**From WMCA:**

Louise Ward

**From CWC:**

Joseph Burley

Sue Lindup

Angela Hoyle

Jay Patel

Niginder Kaur

Alice Vickers

The members are increasing with each group meeting.

**Meeting Frequency:** Quarterly. March, June, September and December meetings.

**Location:** Hosting to be shared amongst the group.

**Accountability:** An action log will be sent out following each meeting detailing notes, decisions and assigned actions.

Minutes are available from the last 3 meetings if further information is required.

City Apprenticeship Business Breakfasts are put on bi-monthly and are open to all businesses across the city.

To date we have held 3 breakfast briefings and have covered a range of subjects ranging from a general overview on apprenticeships, apprenticeship levy transfer, digital agenda and apprenticeships, apprenticeships standards and an overview of other business development models for apprenticeships.

This page is intentionally left blank



# Briefing Note

**Title: Careers and Employability work in schools**  
**Date: 21/10/19**

**Prepared by: Angela McKeever**

**Job Title: Head of Skills**

**Intended Audience:** Internal  Partner organisation  Public  Confidential

## Purpose or recommendation

To provide an overview of the careers and employability offer in schools which is directly provided by or commissioned by the council, or delivered by partners such as Black Country LEP in close partnership with the council.

## Overview

The main services that are provided to schools under the theme of careers and employability are as follows:

1. Connexions
2. Work experience
3. Careers and Enterprise support

### Skills and Employment – An Integrated Delivery Model



#### Work Experience



13-19 years  
Up to 25 with  
SEN  
Careers  
Education  
Information  
Advice and  
Guidance  
Careers  
Enterprise Co

15-29 years  
Dynamic  
Purchasing System  
Addressing  
barriers  
Information  
Advice and  
Guidance  
Talent Match

Schools Traded  
Service  
College  
University  
Adult Service  
linked to Wolves at  
Work  
2-12 week  
placements

Support to  
unemployed and  
under employed  
into jobs  
Job matching  
service  
Employer  
pledges

Community based  
support  
All age  
Unemployed  
Low Skilled  
Furthest from job  
market

WORKBOX – [www.wolvesworkbox.com](http://www.wolvesworkbox.com)

The main offer to schools is embedded in a wider skills and employment offer which includes a range of services such as Apprenticeships, Wolves at Work, and Black Country Impact.

In this way we make the best use of resources and develop clear pathways for young people through from youth provision to adult services, linking with opportunities through the regeneration and business engagement activity in the city.

Our service provision to reduce NEETS is showing the best performance for many years. City of Wolverhampton is now **best in the Black Country** for the number of young people aged 16 – 18 who are participating in education, training and employment.

Our Wolves at Work provision is one of the best performing local job brokerages regionally and indeed nationally. It has placed more than 4500 residents into work since January 2017 and 40% of these have been young people.

Some of the outcomes for 2018/19 for schools and young people in the city are set out below:

- 2563 students have been supported to access work experience and 178 new employers have been engaged
- 100 residents have accessed work experience in the Council
- 1544 students have accessed work preparation activities in schools through the Careers Enterprise Company activity
- Connexions have successfully ensure that NEETs and Not Knowns are currently 4.2% which is better than regional and national comparators

## **Detailed description of services**

### **Connexions**

The Connexions Team sits within the Skills Team within the Regeneration Directorate in the Wolverhampton Local Authority. Connexions direct delivery consists of supporting NEET (Not in Education, Employment or Training) young people and those who are in the Schools (both in and out of City).

**The Council's Priority Plan** is to increase participation rates for Young people with SEN in Education and Employment and training

### **The Service/team/function objectives are:**

- To ensure all young people with EHCPs are provided with impartial IAG and ongoing support from a named Connexions Personal Adviser at Key Transition points at year 9,11 and leaving year.
- To meet young people in year 9 and 11 which involves the Personal Adviser completing Getting Ready Sheets with all young people to prepare for

adulthood, attending joint reviews with partner organisations and parents/carers and providing the Education Advice which forms part of the EHCP.

- To Identify young people at risk of becoming NEET, or NEET who may need a higher level of support to participate in Education Employment and training. (Early intervention)
- To provide Impartial IAG and placement support from a Connexions Personal Adviser and manage the referral to access Impact and Wolves@Work

Connexions is part of the integrated offer (shown in the Skills and Employment table above) operating within a seamless model. This has proved to be highly effective and beneficial to both young people and adults, ensuring that no individual falls through the net. The council currently has 9 Connexions Personal Advisers.

**The young people who are eligible for the Connexions service are as follows and are supported through the targeted service:**

- NEETs
- Not Knowns
- Young people in Special Schools and PRUs
- Out of City SEND young people
- All young people who are risk of becoming NEET (RONI – Risk of NEET) in year 11. Each school in the city in year 11 will have approximately 30/35 potential NEETs identified
- Those young people with EHCP's (Education, Health and Care Plan) (Mainstream Schools 33, Special Schools 28, Other 10. List of all schools & institutions is available upon request)

Young people can remain with the Connexions Service up to the age of 19, (up until their 19 birthday) and those with SEND up to the age of 25. However, they can return to us at any point if they disengage from any provision, they might be in at any given time within the age range.

### **Supporting SEND young people**

Below outlines how well our Connexions PAs capture and listen to the voice of children and young people and their feelings about how their outcomes are improving.

**Internships – Value** Connexions add. Those young people who are on Internships will undergo continuous reviews with a Connexions PA at NOVA, at the College and at WVTC. If at the end of an Internship the young person has not successfully secured an employment opportunity, they will still receive support from a named Connexions PA. Attached is an example of how the PA has supported continuously.

**We have links with other services:**

- We have a dedicated PA who is linked to the **YOT** (Youth Offending Team) for 2 days a week.
- Connexions staff is matched funded to the **Impact Project** subsequently have been working jointly with the Impact team to deliver the project to help reduce the NEETs in the city. The Impact project has been a valuable addition to the provision in the city given the lack of support available to young people ages 16-18. The Impact project has helped our young people to, improve on their existing skills by accessing training provision leading to further and higher education, find employment, access Apprenticeship opportunities access travel assistance and funding towards clothing. Working closely with the Impact team for the last 2 years has been of great benefit with regards to information sharing, understanding the project and having a valuable contribution towards helping meet the overall Impact Project targets.
- The relationship Connexions has with **Wolves at Work** has complemented the work that our Connexions PAs undertake with young people. The Workbox live database tool is brought to the attention of all our NEET young people in the city and those young people who are seen in the schools are encouraged to register on Workbox to access up-to-date information daily. Connexions staff benefit from having support from one of the Workbox coaches to support our young people during the Wednesday and Friday drop-in services offered to young people at the Civic Centre. Support includes accessing apprenticeships and the opportunity to talk in more detail about the vacancies, as well as knowing how to register on the website and make applications.

The joint integrated working with organisations bodes well for Connexions, offering an enhanced service to our young people and ensuring that we meet their needs in a collaborative way. The model below demonstrates this seamless service to young people:

## **Work Experience**

The Work Experience Lead officer has supported schools and the College through the Work Experience Support Service Level Agreement for over 20 years. The service is fully funded via schools and delivers;

- The statutory duty of care of where schools send their students on work experience is safe and suitable by undertaking young person's risk assessments which covers Health and Safety, Safeguarding, Welfare and suitable duties with all the employers who kindly host young people on placement to fulfil this Statutory Duty.
- Develop and produce best practice guidance, work experience diaries / logbooks so students can record their experience and skill development and undertake training and support with Work Experience Co-Ordinator's across the City.

- Co-ordination and delivery of the City of Wolverhampton Council Work Experience Programme. In the last academic year 100 work experience placements have been supported in the Council.

## **Achievements**

- 2563 students supported to access work experience in 2018/19
- 387 new employers engaged in 2018/19
- 100 work experience placements supported in the Council with 34% being from BAME backgrounds and 5 with disabilities.

### **1. Enterprise and careers support**

The Enterprise lead officer works in partnership with schools to ensure they are fulfilling their obligation with regards to careers such as ensuring students participate in enterprise activities, helping schools to forge links with employers, planning activities that are most effective in motivating young people, supporting independent choices and supporting positive outcomes.

Through delivery of the programme for academic year 18-19 more than 15,000 students benefited from the programme through the following activities Work Experience preparation; Interview Preparation; Practice Interviews; Careers Fairs; Speed Networking; Guess My Job; Guest speakers for assemblies; Apprenticeship talks; Meet the real apprentice; Visit to Universities; Visits to the workplace; Enterprise challenges; Employers supporting teachers in linking curriculum learning to different careers

### **IMPACT OF THE NETWORK**

- Schools now have a dedicated Careers Leader overseeing careers for years 7 – 13
- Each school now has a careers programme which has been signed off by the Governors and published on the school website for parents, carers and employers
- Schools are working in partnership with Colleges and Training Providers with regards to promoting apprenticeships and college courses
- Schools meeting regularly to discuss the bench marks, careers and best practice
- Students have more opportunities to engage with employers and so are better prepared for the world of work and have a better understanding of the options available to them
- Students are given access to up-to-date labour market information
- Students go out on work experience in key stage 4 and 5
- Students have meaningful encounters with Training Providers, Colleges and universities including 2 visits to a university.
- Students will have interviews with a qualified impartial careers adviser.



## Scrutiny Work Programme

### Stronger City Economy Scrutiny Panel Work Programme

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

Date of Meeting	Item Description	Lead Report Author	Notes
25 November 2019	<ul style="list-style-type: none"> <li>• Draft Budget and Medium-Term Financial Strategy 2020 -2021</li> <li>• Apprenticeships Update</li> <li>• Skills, Employment, Enterprise (Wolves at Work)</li> </ul>	Claire Nye  Paula Warrilow  Sue Lindup	<ul style="list-style-type: none"> <li>• Details about the impact of budget proposals on future strategic plans for regenerating the City.</li> <li>• Update as resolved at the Panel last year. Particular focus on uptake numbers, effectiveness and overall career pathways. Data analysis.</li> <li>• Includes Wolves at Work data on progress and work done with schools – Headteachers from King's CE and St Matthias Schools have been invited to the meeting.</li> </ul>
5 February 2020	<ul style="list-style-type: none"> <li>• Inward Investment</li> </ul>	Julia Nock/Cllr Harman Banger (Cabinet Member)	<ul style="list-style-type: none"> <li>• To include communications and detailed analysis of the outcome of work done to attract inward investment – for example how new businesses have relocated to Wolverhampton? How many positive leads have been</li> </ul>

	<ul style="list-style-type: none"> <li>Digital Innovation (First on Agenda)</li> <li>Royal Wolverhampton Site – update on Phase 2 and 3 (exempt item)</li> </ul>	<p>Heather Clark/ Beverley Momenabadi (Digital Champion)</p> <p>Kate Martin</p>	<p>generated as a result of promotional work?</p> <ul style="list-style-type: none"> <li>Cllr Momenabadi to give presentation on progress of work. Heather Clarke to present report details about plans to improve the design of and infrastructure of buildings to provide better connectivity.</li> <li>To brief panel on the next stages of the plans for developing the site and outcome of tender discussions and funding</li> <li>Details of current progress</li> </ul>
<p>25 March 2020</p>	<ul style="list-style-type: none"> <li>Progress report on Branding and Marketing Strategy for City of Wolverhampton</li> <li>Update on impact of Empty Properties Strategy – update on action to reduce vacant properties in the city centre.</li> <li>Future High Streets Fund</li> <li>Review of recommendations throughout the year.</li> </ul>	<p>Isobel Woods / Ian Fegan</p> <p>Isobel Woods</p> <p>Heather Clark</p> <p>Heather Clark</p>	<ul style="list-style-type: none"> <li>Update on the number of empty properties in the city centre and trend data, current strategy for improving the situation -Cllr Sohail Khan raised the issues at the Annual Scrutiny Work Programme Session.</li> </ul>



**Potential Future items: -**

1. Policy implications from West Midlands Combined Authority/Regional/National or International Sources
2. How do we monitor our communications?
3. Westside Link Final Designs before Cabinet
4. 5G
5. Green industries and green environment

This page is intentionally left blank