

Time 5.00 pm **Public Meeting?** YES **Type of meeting** Executive
Venue Online

Membership

Chair Cllr Ian Brookfield (Lab)
Vice-Chair Cllr Louise Miles (Lab)

Labour

Cllr Paula Brookfield
Cllr Steve Evans
Cllr Dr Michael Hardacre
Cllr Jasbir Jaspal
Cllr Linda Leach
Cllr John Reynolds
Cllr Stephen Simkins
Cllr Jacqueline Sweetman

Quorum for this meeting is five Councillors.

Information for the Public

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

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

Agenda

Part 1 – items open to the press and public

Item No. Title

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**
- 2 **Declaration of interests**
- 3 **Minutes of the previous meeting** (Pages 5 - 14)
[For approval]
- 4 **Matters arising**
[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 5 **Pay Policy Statement 2021-2022** (Pages 15 - 32)
[To recommend that Full Council approves a Senior Pay Policy Statement for 2021-2022]
- 6 **Wolverhampton Homes Delivery Plan 2021-2022** (Pages 33 - 62)
[To recommend that Full Council approves the Wolverhampton Homes Delivery Plan 2021-2022]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 7 **Relighting Our City Recovery Commitment Refresh** (Pages 63 - 94)
[To approve a refresh of the Relighting Our City Recovery Commitment]
- 8 **Gender Pay Gap Report 2020** (Pages 95 - 112)
[To present the Gender Pay Gap Report 2020]
- 9 **Temporary Accommodation Action Plan** (Pages 113 - 122)
[To approve the actions proposed to mitigate against the rising need for Temporary Accommodation in the City]
- 10 **Creating more opportunities for our young people: #YES Annual Report**
(Pages 123 - 140)
[To provide an update on #YES and priorities for the next 12 months]
- 11 **Black Country Transport Term** (Pages 141 - 200)
[To approve the establishment of a Black Country Transport Team and a Collaboration Agreement between the four Black Country Local Authorities]

- 12 **Black Country Tenancy Strategy** (Pages 201 - 214)
[To adopt the Black Country Tenancy Strategy]

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CITY OF WOLVERHAMPTON COUNCIL	Meeting of the Cabinet Minutes - 17 February 2021
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Attendance

Members of the Cabinet

Cllr Ian Brookfield (Chair)
Cllr Louise Miles (Vice-Chair)
Cllr Paula Brookfield
Cllr Steve Evans
Cllr Dr Michael Hardacre
Cllr Linda Leach
Cllr John Reynolds
Cllr Stephen Simkins
Cllr Jacqueline Sweetman

Employees

Tim Johnson	Chief Executive
Emma Bennett	Director of Children's and Adult Services
Ross Cook	Director of City Environment
John Denley	Director of Public Health
Richard Lawrence	Director of Regeneration
Claire Nye	Director of Finance
David Pattison	Director of Governance
Jaswinder Kaur	Democratic Services Manager
Dereck Francis	Democratic Services Officer

Part 1 – items open to the press and public

- | <i>Item No.</i> | <i>Title</i> |
|-----------------|--|
| 1 | Apologies for absence
Apologies for absence were submitted on behalf of Councillor Jasbir Jaspal. |
| 2 | Declaration of interests
No declarations of interests were made. |
| 3 | Minutes of the previous meeting
Resolved:
That the minutes of the previous meeting held on 20 January 2021 be approved as a correct record and signed by the Chair. |
| 4 | Matters arising
There were no matters arising from the minutes of the previous meeting. |

5 **Capital Programme 2020-2021 to 2024-2025 Quarter Three Review and 2021-2022 to 2025-2026 Budget Strategy**

Councillor Louise Miles presented the report on revisions to the current approved capital programme covering the period 2020-2021 to 2025-2026 for approval and recommendation to Full Council. The report also provided an update on the financial performance of the General Revenue Account and Housing Revenue Account capital programmes as at quarter three of 2020-2021. The programmes were underpinned by the Council Plan with significant focus on working together to be a city of opportunity. There was a particular strategic commitment to children and young people, more good jobs and investment in the city, better homes for all, and the city's green agenda. This was now supported by the Council's Relighting Our City Strategy.

Resolved:

That Council be recommended to approve:

1. The revised City of Wolverhampton Council Capital Strategy.
2. The revised, medium term General Revenue account capital programme of £316.4 million, an increase of £1.6 million from the previously approved programme, and the change in associated resources.

That Cabinet approves:

1. The virements for the General Revenue Account capital programme detailed at Appendix 5 to the report for:
 - i. existing projects totalling £3.8 million;
 - ii. new projects totalling £971,000.
2. Continuation of both delegations to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the allocation of:
 - i. The Corporate Contingency to individual projects in order that corporate priorities may be addressed in an agile and timely manner;
 - ii. The Transformation Development Efficiency Strategy to individual transformation projects in order to benefit from the capital receipts flexibility announced in the Autumn Statement 2015 and in line with the Medium Term Financial Strategy.
3. Delegated authority to the Cabinet Member for City Environment, in consultation with the Director of City Environment and Director of Finance, to approve the payments of grants related to the Black Country Blue Network Phase 2 programme where appropriate in order that projects can be progressed in a timely manner.

6 **Treasury Management Strategy 2021-2022**

Councillor Louise Miles presented the report on the Treasury Management Strategy 2021-2022 for approval and recommendation to Full Council. The Strategy set out various strategies the Council must comply with in the management of its borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Resolved:

That Council be recommended to approve:

1. The authorised borrowing limit for 2021-2022 to support the capital strategy as required under Section 3(1) of the Local Government Act 2003 to be set at £1,166.2 million (PI3, Appendix 3 to the report); the forecast borrowing is below the authorised borrowing limit.
2. The Treasury Management Strategy Statement 2021-2022 as set out in Appendix 1 to the report.
3. The Annual Investment Strategy 2021-2022 as set out in Appendix 2 to the report.
4. The Prudential and Treasury Management Indicators as set out in Appendix 3 to the report.
5. The Annual Minimum Revenue Provision (MRP) Statement setting out the method used to calculate MRP for 2021-2022 as set out in Appendix 4 to the report.
6. The method used to calculate MRP for 2020-2021 as set out in the Annual MRP Statement approved by Council on 4 March 2020 be amended to the method as set out in Appendix 4 to the report.
7. The Treasury Management Policy Statement and Treasury Management Practices as set out in Appendix 6 to the report.
8. That authority continues to be delegated to the Director of Finance to amend the Treasury Management Policy and Practices and any corresponding changes required to the Treasury Management Strategy, the Prudential and Treasury Management Indicators, the Investment Strategy and the Annual MRP Statement to ensure they remain aligned. Any amendments would be reported to the Cabinet Member for Resources and Cabinet (Resources) Panel as appropriate.
9. That authority continues to be delegated to the Director of Finance to lower the minimum sovereign rating in the Annual Investment Strategy, in the event of the UK's credit rating being downgraded by the third credit rating agency, due to the unprecedented impact of Covid-19 on the economy.

The Cabinet approves:

1. That authority is delegated to the Cabinet Member for Resources in consultation with the Director of Finance to progress feasibility and investment propositions in a timely manner. Updates on any propositions would be provided to Cabinet or Cabinet (Resources) Panel in future reports.

The Cabinet recommends that Council be asked to note:

1. That the MRP charge for the financial year 2021-2022 would be £18.2 million; it is forecast to increase to £25.5 million in 2022-2023 (paragraph 2.14 of the report).

2. That Cabinet or Cabinet (Resources) Panel and Council would receive regular Treasury Management reports during 2021-2022 on performance against the key targets and Prudential and Treasury Management Indicators in the Treasury Management Strategy and Investment Strategy as set out in paragraph 2.12 and Appendices 2 and 3 to the report.

7 2021-2022 Budget and Medium Term Financial Strategy 2021-2022 to 2023-2024

Councillor Louise Miles presented the highlights from the report on a balanced budget for 2021-2022 aligned to the Council Plan priorities and an update on the Medium Term Financial Strategy 2021-2022 to 2023-2024 for recommendation to Full Council. The report also provided an update on the projected financial implications of the Covid-19 pandemic and the core principles and next steps that would be taken in order to address the financial pressures faced by the Council over the medium term.

Cabinet extended thanks to Councillor Miles and the Finance Team for their stewardship of the Council's finances and pulling together the balance budget.

Resolved:

That Council be recommended to approve:

1. The net budget requirement for 2021-2022 of £258.5 million for General Fund services (paragraph 10.1).
2. The Medium Term Financial Strategy (MTFS) 2021-2022 to 2023-2024 as detailed in Table 4 and the budget preparation parameters underpinning the MTFS as detailed in Appendix 2 to the report.
3. A Council Tax for Council services in 2021-2022 of £1,765.49 for a Band D property, being an increase of 4.99% on 2020-2021 levels, which incorporates the 3% increase in relation to Adult Social Care, in line with Government expectations. (paragraph 8.4, Table 1).
4. That work starts on developing budget reductions and income generation proposals for 2022-2023 onwards in line with the Five Year Financial Strategy (paragraph 10.5).
5. Revisions to the local council tax support scheme (paragraph 8.7).

That Cabinet approves:

1. The updated assumptions used in the Budget 2021-2022 and the MTFS 2021-2022 to 2023-2024 as detailed in sections 7 and Appendix 1 to the report.
2. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the calculation and allocation of growth in the central share of business rates for 2021-2022 and future years to be passported to the West Midlands Combined Authority (WMCA) (Appendix 1, paragraph 1.29).
3. That authority be delegated to the Cabinet Member for Resources and Cabinet Member for Education and Skills, in consultation with Director of Finance and Director of Children's and Adult Services, to approve changes to the local funding formula for Schools including method, principles and rules adopted (paragraph 12.4)

4. That authority continues to be delegated to the Cabinet Member for Resources in consultation with the Director of Finance to consider further opportunities to accelerate pension contribution payments to secure additional budget reductions (Appendix 1 paragraph 1.5).
5. That the external provider of Risk Based Verification (RBV) is no longer beneficial to the service and that the Council ceases to operate the external RBV system from 31 March 2021, using an in-house RBV approach to the verification of new Housing Benefit and Council Tax Support claims (paragraph 8.10).

That Cabinet notes:

1. That the budget for 2021-2022 is in balance without the use of general reserves (paragraph 10.1).
2. That, in the opinion of the Director of Finance (Section 151 Officer), the 2021-2022 budget estimates are robust (paragraph 10.1).
3. That, in the opinion of the Director of Finance (Section 151 Officer), the proposed levels of reserves, provisions and balances is adequate in respect of the forthcoming financial year (paragraph 11.4).
4. That a further £25.4 million needs to be identified for 2022-2023 rising to £29.6 million over the medium term to 2023-2024 in order to address the projected budget deficit (paragraph 10.5).
5. That, due to external factors, in particular the impact of Covid 19, budget assumptions remain subject to significant change, which could therefore result in alterations to the financial position facing the Council (paragraph 7.5).
6. That, there continues to be a considerable amount of uncertainty with regards to future funding 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 (paragraph 7.20).
7. That, the overall level of risk associated with the 2021-2022 Budget and Medium Term Financial Strategy 2021-2022 to 2023-2024 is assessed as Red (paragraph 9.1).
8. That Councillors must have due regard to the public sector equality duty (Section 149 of the Equality Act 2010) when making budget decisions (paragraph 17.7).

8 **Adult Social Care Annual Report: The Local Account 2019-2020**
Councillor Linda Leach presented the Adult Social Care Annual Report, The Local Account. The Local Account provided transparency about the Council's priorities for adult social care set out for the year, progress made against those priorities and priorities for the year ahead. Councillor Leach reported on some of the key strengths and achievements highlighted in the 2019-2020 Local Account and the priorities for the year ahead, that aimed to continue the progress made alongside Covid-19, which

had been the main priority for the year. She also reported that it was planned to produce an easy read version of The Local Account, and a video highlighting the main points with sign language interpreters and subtitles.

Councillor Ian Brookfield welcomed The Local Account and reported that he looked forward to receiving next year's report highlighting some of the things Adult Social Care we were unable to deliver this year because of the pandemic, and with a focus on the real life experiences of people who deliver and access adult care services during 2020-2021.

Resolved:

1. That the Adult Social Care Local Account for 2019-2020 be approved for publication.
2. That the comments of the Adult and Safer City Scrutiny Panel on the Adult Social Care Annual Report: The Local Account 2019-2020 (Appendix 1) be noted.
3. That the proposed priorities for 2020-2021 be noted.

9 **Determined Admission Arrangements for Community and Voluntary Controlled Schools 2022-2023**

Councillor Dr Michael Hardacre presented for approval the schemes for co-ordinated school admission arrangements for secondary and primary schools and the admission arrangements for community and voluntary controlled schools for 2022-2023. No changes were proposed to the previous year's admission arrangements.

Resolved:

1. That the Co-ordinated Admission Schemes for secondary and primary school admissions at the normal year of entry for 2022-2023 be approved and that the Secretary of State be notified by 28 February 2021.
2. That the proposed admission arrangements for community and voluntary controlled schools for 2022-2023 be approved.

10 **Revision to Private Sector Housing Assistance Policy**

Councillor Jacqueline Sweetman presented the report on proposals to amend the Private Sector Housing Assistance Policy to give the Council more flexibility to support a greater number of vulnerable and disabled residents with improvements and adaptations to their homes to enable them to live safely and independently in their own homes. The proposal would also have the effect of preventing wider demand on hospital, council and residential/community care services.

Resolved:

1. That the revised Wolverhampton Private Sector Housing Assistance Policy be approved effective from 1 April 2021.
2. That it be noted that the Private Sector Housing Assistance Policy continues to delegate authority to the Cabinet Member for City Assets and Housing, in consultation with the Director for City Environment to approve discretionary awarding of grants outside the policy in exceptional circumstances via an Individual Executive Decision Notice.

11 **Exclusion of press and public**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the remaining items of business as they involve the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

Part 2 - exempt items, closed to press and public

The Chair reported that as stated previously the meeting was in confidential session as the information included in the reports could, if released into the public domain, prejudice the financial position of the Council or its partners. As such all present are under a legal duty of confidentiality and must not disclose any confidential information - to do so would not only be a breach of the Council's codes (for councillors and employees) but also a breach of the legal duty of confidentiality.

12 **Outcome of the Procurement Process to Appoint an External Operator for the Civic Halls**

Councillor Stephen Simkins presented the report on the outcome of the procurement process to appoint an external operator for the Civic Halls.

Resolved:

1. That a preferred operator for the Civic Halls, based on the outcome of the procurement process be approved.
2. That a reserve operator for the Civic Halls, based on the outcome of the procurement process be approved.
3. That authority be delegated to the Cabinet Member for City Economy and Cabinet Member for Resources, in consultation with the Director of Regeneration and the Director of Finance, to approve the details of an agreement for lease and lease together with any ancillary agreements between the Council and the operator.

13 **Future High Streets Fund - Funding Award Update**

Councillor Steve Evans presented the update report on the Future High Streets Fund (FHSF) award. The Government had made an in principle offer to the Council of £15.76 million, announced on 26 December 2021. This represented 69% of the Council's ask from the FHSF. The report set out a revised City Centre West FHSF programme based on the in principle offer. Councillor Evans placed on records his thanks to the Council's officers for their hard work in putting together a revised City Centre West FHSF programme within a tight time scale.

Councillor Stephen Simkins added that the in principle award presented a key opportunity to secure investment to support the delivery of Council priorities for City Centre West.

Resolved:

1. That the key projects that would form part of the revised City Centre West Future High Streets Fund Programme, to reflect the Government's "in principle" funding offer be noted.

2. That the additional £5,000 supplementary revenue budget to be funded by grant be approved.
- 3 That authority be delegated to the Cabinet Members for Resources, City Environment and City Economy in consultation with Directors of Finance, City Environment and Regeneration to approve the submission to the Future High Street Fund by 26th February 2021 confirming the Council's intention to request the full £15,760,196 provisionally allocated to the Council by the Fund.
4. That authority be delegated to the Cabinet Members for Resources, City Environment and City Economy in consultation with the Directors of Finance, City Environment and Regeneration to approve the creation of specific project budgets, including the required supplementary capital budgets funded by the grant.
5. That the business case for the Bell Street scheme which includes Box Park and Cleveland Street car park at Appendix 1 to the report be approved.
6. That the Council's success in securing an "in principle" funding offer of £15.76 million from the Future High Streets Fund bid and the Council's intent to accept the grant award in line with the delegation approved by Cabinet on 11 November 2020 be noted.
7. That the following proposed governance arrangements that would be established to cover the implementation of projects under the Future High Streets Fund programme. (i) a Future High Streets Steering Group to oversee the delivery of the key projects that would form part of the Future High Streets Fund programme, (ii) an internal officer team for each Future High Streets Fund project be noted.
8. That the approval of the virement of £600,000 from Corporate Contingency to the Future High Street Capital programme in the Capital Programme 2020-2021 to 2024-2025 Quarter Three Review and 2021-2022 to 2025-2026 Budget Strategy report also on today's agenda; in order to meet the revised co-funding requirements, as detailed in the report be noted.

14

Bilston Business Improvement District (BID)

The intention to make a key decision on the report 'Bilston Business Improvement District (BID)' at the meeting was not publicised in advance as required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The decision was urgent and could not be reasonably delayed for the following reason:

- The ballot for the Bilston Business Improvement District (BID) had already been postponed once from September 2020 because of the Covid-19 pandemic and there was uncertainty whether the ballot would be further delayed, although it was now confirmed that all BID ballots affected should be completed by the end of March 2021. The timing of this confirmation did not allow for the required notice to be given and meant that the decisions could not be further delayed.

In light of the above, consent had been obtained for the key decision to be made at the meeting under the General Exception provisions.

Councillor Stephen Simkins presented the report seeking approval for the Council's supports to the continuation of the BID for Bilston. A BID was a business led initiative in a defined area, in this instance Bilston Town Centre, where businesses decide what additional improvements they want to deliver in their trading area. Businesses in the area agree on the level of funding required to deliver the projects and services that are additional to those being provided by the local authority and to fund them through a levy.

Resolved:

1. That the Council's vote be exercised in support of the proposed BID Ballot in respect of the hereditaments in the Council's ownership within the BID area and authority be delegated to the Director of Regeneration to complete and return the voting papers on behalf of the Council.
2. That the Cabinet Member for City Economy be authorised to sit as the Council Board member on the BID Board, should the BID Ballot be successful for another five years.
3. That authority be delegated to the Cabinet Member for City Economy, in consultation with the Director of Regeneration and the Director of Finance, to:
 - a. formally approve the BID Business Plan and associated documents.
 - b. Charge the BID company annual administration and software support charges for the collection of the BID levy which is estimated to be in the region of £1250. In addition, there would also be an implementation (one-off) cost of £5,000 in year one. These costs are for the first year, with the option to review on an annual basis for the duration of the BID (five years) and to cover the Council's costs associated with collection of the BID levy.
 - c. Delegate authority to the Cabinet Member for City Economy, in consultation with Chief Legal Officer, to negotiate, agree and complete the necessary legal agreements required for the proposed BID renewal and any other agreements to give effect to the recommendations above.
4. The Bilston Business Improvement District Business Plan and boundary be noted.
5. That it be noted that formal notice for the Ballot had been received therefore the Returning Officer had been instructed to organise the BID ballot in accordance with the Business Improvement District Regulations (2004).

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Pay Policy Statement 2021 - 2022	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Paula Brookfield Governance	
Key decision	Yes	
In forward plan	No	
Wards affected	All Wards	
Accountable director	David Pattison, Director of Governance	
Originating service	Human Resources	
Accountable employee(s)	Laura Phillips Tel Email	Deputy Director People and Change 01902 558892 Laura.phillips@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board Council	4 March 2021 31 March 2021

Recommendations for decision:

The Cabinet recommends that Council:

1. Approves the Pay Policy Statement for 2021 - 2022.
2. Approves the publication of the Pay Policy Statement in line with the requirements of the Localism Act 2011.

Recommendation for noting:

The Cabinet recommends that Council notes:

1. That the national pay award for National Joint Council (NJC) and Joint Negotiating Committee (JNC) Chief Officers and Chief Executives has not yet been agreed.

1.0 Purpose

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

2.0 Background

- 2.1 The City of Wolverhampton Council is committed to delivering the best possible services for local people – and dealing with the things that matter - by having a diverse, talented and stable workforce. Effective leadership is vital to this and the council has worked hard in recent years to attract and retain the best talent.
- 2.2 Despite senior management budget reductions of £2.8 million over the last decade, averaging around £300,000 a year over the last three senior management restructures, the council has continued to focus on services and in supporting city residents and businesses through a global pandemic. Fairness and inclusivity underpins all activities and organisational policies and the Council has made significant progress to reduce pay gaps as highlighted in the report below.
- 2.3 Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”.
- 2.4 Section 38 of The Localism Act 2011 requires that each council prepares an annual pay policy statement setting out the following:
 - a. The remuneration of its chief officers. In this context a ‘chief officer’ is defined as:
 - The head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
 - Its Monitoring Officer designated under section 5(1) of the act;
 - A statutory chief officer mentioned in section 2(6) of that Act;
 - A non-statutory chief officer mentioned in section 2(6) of that Act;
 - A deputy chief officer mentioned in section 2(8) of that Act.
 - b. The remuneration of its lowest-paid employees, and
 - c. The relationship between:
 - The remuneration of its chief officers, and
 - The remuneration of its employees who are not chief officers.

- 2.5 It should be noted that provisions of the Act do not apply to the staff based in local authority schools.
- 2.6 Additionally the Act requires that the pay policy statement must set out the Council's policies relating to:
- a. The level and elements of remuneration for each chief officer covered by the Act
 - b. The remuneration of chief officers on recruitment
 - c. Increases and additions to remuneration for each chief officer
 - d. The use of performance related pay for chief officers
 - e. The use of bonuses for chief officers
 - f. The publication of, and access to, information relating to remuneration of chief officers.
- 2.7 The Localism Act requires that a local authority publish the pay policy statement "in such manner as they see fit which must include publication on the authority's website". In addition, section 38 (4) requires authorities to set out in their pay policy statements their approach to the publication of and access to information relating to the remuneration of chief officers.
- 2.8 The requirements to publish a pay policy statement and details of senior pay have been underpinned by the mandatory requirements in the Local Government Transparency Code 2015. The City of Wolverhampton Council will publish the relevant data sets under the transparency code on the Wolverhampton data share site following the approval of the Pay Policy.
- 2.9 The act requires the Pay Policy statement to include the data confirming the relationship between the remuneration of its chief officers, and employees who are not chief officers. The City of Wolverhampton Councils pay ratio is 9.25:1, this maintains the City of Wolverhampton Council's pledge to have a pay ratio below 10:1.
- 2.10 As previously stated fairness and inclusivity underpins all council priorities. This is why the council has made significant efforts in recent years and now has one of the lowest pay gap ratios in the West Midlands region in terms of the difference between the council's highest and lowest salaries and median and lowest salaries. This is based on the latest data available from each local authorities website at the time of this report and detailed in the table below.

Local Authority	Lowest to highest ratio	Median to Highest Ratio
Wolverhampton	9.25:1 (statement 2021/22 for pay as of March 2021)	6.1:1 (statement 2021/22 for pay as of March 2021)
Birmingham	10.2:1 (statement 2020/21 for pay as of April 2019)	7.59:1 (statement 2020/21 for pay as of April 2019)
Coventry	11.1:1	7.38:1

	(statement 2018/19 for 2018/19)	(statement 2018/19 for 2018/19)
Dudley	11:1 (statement 2018 for pay as of April 2017)	8:1 (statement 2018 for pay as of April 2017)
Sandwell	8:1 (statement 2020 for the period 1 Feb 2019 to 31 Jan 2020)	6:1 (statement 2020 for the period 1 Feb 2019 to 31 Jan 2020)
Solihull	8.6:1 (Statement 2020 for the pay as of April 2019)	5.5:1 (Statement 2020 for the pay as of April 2019)
Walsall	Not available	7:1 (statement 2020/21 for pay as of 31 October 2019)

- 2.11 The senior pay scale (appendix 2) sets out the grades that will be applied to senior managers in 2021 - 2022. The senior pay data (appendix 3) covers senior posts in line within the definitions in the guidance. Decisions on individual increments will not at this point have been taken, as these are subject to performance management criteria and will not take effect, if approved, until after 1 April 2021.
- 2.12 The Council's senior leadership team, are required to work effectively to deliver the priorities of Council as well as dealing with the unprecedented ongoing challenges Covid 19 has created, whilst not losing our sense of ambition, or vision, for our City or our external reputation to reap benefits for our City.
- 2.13 Data on all senior salaries in 2021 – 2022 will be published on the Wolverhampton data share site at <http://data.wolverhampton.gov.uk/View/employees/senior-salaries-wcc> and on the City Council's web site, following approval. Data relating to posts with salaries over £100,000 are available in appendix 4.
- 2.14 Data required by the Local Government Transparency Code 2015, will also be available by 31 March 2021. This includes employees whose remuneration in the year 2020 - 2021 was at least £50,000 in brackets of £5,000. This information is recorded by job title. For senior managers whose salaries are £150,000 or more a name must also be given. At City of Wolverhampton Council this would only apply to the Chief Executive.

3.0 Evaluation of alternative options

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

4.0 Reasons for decision

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

5.0 Financial implications

5.1 As outlined in section 7 of the Pay Policy (appendix 1) the costs of payments in recognition of election responsibilities are met from Central Government.

5.2 The financial implications of the pay policy have been reflected in the Council's 2021-2022 Final Budget.
[MH/04032021/R]

6.0 Legal implications

6.1 The preparation and approval of a senior pay policy statement is a requirement of section 38 of the Localism Act 2011. The Act prescribes information to be included in the statement, its manner of publication and the requirement for the Council to act in accordance with its approved Policy Statement.
[JB/03032021/I]

7.0 All other implications

7.1 This report sets out the policies used to manage senior pay across the Council and the current relationship between the highest and the lowest salary levels. All posts are subject to Job Evaluation, as agreed by the Trade Unions in the signing of our collective agreement.

7.2 Data on pay and grading, gender and race pay gaps are reported in quarterly and annual reports.

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

8.0 Schedule of background papers

8.1 None

9.0 Appendices

9.1 Appendix 1 - Pay Policy Statement.

9.2 Appendix 2 - Senior Management Pay Scale.

9.3 Appendix 3 - Pay Policy Data.

9.4 Appendix 4 - Current roles where pay range exceeds £100,000 per annum.

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Senior Pay Policy Statement – 2021-2022

General Principles

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

1. Appointment and increments

- 1.1 The Appointment of Senior Managers is governed by the Employee Employment Procedure Rules detailed in the Constitution of the City of Wolverhampton Council. A Special Appointment Committee will be established to appoint the Head of Paid Service, Section 151 Officer, Monitoring Officer and roles graded 15 and above, on a politically balanced basis and will usually comprise of the Leader and Deputy Leader of the Council, any appropriate Cabinet Member, the Cabinet Member with lead responsibility for Human Resources and their opposition counterparts or their substitutes. The recommendation of the Special Appointments Committee for these posts must be confirmed by Full Council.
- 1.2 To comply with the guidance from the Secretary of State, Full Council approval is required, to agree appointment packages including salary, bonus, fees allowances and benefits in kind, to posts exceeding a pay range of £100,000. For existing posts where the salary range exceeds £100,000 (Directors and above currently), the Council is reaffirming its approval to the current and any future appointment to these already established roles. These posts are detailed in appendix 4. Where the creation of a comparable post (salary range exceeding £100,000) is required, this will need the approval of Full Council. To appoint to any already established role, a Special Appointments Committee will be established on a politically balanced basis and will usually comprise the Leader of the Council, Deputy Leader of the Council, Leader of the opposition, appropriate Cabinet Member and appropriate Scrutiny Panel chairs or their substitutes and with the Chief Executive as a non-voting member. These appointments will not require Full Council approval.
- 1.3 All other Senior Manager roles are subject to appropriate HR recruitment policy and process.
- 1.4 The salary scale upon appointment will usually be at the “minimum point of advantage”, in certain circumstances it may be appropriate to appoint at a higher pay point within the grade. This must be agreed by the Chief Executive and the Deputy Director of People & Change.
- 1.5 Senior Management roles who meet the eligible criteria, received the appropriate increment, normally backdated to 1 April.
- 1.6 The Senior Management pays scales for 2021-2022 are detailed in appendix 2.

2. Annual Pay Award

- 2.1 All annual pay awards are set in line with nationally negotiated rates. The last nationally agreed pay award for JNC Chief Officer and Chief Executives was a 2.75% pay award and applied to salaries on 1 April 2020. The JNC Chief Officer and Chief Executive pay award applies to Senior Managers on Grade 12 and above. The pay award for April 2021 is yet to be agreed.
- 2.2 Employees at Grade 11 and below receive the pay award agreed through collective bargaining with the National Employers and the relevant Trade Unions (NJC). The last nationally agreed pay award for NJC Local Government Employers was 2.75% and applied to salaries on 1 April 2020. The pay award for April 2021 is yet to be agreed.

3. Market forces supplements

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

4. Cessation of Employment

- 4.1 If made redundant, post holders covered by this policy will be compensated in the same way as other Council employees and within the confines of the Council's approved redundancy scheme. The extent of any payment will depend on the individual's age, length of service and whether the redundancy is voluntary or compulsory.
- 4.2 The Council retains provision to make additional payments, or payments for some reason other than redundancy. Approval for payments under £100,000, is delegated to the Leader of the Council, in consultation with the Head of Paid Service. This is approved through an Independent Executive Decision Notice (IEDN) and reported to Cabinet.
- 4.3 Section 40, a supplement to the original Localism 2011 Act, stated that we should have regard for any guidance issued or approved by the Secretary of State. Guidance issued recommends that Full Council should be given the opportunity to vote on salary packages and severance payment of £100,000 and over. Appointment processes are detailed in 1.1 of the Pay Policy and have been agreed by Full Council. Any severance packages in excess of £100,000, (not inclusive of pension capital costs), will be agreed by Full Council.

5. Re-engagement of senior employees in receipt of a local government pension

- 5.1 The City of Wolverhampton Council recognises that the re-employment of retired local government officers is likely to be perceived negatively and bring into question the use of retirement packages in the public sector. The Council's Voluntary Redundancy Scheme makes clear that employees, regardless of salary level, should not seek re-

employment into council roles for 12 months after accepting early retirement/ voluntary redundancy. Appointment of former employees as either agency staff or consultants is also prohibited if the arrangement could have been foreseen at the time of retirement. The Council is, however, not averse to appointing senior staff who have retired from other public sector employers. This is because the City of Wolverhampton Council has no control over the decision-making of other employers and could potentially benefit from the skills and experience of the individual concerned.

6. Payments made in recognition of election responsibilities

6.1 In accordance with the regulations, at times of General or Mayoral Elections the council appoints an Acting Returning Officer, by convention, the Head of Paid Service, whose fee for overseeing the election process, is paid by central government. The fee is set nationally. However, at times of a Local Election the fee for acting as a Returning Officer for City Council elections forms part of the Head of Paid Services' contract of employment.

7. Pension Contributions and other elements of remuneration

7.1 Employer pension contributions have been included in the pay data included in this policy; this is in line with the definitions of remuneration in the Local Government Transparency Code 2015. The employer contribution rate for LGPS in 2020 – 2021 was 26.04% and for Teachers Pension was 23.68%. The employer contribution rate for LGPS for 2021 – 2022 is 26.16%, the Teachers Pension is not yet confirmed.

8. Interim Senior Managers

8.1 There is a requirement from time to time to appoint senior managers on an interim basis in response to short term vacancies or skill shortages, the engagement of all interim senior managers is subject to the necessary approvals and council processes.

9. Pay comparison between the highest and the lowest paid

9.1 In setting the requirement that the policy statement includes a comparison between the highest and the lowest paid, the Act gives no definition of 'lowest paid' and specifies that authorities should set their own and explain why it has been chosen.

9.2 For the purposes of this policy statement, to comply with the Localism Act, the identification of the lowest paid role has been identified as a full-time job, performed all year round, with the exclusion of posts that include an on-going training requirement, such as an apprenticeship.

9.3 The lowest pay point is pay point 1 currently £17,842. This point is part of City of Wolverhampton Council's Grade 2. Grade 2 is from pay point 1 £17,842 – pay point 3 £18,562 per annum.

- 9.4 The type of roles that fall within Grade 2 are Catering and Cleaning roles, School Crossing Patrol and Passenger Assistant. There are currently 645 employees on Grade 2.
- 9.5 The City of Wolverhampton Councils pay ratio of 9.25:1 falls below the City of Wolverhampton Councils pledge to keep the pay ratio below 10:1.

City of Wolverhampton Council's Pay Multiple	Difference between highest and lowest paid	Highest and Lowest paid roles
9.25:1	£165,068 £17,842	Chief Executive Cleaner

- 9.6 In addition to reporting the above as part of the Localism Act, there is a requirement under the Transparency Code 2015, to report the pay multiple, defined in this case, as the ratio between the highest taxable earnings for a given year (2019-2020 as 2020-2021 is not yet available) and the median figure for the whole authority's workforce. The median figure should be calculated using all employees on a fixed date each year. The date of 1 March 2021 has been used to provide the most current data. The highest salary is the Chief Executive on Grade 16 £165,068 and the lowest pay is an apprentice on £17,620. The median earning figure used as the denominator is £27,041, giving a pay ratio of 6.1:1.
- 9.7 Fairness and inclusivity underpin all council priorities. This is why the council has made significant efforts in recent years and now has one of the lowest pay gap ratios in the West Midlands region in terms of the difference between the council's highest and lowest salaries and median and lowest salaries. This is based on the latest data available from each local authorities website at the time of this report and detailed in the table below.

Local Authority	Lowest to highest ratio	Median to Highest Ratio
Wolverhampton	9.25:1 (statement 2021/22 for pay as of March 2021)	6.1:1 (statement 2021/22 for pay as of March 2021)
Birmingham	10.2:1 (statement 2020/21 for pay as of April 2019)	7.59:1 (statement 2020/21 for pay as of April 2019)
Coventry	11.1:1 (statement 2018/19 for 2018/19)	7.38:1 (statement 2018/19 for 2018/19)
Dudley	11:1 (statement 2018 for pay as of April 2017)	8:1 (statement 2018 for pay as of April 2017)

Sandwell	8:1 (statement 2020 for the period 1 Feb 2019 to 31 Jan 2020)	6:1 (statement 2020 for the period 1 Feb 2019 to 31 Jan 2020)
Solihull	8.6:1 (Statement 2020 for the pay as of April 2019)	5.5:1 (Statement 2020 for the pay as of April 2019)
Walsall	Not available	7:1 (statement 2020/21 for pay as of 31 October 2019)

10. Publication

- 10.1 The Pay Policy Statement 2021-2022 will be published on the City of Wolverhampton Council's website, alongside the data published under the Local Government Transparency code, at <http://www.wolverhampton.gov.uk/article/1889/Corporate>
- 10.2 As good practice the actual remuneration of Chief Officers (as defined by the Localism Act) for the 2020-2021 will also be published on the City of Wolverhampton Council's website.

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City of Wolverhampton Council Senior Management Pay Structure – Appendix 2

April 2021*			
DESCRIPTION	CWC Grade	Pay Point	01 April 2021
LEAD	GR12	47	£70,910
	GR12	48	£73,482
	GR12	49	£76,051
	GR12	50	£78,624
	GR12	51	£81,199
DEPUTY DIRECTOR	GR13	52	£87,317
	GR13	53	£91,090
	GR13	54	£94,866
	GR13	55	£96,449
DIRECTOR	GR14	56	£99,580
	GR14	57	£105,113
	GR14	58	£109,050
	GR14	59	£112,703
	GR14	60	£116,356
	GR14	61	£119,954
DEPUTY CHIEF EXECUTIVE	GR15	62	£134,957
	GR15	63	£138,337
	GR15	64	£141,765
	GR15	65	£143,746
	GR15	66	£145,581
CHIEF EXECUTIVE	GR16	67	£157,208
	GR16	68	£159,828
	GR16	69	£162,448
	GR16	70	£165,068
	GR16	71	£167,688

*JNC pay award not yet agreed

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Appendix 3 - Pay Policy Data

Position	Annual Salary	Pay Ceiling	Employers Pension Contribution	Employers Rate %	Left Role
Chief Executive	£165,068	£167,688	n/a	n/a	
Deputy Chief Executive	£143,746	£145,581	£37,431	26.04%	
Director of Finance	£116,356	£119,954	£30,299	26.04%	
Director of Communications and External Relations	£105,113	£119,954	£27,371	26.04%	
Director of Regeneration	£116,356	£119,954	£30,299	26.04%	
Director of Strategy	£105,113	£119,954	£27,371	26.04%	
Director of Governance	£105,113	£119,954	£27,371	26.04%	
Director of Children's and Adult Services	£119,954	£119,954	£31,236	26.04%	
Director of Public Health	£119,954	£119,954	£31,236	26.04%	
Director of City Environment	£112,703	£119,954	£29,348	26.04%	
Director of Pensions	£138,337	£145,581	£36,023	26.04%	
Director of Black Country Transport	£112,703	£119,954	£29,348	26.04%	
Deputy Director Social Care	£87,317	£96,449	£22,426	26.04%	
Deputy Director of Adults Services	£87,317	£96,449	£7,538	26.04%	
Deputy Director of People and Change	£87,317	£96,449	£11,338	26.04%	
Deputy Director of Education	£87,317	£96,449	£3,675	26.04%	
Assistant Director Pensions	£87,317	£96,449	£15,137	26.04%	
Chief Accountant	£76,051	£81,199	£19,804	26.04%	
Head of Insight and Performance	£58,993	£60,969	£15,362	26.04%	
Manager Strategic Project Funding	£54,934	£54,934	£14,305	26.04%	
Head of Organisational Development and Apprenticeships	£60,969	£60,969	£15,876	26.04%	
Policy and Strategy Manager	£52,901	£54,934	£13,775	26.04%	
Head of ICT	£63,939	£67,916	£16,650	26.04%	
Head of Revenues and Benefits	£64,933	£67,916	£16,909	26.04%	
Head of The Hub	£58,993	£60,969	£15,362	26.04%	
Head of Procurement	£63,939	£67,916	£8,986	26.04%	
Head of Commercial	£11,830	£60,969	£3,081	26.04%	
Head of Commercial	£57,977	£60,969	£5,336	26.04%	
Head of Service Health & Safety	£57,977	£60,969	£6,122	26.04%	
Equality, Diversity and Inclusion Manager	£52,901	£54,934	£13,775	26.04%	
Head of Legal Services	£67,916	£67,916	£17,685	26.04%	
Head of Communications	£58,993	£60,969	£15,362	26.04%	
Head of City Development	£67,916	£67,916	£16,426	26.04%	
Head of Enterprise	£67,916	£67,916	£17,685	26.04%	
Head of City Planning	£67,916	£67,916	£17,685	26.04%	
Head of Adult Education	£67,916	£67,916	£17,685	26.04%	
Service Manager Private Sector Housing	£52,901	£54,934	£6,869	26.04%	
Head of Assets	£67,916	£67,916	£17,685	26.04%	
Head of Projects and Works	£67,916	£67,916	£17,685	26.04%	
Head of Facilities	£67,916	£67,916	£17,685	26.04%	
Assistant Director - Investment Strategy	£99,580	£119,954	£15,061	26.04%	
Head of Finance	£70,910	£81,199	£9,207	26.04%	
Head of Governance and Corporate Services	£65,929	£67,916	£17,168	26.04%	
Head of Operations	£66,922	£67,916	£17,426	26.04%	
Head of Service - Children's Improvements	£78,624	£81,199	£20,474	26.04%	
Consultant in Public Health	£87,754	£87,754	£10,095	14.38%	
Consultant in Public Health	£75,914	£87,754	£1,741	14.38%	
Consultant in Public Health	£75,914	£87,754	£10,139	14.38%	
Head of Communities	£63,939	£67,916	£10,993	26.04%	
Head of Leisure and Wellbeing	£58,993	£60,969	£15,362	26.04%	
Head of Partnerships and Commercial Services (Education)	£59,984	£60,969	£15,620	26.04%	
Head of City Transport	£78,624	£81,199	£20,474	26.04%	
Head of Environmental Services	£76,051	£81,199	£19,804	26.04%	
Service Lead - Transport Strategy	£54,934	£54,934	£14,305	26.04%	
Head of Customer Engagement and Registrars	£57,977	£60,969	£2,440	26.04%	
Visitor Economy Manager	£54,934	£54,934	£14,305	26.04%	
Service Manager - Housing Strategy & Policy	£44,541	£54,934	£11,598	26.04%	
Commercial Regulation Manager	£57,977	£60,969	£14,229	26.04%	
Position	Annual Salary	Pay Ceiling	Employers Pension Contribution	Employers Rate %	Left Role
Director of Adult Services	£119,954	£119,954	£20,282	26.04%	23/11/20
Head of Service	£78,624	£81,199	£3,702	26.04%	05/06/20
Head of Customer Services	£67,916	£67,916	£10,369	26.04%	31/10/20
Head of Business Services	£76,051	£81,199	£8,790	26.04%	09/09/20
Head of Special Educational Needs and Disability	£66,922	£67,916	£1,719	26.04%	06/05/20
Head of Human Resources	£76,051	£81,199	£11,611	26.04%	31/10/20
Head of Community Safety (Secondment)	£60,969	£60,969	£15,876	26.04%	31/03/21

Assistant Director - Investment Partnership	£119,954	£119,954	£26,187	26.04%	31/01/21
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Localism Act

(2) In this Chapter "chief officer", in relation to a relevant authority, means each of the following—

- (a) the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- (b) its monitoring officer designated under section 5(1) of that Act;
- (c) a statutory chief officer mentioned in section 2(6) of that Act.
- (d) a non-statutory chief officer mentioned in section 2(7) of that Act;
- (e) a deputy chief officer mentioned in section 2(8) of that Act.

Local Gov't & Housing Act

(7) In this section "non-statutory chief officer" means, subject to the following provisions of this section—

- (a) a person for whom the head of the authority's paid service is directly responsible;
- (b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service; and
- (c) any person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.

(8) In this section "deputy chief officer" means, subject to the following provisions of this section, a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.

(9) A person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a non-statutory chief officer or a deputy chief officer for the purposes of this Part.

Appendix 4 - Current roles where pay range exceeds £100,000

Post
Director of Children's and Adult Service
Assistant Director - Investment Strategy*
Black Country Transport Director
Director for City Environment
Director of Communications and External Relations
Director of Finance
Director of Governance
Director of Public Health
Director of Regeneration
Director of Strategy
Director of Pensions
Deputy Chief Executive
Chief Executive

*at bottom of grade - not yet earning 100K

000 per annum

Grade
14
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16

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Wolverhampton Homes Delivery Plan 2021-2022	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Jacqueline Sweetman City Assets and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Ross Cook, Director of City Environment	
Originating service	City Housing	
Accountable employee	Lynda Eyton Tel Email	Client Relationship Manager 01902 555706 Lynda.eyton@wolverhampton.gov.uk
Report to be/has been considered by	City Environment Leadership Team	2 March 2021

Recommendations for decision:

The Cabinet recommend that Council approves:

1. The Wolverhampton Homes Business Plan Delivery Plan 2021-2022.
2. New arrangements for monitoring the delivery of the Wolverhampton Homes Business Plan Delivery Plan to Council scrutiny.

1.0 Purpose

- 1.1 The purpose of this report is to seek Cabinet acceptance of the Wolverhampton Homes Annual Delivery Plan 2021-2022 and its monitoring arrangements and to recommend approval of the plan by Full Council.

2.0 Background

- 2.1 Under the terms of the management agreement between the City of Wolverhampton Council (CWC) and its arms length management organisation (ALMO), Wolverhampton Homes (WH), the Council is required to adopt an annual Delivery Plan. The schedules to the management agreement were revised and adopted by Cabinet on 12 September 2018, with 'Schedule 3 - Annual Delivery Planning Process Timetable' amended in support of WH developing an overarching business plan allowing for longer term service and financial planning.
- 2.2 Full Council adopted WH's four-year Business Plan in April 2019, which ends in 2023, aligned to the next break clause in the management agreement.
- 2.3 To set out how this longer-term vision will be achieved, working with CWC, WH are required to provide an annual update by way of an annual Delivery Plan, which sets out how these strategic priorities will be operationalised over the coming year.

3.0 Update on 2020-2021 Business

- 3.1 Whilst remaining aligned to the Business Plan, the annual delivery plan has been developed in the context of the Social Housing White paper, 'The Charter for Social Housing Residents' and the changing operating environment, particularly in relation to regulatory requirements. Following the launch of the Social Housing White Paper, WH recognises the changes to the operating environment. WH will embrace the requirements of the White Paper Customer Charter in relation to customer expectations. The delivery of the annual delivery plan focuses on the key core priorities for WH.
- 3.2 During the last year Wolverhampton Homes has responded to the challenges of the delivery of key services throughout the impact of Covid-19, alongside the publication of the Social Housing White Paper. The changing landscape for housing providers and landlords requires WH to deliver differently taking into account the impact and expectations of its customers and supporting its stakeholder the City of Wolverhampton Council.
- 3.3 During the pandemic, WH has focused on support and compliance, whilst taking opportunity to curb expenditure to maximise efficiencies to support the business and the changing needs and expectations of its customers.
- 3.4 The forecast outturn position for 2020-21 has been produced following a review of pay and non-pay budgets, and to identify efficiencies to support a management fee freeze as part of the Medium Term Financial Plan for the next financial year 2021-2022. Current year 2020-2021 forecasts show a predicted underspend against the budget. Despite

operational challenges, there have been some key improvement areas which impact as follows:

- 3.5 **The People Deal:** A review of terms and conditions across the company was undertaken following staff feedback. This brought a major financial challenge in ensuring that equity and fairness in relation to pay and conditions was implemented across the business. The outcome of this review will impact upon the budget by way of growth over the coming years without taking into account any annual awards. Phase 1 People Deal was successfully implemented in April 2020 with Phase 2 to be implemented by 1 April 2021. This has provided the opportunity to review pay budgets in line with the required efficiencies as part of the Our Future redesign plans in 2021-22.
- 3.6 **Repairs and Maintenance:** WH has maintained their focus on repairs and compliance, despite the challenges of Covid-19. However, this has created additional demands by way of addressing the backlog created due to a reduction of productivity throughout the periods of lockdown. There was also an increase in costs of around £300,000 against the provision of personal protective equipment (PPE) required to ensure the safety of staff and customers, in line with government guidance.
- 3.7 **Office Accommodation:** The changes in ways of working have been fully supported by WH agile workforce having the ability to work from anywhere. There has been a particular increase in working from home for some of the workforce, providing services in new and innovative ways. It is envisaged that due to the change in demand, that WH will conduct a full review of pre Covid-19 office accommodation plans in order to consider the requirements and rationalisation of space across the city going forward. In the current financial year, this has brought savings of around £320,000 due to required upgrades of accommodation being put on hold.
- 3.8 **Acquisitions:** During the financial year 2020-2021, WH supported the city's housing strategy with the purchase of 19 properties from WV Living. The company purchased the properties from its cash reserves, as it was prudent not to incur interest costs from loan financing. The properties provided Wolverhampton Homes with balance sheet assets and the rental incomes will generate an annual rental surplus to potentially invest in new homes.
- 3.9 **One City:** WH has supported the City Council in providing volunteers, and also contributed to the Council's fund raising initiatives during the period of the pandemic, to support the One City approach and this is an area of joint working that will continue throughout the next financial year for the benefit of the city's residents.
- 3.10 WH draft budget for 2021-2022 is being prepared to submit to WH Board in March 2021 and will make some assumptions about achievable efficiencies to balance the budget during 2021-2022. Value for Money initiatives are being sought that will provide contributions to the efficiencies, in particular in reviewing ways of working, service delivery, IT and digital, all of which have seen new opportunities during the past 12 months of the pandemic.

4.0 Annual Delivery Plan 2021-2022

- 4.1 The contents of the Wolverhampton Homes Delivery Plan 2021-2022 has been negotiated between WH and Council employees led by the Housing Strategy Team. It supports the Council Plan priority of 'Better Homes for All' and in so doing aims to contribute to improving housing across the city by offering better quality housing choices and safe and secure housing for all.
- 4.2 The Delivery Plan is set out at appendix 1 and is organised by WH service areas: Housing, Housing Options, Asset Management, Building Services and Corporate Services. It focuses on WH's core service offering and how they will transform the delivery of services to ensure they continue to:
- Enhance their community and customer focus
 - Provide safe and secure homes
 - Support people to sustain their tenancies and homes
- 4.3 WH remain committed to responding proactively to the Social Housing White Paper and to deliver the requirements of the national Building Safety Programme, with the Board remain resolute in achieving the highest standards of governance.
- 4.4 The Delivery Plan includes some detail on how the plan will be achieved within the financial and human resources available.

5.0 Monitoring

- 5.1 The Council currently maintains the WH Delivery Plan Monitoring Group, which provides the opportunity to the Council (including officers from Housing and Finance) to have oversight and scrutiny of the progress WH are making in the achievement of the Delivery Plan.
- 5.2 These monitoring arrangements have been in place for a number of years and in light of improvements the Council is making to customer insight and tenant scrutiny, following the findings of the Social Housing White paper, 'The Charter for Social Housing Residents' and the requirements of the Social Housing Regulators Consumer Standards, it is recommended new arrangements are put in place to provide the Council and tenants with assurance of WH performance.
- 5.3 Whilst a wider review of tenant engagement is underway, which will bolster the role of tenant scrutiny of WH in the delivery of housing management services, it is recommended that the progress made against the annual delivery plan is reported by WH, with the support of Housing Strategy and Policy, to Council Scrutiny Board.
- 5.4 Housing Strategy and Policy will continue to monitor WH's performance against agreed key performance indicators which are reviewed and updated on an annual basis and in line with recommendations from the Regulator.

6.0 Evaluation of alternative options

- 6.1 The Council entered into a 15-year management agreement with WH in 2013 to continue to deliver housing management services on behalf of the Council. It is a requirement of this management agreement that the Council and WH work to develop and adopt a delivery plan which sets out how WH will deliver the services delegated to them and help to deliver the Stock Maintenance and Improvement Programme. In so doing WH in conjunction with CWC aim to contribute to improving housing across the City by offering better quality housing choices and safe and secure housing for all.
- 6.2 The alternative option would be not to adopt an annual delivery plan. Where a delivery plan cannot be agreed, the management agreement sets out that it will be determined in accordance with its dispute resolution process.

7.0 Reasons for decision

- 7.1 It is recommended that the WH Delivery Plan at appendix 1 is adopted. It is accompanied by draft performance indicators to be finalised between the Council and WH for 2021-2022, at Appendix 2, both of which have been developed in conjunction with the Council. Appendix 3 sets out WH's procurement plan for 2020-2021 as required by the management agreement. The Delivery Plan has been endorsed by the council's Delivery Plan Monitoring group.
- 7.2 Additionally, the Council continues to monitor and review WH to ensure that the organisation remains high-performing, well-governed and delivering a housing service in line with the Council's strategic objectives.

8.0 Financial implications

- 8.1 There are no direct financial implications from this action plan. Wolverhampton Homes receive an annual management fee from the Housing Revenue Account as approved by Cabinet in the 'Housing Revenue Account Business Plan 2021-2022 including Rents and Service Charges' on 20 January 2021, to deliver services as contracted in the Management Agreement and receive additional income from trading activities. A balanced budget to deliver the annual delivery action plan is approved by the Wolverhampton Board on an annual basis.
[JM/26022021/L]

9.0 Legal implications

- 9.1 The Action Plan forms part of the contractual management agreement between the council and WH.
[DC/04032021/K]

10.0 Equalities implications

10.1 WH Action Plan has equalities implications in terms of the workstreams that the plan describes. As appropriate these have been or will be the subject of equality analysis within WH, with a schedule of equality analysis presented to its Equality Circle Forum which informs their equality agenda and provides a platform to assess the impact of planned service delivery. As a result of these considerations and analyses Councillors can be assured that they have complied with the requirements of the General Equality Duty as created by Section 149 of the Equality Act 2010.

11.0 All other implications

11.1 There are no direct climate change or environmental implications for this report, however, the delivery of estate and property based programmes will contribute to the improvement of living conditions and enhance the visual appearance of neighbourhoods. WH will develop plans throughout the year to develop a strategic asset investment proposal for Housing in relation to achieving Affordable Warmth and Carbon neutrality, which will contribute towards reducing carbon emissions over the course of the Business Plan.

11.2 There are no direct health and wellbeing implications for the report, however WH account for and work to improve the health and wellbeing of the tenants whose homes they manage, as part of their day to day delivery of housing management services and their interactions with the Council and other statutory organisations with whom they may work in partnership, make referrals to and sign post tenants to.

12.0 Schedule of background papers

12.1 27 March 2019, [Wolverhampton Homes Business Plan 2019-2023](#), Cabinet

12.2 12 September 2018, [Wolverhampton Homes Management Agreement Update](#), Cabinet

12.3 22 January 2020, [Housing Revenue Account Business Plan 2021-2022 including Rents and Service Charges](#), Cabinet

13.0 Appendices

13.1 Appendix 1 – Wolverhampton Homes Delivery Plan 2021- 2022.

13.2 Appendix 2 – Wolverhampton Homes Suite of Key Performance Indicators 2021-2022.

13.3 Appendix 3 – Wolverhampton Homes Procurement Plan 2021-2022.

Appendix 1

Annual Delivery Plan 2021 – 2022

Housing – Darren Baggs				
Ref.	Service Area: Tenancies and Communities			
No.	Action	Outcome	What is required	Responsible Officer
Page 39	1. Sustaining tenancies	Identify and respond to customers in need of support to look after themselves or their home.	Company-wide approach to 'see it, report it' with every tenancy visited, at least once every 12 months by a WH officer or contractor.	Heads of Service – Tenancies and Communities, Housing Operations, Income
		Promotion of sustainable tenancies through early intervention and support.	Wider integration within WH teams to enable swift intervention to provide support and stop a tenancy from failing.	
		Support behavioural change to promote customer responsibility.	Further and sustained company-wide working to be undertaken to recover tenancies at risk of failure.	Senior Leadership Team
			Development of the Tenancy Sustainment Strategy.	
2.	Well managed and maintained estates	Robust approach to estate inspections and the resolution of issues.	Improved local awareness and communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.	Heads of Service – Tenancies and Communities, Housing Operations
			Continue to build upon the Estate Custodian Model, building relationships with key	

			<p>stakeholders, WH Teams and communities, enhancing the appearance of neighbourhoods through redesign or minor alterations, whilst addressing localised issues.</p> <p>Be a key partner of CWC in the delivery of targeted estate based projects, informed by local knowledge & metrics.</p>	Senior Leadership Team
3.	Consistent advice & service at all front-line touchpoints	<p>Identify barriers to delivering excellent front-line services.</p> <p>To enable the customer to receive the same level of service no matter what the enquiry is relating to, when accessing services</p> <p>Embed excellent customer service into our behaviours, processes and transactions.</p>	<p>Aim to reduce customer contact for basic enquiries that can be answered online.</p> <p>Free up resources to focus on those customers requiring more intensive support and those who present as homeless.</p> <p>Through the Estate Custodian – take services out into the community, supporting customers to access services, support etc.</p> <p>A satisfied and committed workforce that delivers excellent service creating an innovative and learning culture to implement service improvements.</p>	<p>Head of Business Services</p> <p>Heads of Service – Tenancies and Communities, Housing Operations & Income</p> <p>Head of Repairs & Maintenance</p> <p>Head of Customer Experience Head of Organisational Development</p>
4.	Management of the shops and premises	To manage a portfolio of shop premises upon WH managed estates	<p>To maximise income collection levels (Commercial premises impacted by Covid-19).</p> <p>To minimise void periods (Impact of Covid-19).</p>	Head of Tenancies and Communities

			To monitor and audit the portfolio of businesses are acting in line with lease agreement.	
5.	Effective income collection associated with the portfolio of leasehold properties leaseholder income	It is important that full costs are retrieved from leaseholders thus ensuring the HRA are not subsidising leaseholders.	Maintain high levels of service charge, repair works and ground rents from leaseholders.	Head of Tenancies and Communities
6.	To administer the Right to Buy process.	To ensure compliance with RTB legislation. Capital receipt following the RTB process are received by CWC, and are subsequently available for new build project across the City	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.	Head of Tenancies and Communities
Page 11	Service Area: Housing Operations			
	Ref No.	Action	Outcome	What is required
7.	Delivery of an effective tenure blind anti-social behaviour service across Wolverhampton	Build upon the successful pilot of low level ASB matters being undertaken at either first point of contact or via tenancy officer. Embed CWC's vision of 'Restorative Practice' and support customers to enhance their resilience to low level matters. Serious incidents of ASB to be responded to by a specialist ASB team, together with building trust in	Maintain high levels of performance when responding to reported incident of ASB. Build and monitor the level of resilience within communities and as far as is reasonably practical ensure customer expectations are managed effectively. Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate. Increase community safety and public reassurance.	Head of Housing Operations

		<p>communities to address perceived under reported incidents in priority areas, in conjunction with partner agencies.</p> <p>Present a reviewed and updated ASB Policy</p>	<p>Promotion of ASB service in areas where there is under-reporting, both geographical and in communities of interest.</p> <p>Continue to represent and contribute to the city's Safer Wolverhampton Partnership and build upon excellent relationships with partner organisations</p> <p>Enhance the use of data collected from CCTV across WH managed estates and respond to situations accordingly.</p>	
Ref.	Service Area: Income			
No.	Action	Outcome	What is required	Responsible Officer
8. Page 42	Deliver an efficient and effective service that maximises Income for CWC and WH	Maximisation of all income collection streams - rent, recharges, court costs, insurance, former tenant arrears.	<p>Achievement of agreed targets for current rent income collection.</p> <p>Support all tenancies faced with financial challenges via Money Smart or Income Officers, and other support agencies at all times.</p> <p>Minimise evictions where possible, thus sustaining tenancies.</p>	Head of Income
8.	Rent in advance	Payment of rent income in line with the Tenancy Agreement.	<p>Promotion of rent in advance, campaigns run throughout the year and aligned to the council's tenancy agreement. This will be linked to supporting debt reduction / prevention.</p> <p>All customers to be 'tenant ready' by sign up to ensure payment in advance from start of tenancy.</p>	<p>Head of Income</p> <p>Head of Housing Solutions</p>

			Delivery of strategies to target customers who are vulnerable or identified as high risk i.e. Housing First, Unit at Tapworks, new tenancies for single males.	
9.	Universal Credit and new welfare benefit arrangements	Managing the impact of Universal Credit on WH and our customers.	<p>Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.</p> <p>Job Centre sessions for early contact with new UC claimants.</p>	Head of Income
10.	Private Sector – Leasing – support the availability of housing options in the city	<p>To manage a portfolio of properties through a private sector leasing option on behalf of property owners/landlords</p> <p>To provide a housing solution option and reduced use of temporary accommodation where possible</p>	<p>To provide a well-respected and valued service to PSL customers, whilst supporting the drive towards improving the quality of private sector leased properties in the City.</p> <p>Achieve a commercial return, balanced against social value.</p> <p>Where commercially viable, increase the portfolio of properties managed by the scheme.</p>	Head of Income

Housing Options – Angela Barnes				
Ref.	Service Area: Housing Solutions			
No.	Action	Outcome	What is required	Responsible Officer
11.	Ensure there is a portfolio of property available to use for the purpose of temporary accommodation	Ensure current TA provision within CWC stock is maintained to a reasonable standard Ensure that accommodation used for TA purposes in the PRS is of a reasonable standard Continue to focus on identifying all opportunities of using accommodation that is affordable for the customer, so households are not excluded from TA provision.	Provision of temporary accommodation that is fit for purpose for service users in terms of type, location and accessibility. Focus will be put on accommodation that is affordable for the customer and value for money for the City of Wolverhampton Council.	Head of Housing Solutions
12.	Assist CWC with the implementation of the Housing Allocations Policy	Provide advice, guidance and support to CWC to assist them to implement and monitor the allocations policy. Assist to effectively communicate the changes to all stake holders.	A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants. An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies. Northgate System rebuild with consideration of longer-term objectives around an Accessible Homes Solution (including full stock survey information).	Head of Housing Solutions
13.	Charging policies related to temporary accommodation	To work in conjunction with CWC on considering the introduction of comprehensive charging policy in relation to nightly rate temporary	Charging arrangements that are fair, equitable and consistently applied across all service users regardless of access into temporary accommodation.	Head of Housing Solutions

		accommodation and the storage and removals of personal belongings		
14.	Contribute to the development and delivery of new service specifically for single homeless households	Work with CWC and other key services to develop a single person hub that allows for service users to access housing advice, initial assessment services, temporary and settled accommodation	Provision of specific pathway for single homeless households, including entrenched rough sleepers.	Head of Housing Solutions
Ref.	Service Area: Homelessness Team			
No.	Action	Outcome	What is required	Responsible Officer
15.	Internal and External monitoring	Develop robust performance measures which are available for both internal and external monitoring purposes (including HCLIC)	Compliant with MHCLG requirements Provision of information for the purpose of CWC monitoring purposes. To map current service delivery requirements and ensure resources are directed as necessary.	Head of Homeless Services
16.	Homeless prevention activity	Develop effective prevention mechanisms by working in partnership within WH and external agencies	Reduction in the number of households requiring temporary accommodation and to whom a full duty is required.	Head of Homeless Services
17.	Contribute to the development and implementation of customer centric homeless services	Work in partnership with CWC and other agencies to develop and implement homeless service from the single persons homeless hub	Development of a clear pathway for single homeless households, including entrenched rough sleepers. Enhancement of 16/17 year old single person pathway which complies with legislation.	Head of Homeless Services

Ref: Service Area: Sustainment & Support				
No.	Action	Outcome	What is required	Responsible Officer
18.	Tenancy Sustainment Strategy	To work with SLT members to develop and implement a company-wide approach to tenancy sustainment	Focus on developing 'tenancy ready' households that are at less risk of tenancy failure, focusing on households who are more likely to become homeless.	Head of Sustainment & Support
19.	Review and refresh all safeguarding and domestic violence pathways and accompanying training packages		To ensure that Wolverhampton Homes is compliant with its obligations in its identification and response to safeguarding children and young people and adults in needs of care and support. To complete the DAHA accreditation programme in relation to DV.	Head of Sustainment & Support
20.	Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home In collaboration with CWC work up an options appraisal to review Telecare services	Develop a new operating model that supports the customer journey; optimises the successful take up of grant; loans and the effective delivery of services that support independent living. Implementation of the Home Improvement Agency. Support CWC with the development of the Aids and Adaptations Policy	Effective programme of property improvements into cross tenure properties. The effective support for customers to access services successfully. The maximising of grant take-up and the optimisation of spend across all key workstreams i.e. disabled facilities grants; affordable warmth and housing assistance programmes. (Including small scale handyman and social inclusion repairs.	Head of Sustainment & Support

Asset Management – Kevin Manning				
Ref.	Service Area: Construction and Compliance			
No.	Action	Outcome	What is required	Responsible Officer
21.	Regulatory Health and Safety Compliance	<p>Ensure that WH complies with all relevant Health & Safety compliance requirements (construction related).</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:</p> <ul style="list-style-type: none"> - Gas Safety - Electrical Safety - Water Safety - Asbestos - Fire - Lifts - Facilities Management - Control of Contractors 	<p>It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities.</p> <p>WH must ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.</p> <p>WH to have annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>To ensure that services specifically provided and limited to retained responsibility of Tenant Management Organisations (TMOs) is undertaken in compliance with H&S requirements (Management Agent).</p> <p>Ensure that the suite of KPI's, with clearly defined performance outcomes, is reported to Board, relevant committees and other stakeholders.</p>	Head of Compliance

22.	To contribute to the CWC's Housing New Build Agenda	Continue to enhance the supply of housing through the innovative use of infill sites new build programme.	To deliver on average 35 new build units per annum. To support CWC in the delivery of its strategic housing plans. To reduce anti-social behaviour; fly tipping and enhance the estate street scene.	Head of Capital Works
Ref.	Service Area: Stock Investment			
No.	Action	Outcome	What is required	Responsible Officer
23.	Capital Programme Delivery of the Housing Capital Programme	Delivery of a range of large discrete estate regeneration and refurbishment projects and remodelling work.	Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the: <ul style="list-style-type: none"> - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan - Long Term 	Head of Asset and Stock Investment
24.	To develop, review and update stock condition data	Repopulate the Asset Management database. Improve the efficacy of our Asbestos Management System. Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.	To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning. To provide stock condition data to inform the 30-year business plan and component accounting. To review opportunities for disinvestment for example; non-traditional housing linked to the Asset Management Group.	Head of Asset and Stock Investment

25.	To develop in conjunction with CWC an active Asset management / company wide strategy that supports carbon reduction.	To contribute to CWCs Strategic Climate Change and Sustainability Agenda and support the 2028 target.	To review energy efficiency and carbon reduction programmes of work.	Head of Asset and Stock Investment Senior Management Team
26.	Respond to Grenfell investigation recommendations in terms of fire safety management	Develop work programmes to ensure that national recommendations are implemented.	Strategies and funding need to be developed, agreed and implemented. For example; the retro-fitting of sprinkler systems in Wolverhampton's high-rise towers blocks.	Head of Asset and Stock Investment

Building Services – Ian Gardner

Ref.	Repairs and Maintenance / Operations (Building Solutions; Response Repairs)			
NO	Action	Outcome	What is required	Responsible Officer
27.49	Maintaining housing stock standards Delivery of a robust and responsive 24hr repairs service	Review current delivery methods for the IT programme including support systems. Review to include out of hours service provision and Voids Management.	Delivery of a high standard service to our customers. Review Value for Money in terms of cost, quality and performance. Increase performance and the collection and use of analytical data. Delivery of an efficient and swift Voids Management Service. Develop services based on customer feedback.	Head of Repairs & Maintenance Head of Building Solutions

28.	Commercial Agenda	To develop and maximise commercial opportunities in connection with Asbestos, Home Improvement Agency, Private Sector Housing etc.	Review productivity, trading and external market opportunities. Review call-down contracts to explore commercial opportunities for bringing specific services in-house.	Head of Repairs & Maintenance Head of Building Solutions
29.	<p>Ensure that WH complies with and delivers on all relevant Health & Safety compliance requirements (within the directorates remit)</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced</p>	<p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced:</p> <ul style="list-style-type: none"> - Gas Safety - Electrical Safety - Water Safety - Asbestos - Fire - Control of Contractors 	<p>It is a legal duty that all areas of work activity undertaken by WH is robustly managed and that detailed controls are in place to evidence effective and efficient compliance across the full range of work activities.</p> <p>Ensure full compliance with all prescribed mandatory regulations, legislation, codes of practice etc for specific specialist compliance work activities.</p> <p>Annually internally reviewed and audited detailed policy and procedures identifying 'responsible and competent' persons.</p> <p>A suite of KPI's, with clearly defined performance outcomes.</p>	Head of Repairs & Maintenance Head of Building Solutions

Corporate Services – Assistant Director

Ref.	Service Area: Business Services			
No.	Action	Outcome	What is required	Responsible Officer
30.	Implement a company-wide project management approach for all areas of change	To establish a project and change management approach across the company to oversee the implementation of the Business Plan	A robust change process to support and challenge priority areas of work for the business.	Head of Business Services Head of People

	A full review of existing company-wide processes in line with regulatory, statutory, operational compliance	with particular focus around culture change and continuous improvement.	Ownership and understanding for managers and staff. To identify issues that could lead to non-compliance or efficiencies along with the required remedial action.	
31.	A full review of business wide systems and system development opportunities	To undertake a full review of existing IT systems. To evaluate business needs to be able to deliver automated processes.	To improve business productivity and a cross service joined-up approach, supporting the customer experience.	Head of Business Services
32. Page 51	Delivery of robust governance arrangements	Appropriate performance management arrangements to support the delivery of shared services with City of Wolverhampton Council. Key business assurance processes in place.	Monitoring of performance arrangements to support the delivery of shared services with City of Wolverhampton Council. Risk management framework, internal audit and quality assurance programmes to be embedded.	Head of Business Services
33.	To ensure WH is able to be resilient to periods of disruptive challenge and is able to respond to major emergencies. To demonstrate compliance with regulatory standards.	That the Risk Registers, BCP and the WH emergency response is understood and remains fit for purpose. To work with CWC in monitoring compliance of the Consumer Standards.	Maintaining an effective relationship with CWC Housing Strategy Team and the Resilience Team. Compliance with the Consumer Standards. Bi-annual review of the BCP Strategic Plan. Regular monitoring and review of the Corporate Risk Register.	Head of Business Services

			<p>Maintaining the provision of a Disaster Emergency Centre (DEC).</p> <p>Provision of a central co-ordination function in the event of an emergency – including the timely provision of situation reports / debrief / lessons learnt information.</p>	
34.	Ensure that WH complies with and delivers on relevant Health and Safety requirements	To ensure that mandatory and legislative requirements are evidenced and enforced.	<p>Continued development of Health and Safety function.</p> <p>Implement and embed the Health and Safety action plan.</p>	Head of Business Services
35	Full review of accommodation and WH facilities	Fit for purpose working environment.	<p>To undertake site based accommodation reviews.</p> <p>To realign facilities activity across the business.</p>	Head of Business Services
Page 52				
Ref.	Service Area: Customer Experience			
No.	Action	Outcome	What is required	Responsible Officer
36.	Repurpose and redesign our website to support the customer journey	<p>Review the design and content of the website.</p> <p>Profile of customers and their usage to be able to deliver automated processes.</p> <p>Working with colleagues to harness customer engagement and to move to digitalisation of services.</p>	<p>To rebuild our website, driven from a marketing and engagement perspective.</p> <p>Promote the use of current self-service on-line services – enabling more customers to communicate with us on-line.</p> <p>To meet accessibility compliance requirements.</p>	Head of Customer Experience

<p>37.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p>	<p>Support the delivery of the overarching customer experience strategy and action plans</p>	<p>To ensure that we meet the changing regulations, in particular the outcomes of the newly published white paper.</p>	<p>Appoint a single point of contact.</p> <p>All WH staff will be committed to delivery great services to every single customer, every single time.</p> <p>Alongside direct customer feedback, we will gather comprehensive data about our customers' circumstances, preferences and aspirations and then use this intelligence to deliver personalised services which reflect individual needs.</p> <p>Providing our customers with a choice of how and when they access our services. These channels will be designed as low-effort, high quality methods which maximise accessibility for all customer groups.</p>	<p>Head of Customer Experience</p>
<p>38.</p>	<p>Increase the use of the digital officer</p>	<p>Support customers to make use of website and on-line channels.</p> <p>Analyse reasons for customer repeat contacts.</p> <p>Improve the customer experience.</p>	<p>Enhance online offer will enable more customers to develop their digital skills.</p> <p>Delivery of a 'right time, first time' approach to repairs.</p> <p>To provide a seamless service in the reporting of repairs at the first point of contact.</p> <p>Deliver against the requirements of the Customer Experience Strategy.</p>	<p>Head of Customer Experience</p>

39.	A full review of existing Performance Indicators in line with regulatory, statutory, operational compliance System Dashboards are introduced as part of our performance framework	Implement system changes to improve our approach to collating and analysing data performance. To realign performance monitoring across the company to ensure key deliverables are monitored against the overarching Business Plan.	To improve the availability and use of performance data to inform service delivery. Rolling programme linked to system updates and supplier release plans. To improve the quality of performance data to interpret and enable the company to identify and manage risk, and to implement opportunities for improvements.	Head of Customer Experience
40.	Improve the range and quality of Customer feedback and engagement opportunities to support service improvement and the customer experience	Improve existing channels and working across the business, introduce new and more effective ways to capture and respond to the customer voice. Work with CWC to develop customer insight and scrutiny.	Ensuring the themes from customer feedback are recognised and reviewed to support staff to understand and respond to customer needs. Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.	Head of Customer Experience
Page 54				
Ref.	Service Area: People and Organisational Development			
No.	Action	Outcomes	What's required	Responsible Officer
41.	To implement / develop the overarching strategies	Completion of the existing action plans over the lifetime of the Business Plan. Development of the People Strategy.	Overall responsibility for implementation of: EDI Strategy and action plans (including BLM) Employee Health & Wellbeing Strategy Organisational Development Strategy	Head of People Head of People Head of Organisational Development and Employee Engagement

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 55</p>	<p>42. Retain and attract the best local talent where possible to deliver the priorities as outlined in the Business Plan</p>	<p>To implement and embed the People Deal Phase 2</p> <p>To be an employer of choice.</p>	<p>Introduce an online recruitment, selection and induction solution with interactive applicant tracking and onboarding.</p> <p>Develop a range of policies and processes to affect the culture and environment ensuring the wellbeing, happiness and safety of staff.</p> <p>Ensuring that bespoke recruitment campaigns or internal development programmes are designed to recruit to our workforce plans.</p> <p>Remove the possibility of unconscious bias from our recruitment process, including blind shortlisting and diverse recruitment panels.</p> <p>Wherever possible, support the local economy.</p>	<p>Head of People</p> <p>Head of Organisational Development and Employee Engagement</p>
	<p>43. Ensure everyone's efforts count</p>	<p>To ensure that the individual efforts of all staff align with our strategy and priorities removing barriers to productivity and having future focused resourcing plans that identify the type of roles and skills required to deliver the outcomes of the Business Plan.</p>	<p>Develop a work force plan that is reviewed annually with Assistant Directors and Heads of Service.</p> <p>Create the business wide Learning Needs Analysis to provide the skills required and skills gaps.</p> <p>Review Corporate Services structure to achieve the optimum balance between the provision of corporate support and the operational needs of the business.</p>	<p>Head of Organisational Development and Employee Engagement</p>

			Ensure that all staff know and exude the company values; they know and understand the organisation KPIs and how they contribute to achieving them.	
44.	Ensure effective leaders and managers	Create a community of supportive, empathetic leaders and managers who ensure an inclusive environment. Our leaders will constantly epitomise our values and have the capability and confidence to engage, develop, challenge, and reward our staff, taking measured risks and deliver excellence.	<p>Implement a new talent management model, development and succession planning.</p> <p>Ensure our people leaders continue to champion a positive inclusive and innovative culture.</p> <p>Ensure our people leaders listen to and respond to our staff.</p> <p>Equip our leaders and managers with the skills and confidence to successfully challenge the status quo, management change, and tackle unfairness in workload, contribution, inequality and inappropriate behaviour.</p> <p>Create “leadership action teams”; cross-directorate leaders who will flexibly and agilely to problem solve and to coach, mentor and support staff and new leaders.</p>	Head of Organisational Development and Employee Engagement
45.	Create a thriving environment for all	As an inclusive, diverse and people-orientated organisation ensuring that all staff are appropriately challenged and able to work within our agile environment.	<p>Developing an Employee Health & Wellbeing strategy developing and implementing a workplace action plan</p> <p>Ensuring that staff are clear on what is expected of them, that workloads are discussed and appropriate and expectations are clear.</p>	Head of People

			<p>Enhancing work/life balance through agile working and the use of technology as an enabler.</p> <p>Continuing to implement a range of people and performance policies that are socially progressive, and people orientated to support our elite workforce.</p> <p>Adopting a staff Equality Forum to support the design and delivery of the EDI Strategy and to implement a best in class Equality, Diversity and Inclusion action plan.</p>	
46.	Maximise Employee Engagement for all staff	Improve our employee experience through the provision of an environment where all staff feel safe and secure in speaking up - Regular employee surveys to highlight themes for development.	<p>Review and development our staff engagement forum.</p> <p>Conduct a full employee engagement survey to develop our engagement strategy and provide themed areas of work that our staff groups wish to drive forward.</p> <p>Maximise internal communication channels.</p> <p>Developing a robust people change process.</p>	Head of Organisational Development and Employee Engagement
47.	Develop a modern workforce to recognise the diverse needs of all customers.	<p>Increase the profiles of women and BAME staff in senior posts.</p> <p>Interrogate current workforce profiles and map against future business needs.</p>	<p>Embed the Inclusive Futures Campaign.</p> <p>Develop organisational workforce profiles to map against the Learning Needs Analysis of the company.</p>	<p>Head of People</p> <p>Head of Organisational Development and Employee Engagement</p>

48.	Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation.	To upskill staff and Board members to increase the capability and capacity through training and development programmes, professional bodies and desired accreditation. To develop strong dynamic and inspirational leaders with clear direction across the business.	Robust organisational Learning Needs analysis. Implementation of Board Development Programme. Implementation of Strategic Leadership Programme and Accredited Management Development Programme. Effective talent management and succession planning to align individual development and career aspirations.	Head of Organisational Development and Employee Engagement
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Wolverhampton Homes Performance Indicator Suite 2021-22

Appendix 2

Business Sector	Department	Performance Indicators
Asset Management	Contracts and Compliance	% of valid Landlord Gas Safety Records for tenanted properties
Corporate Services	Human Resources	Average number of working days lost through sickness
Housing	Home Sales and Leases	% of Service Charges inc Ground Rent collected from Leaseholders
	Income Management	% of rent collected (City Wide)
		% rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)
		% rent arrears of former tenants as a proportion of rent roll
		Tenants Evicted for Rent Arrears
	Homes Direct	Homes Direct: % of Customers calls answered within 80 seconds
		Homes Direct: % of Customers calls answered within 80 seconds
		Homes Direct: % of calls abandoned
		% of complaints/members enquiries responded to within timescales
	Neighbourhood Services	% of Fire Safety Checks completed
		% of Telecare calls answered within 60 Seconds (SLA)
		Out of hours calls answered
	ASB	% satisfied with the way their ASB complaint was dealt with
Housing Options	Homeless Services	% Homeless Cases Prevented (SLA)
		% Homeless Cases Relieved (SLA)
		Homeless Applicants housed in private sector (SLA)
	Housing Solutions	Average time taken to relet properties (ready to let to new Tenancy Start)
		% rent lost from empty properties
Building Services	Repairs	% Responsive repairs during period for which an appointment was made/kept
		% of Planned repairs completed within timescales
		% Total response repairs completed within target
		Satisfaction with response repairs - Under Review
	Voids	Average time taken to repair voids: In House - Standard (Minor) voids
		Average time taken to repair voids: In House - Major Voids

Appendix 3: Wolverhampton Homes Procurement Plan 2021 -2022

- **Energy Performance Certificates**
- **Fire Risk Assessments**
- **Digital TV Maintenance**
- **Gas Supply Contract**
- **Air Conditioning Service/Repair**
- **Wolverhampton Homes Asbestos Surveying, Air Monitoring, Bulk Analysis & Consultancy**
- **General Builder**
- **Damp Condensation and Structural Surveys**
- **Floor Finishing Services**
- **Biomass Heattown Fuel / Repairs and Maintenance**
- **Drainage Works**
- **Repair, Maintenance and Servicing of Bin Chutes**
- **Void Management Scheme**
- **Apprenticeships**
- **Access Control Door and CCTV Installation/ Repair and Maintenance**
- **External Debt Collectors**
- **Installation of Modular Access Platforms and Ramps**
- **Hoist / Supply / Installation and Maintenance**
- **Applicant Tracking System**

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Relighting Our City Refresh	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Ian Brookfield Leader of the Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Charlotte Johns, Director of Strategy	
Originating service	Policy and Strategy Insight and Performance	
Accountable employee	Laura Collings Tel Email	Policy and Strategy Manager 01902 550414 Laura.collings@wolverhampton.gov.uk
Report to be/has been considered by	Strategy Leadership Team Strategic Executive Board	25 February 2021 26 February 2021

Recommendation for decision:

The Cabinet is recommended to:

1. Approve the refreshed Relighting Our City recovery framework (Appendix 1).

Recommendations for noting:

The Cabinet is asked to note:

- 1 That the Relighting Our City priorities were developed after extensive engagement with over 2,500 local people to ensure that the Council's recovery planning is reflective of the City's needs.
2. The performance against the priorities during 2020-2021 and approach to performance management for 2021-2022.

1.0 Purpose

- 1.1 The purpose of this report is to approve the refreshed Relighting Our City plan which outlines the City of Wolverhampton Council's commitment to continue to work with partners to support the City to live with and recover from Covid-19.
- 1.2 This report will also provide an update on current council performance and approach to continue to develop the performance framework for 2021-2022.

2.0 Background

- 2.1 On the 16 September 2020 Full Council approved the Relighting Our City recovery framework to guide the Council's approach as we emerged from the Covid-19 pandemic. The Council's recovery plan was developed after extensive engagement with around 2,500 people including residents, young people, the voluntary and community sector and other partners, employees, Councillors and businesses across the City.
- 2.2 The plan set out five overarching priorities for recovery:
 - Support people who need us most
 - Create more opportunities for young people
 - Support our vital local businesses
 - Generate more jobs and learning opportunities
 - Stimulate vibrant high streets and communities
- 2.3 Relighting Our City was launched as a 'living' document and a commitment made to regularly review and refresh the plan to ensure that it continued to reflect the priorities of local people and captured the fast-changing nature of the pandemic.
- 2.4 The activity and actions set out in the plan are not exhaustive and working closely with City partners and residents the Council will continue to build on this framework to develop its approach to recovery.

3.0 Relighting Our City

- 3.1 Relighting Our City sets out the priorities which will guide the Council's approach as the organisation and the City starts to transition from the response to the recovery phase of the pandemic. These priorities together with the associated key actions and activity form a framework for recovery.
- 3.2 The refreshed recovery plan sets out what the Council, working alongside its partners have done against the priorities set by local people since the inception of the recovery commitment in September 2020. It captures key achievements and performance indicators which demonstrate the scale and scope of the Council's response to the pandemic over the last 12 months.

3.3 As well as reflecting on what has been achieved so far, the refreshed plan also provides an overview of future planned activity to support our communities and the local economy to recover from the impact of Covid-19.

4.0 Council Performance Management 2020-2021

- 4.1 The Council continues to use a variety of means in which to assess the efficiency and effectiveness of operations against organisational strategic priorities and statutory requirements.
- 4.2 Using data and analysis across all areas of the business, the Council actively encourages a golden thread of performance monitoring throughout all parts of every service.
- 4.3 Critically it continues to manage resources effectively, consistently setting a balanced budget, despite austerity, while maintaining an appropriate level of general balance reserves.
- 4.4 There are also several means of external verification of performance, including the sign off of the Council's accounts by external auditors, and external inspections such as those by Office for Standards in Education, Children's Services and Skills (Ofsted) and other regulatory bodies.
- 4.5 The Council continues to manage risks, with both a strategic risk register and Covid-19 risk register regularly reported through the Audit and Risk Committee.
- 4.6 The Council also ensures that data and statistics for the city are available on WV Insight (<https://insight.wolverhampton.gov.uk/>) which includes real time interactive dashboards, with regional and national comparator data.

5.0 Council Performance in Response to Covid-19 – as at 2 March 2021

- 5.1 The Council has continued to monitor performance throughout the Covid-19 pandemic. From the earliest days of this national emergency, the Council, working alongside city partners, residents and businesses, has prioritised helping the most vulnerable in society and to support the local economy. A summary of key Covid-19 related performance includes:
- Since the start of the pandemic our Food Hub has distributed over 60,000 food parcels to local people who needed our support.
 - Through the Winter Grant Scheme we have supported our most vulnerable families with meals. We provided meals to 13,225 children and young people and their families over the Christmas period. Over 10,000 children and young people are now being support with meals through the current scheme.
 - Working with the city's food banks we have helped to get 500,000 meals out to hundreds of families across the city with £450,000 of funding to continue the delivery of emergency food parcels.

- We have worked with partners to keep local people safe and stop the spread of the virus with over 43,923 people receiving a lateral flow test at community sites across the city.
- Supported our communities facing hardship with over 1,200 local people receiving debt and welfare advice over the last 12 months.
- 334 pieces of digital equipment including laptops, MIFIs and SIM Cards have been provided to the most vulnerable families to ensure young people can access education provision with more in the process of being delivered.
- We have paid over £54.5 million of grants to businesses across the City through the Business Grant scheme throughout the Covid-19 pandemic, with more being provided through the current grant scheme.
- Over 4,200,000 pieces of Personal Protective Equipment, including gloves, masks, aprons and sanitiser, have been dispatched in the last 12 months with the majority going to Care Homes or Care Providers.

6.0 Council Performance in 2020-2021

6.1 The Council has also continued to monitor performance throughout 2020-2021 on key priorities, which includes:

- The number of schools rated Good or Outstanding continue to improve with 13,000 more young people learning in Good or Outstanding schools than five years ago.
- We continue to ensure that the right support is offered to children, young people and families to prevent escalation into the children's social care system. The rate of children open to social care in Wolverhampton continues to decrease against increases regionally and nationally. Latest published data shows that Wolverhampton saw decreases in the number of Children in Need, Child Protection and Children and Young People in Care in 2019/20.
- Further to this, the percentage of re-referrals into children's social care have decreased with levels now lower than regional, statistical, and national comparators. The percentage of children in Wolverhampton who were subject to a child protection for a second or subsequent time was below regional and statistical comparators in the latest published data for 2019-2020. Internal data shows that this figure has decreased further in 2020-2021. Both these indicators show how the authority is working with families to become more resilient.
- Children and young people in care in Wolverhampton continue to have more stable placements than regional and national comparators, with almost three quarters in a stable placement.
- At the end of the last academic year over 5,000 young people received support from HeadSTART through school's community activities and interventions.

- This year, six care leavers graduated from university and 27 care leavers are currently in Higher Education, three times the generally recognised national average.
- Latest data published showed that the proportion of older people still at home 91 days after discharge from hospital into reablement services in 2019-2020 was 81%, much improved on the previous year's return of 74.7% and the highest result in five years.
- Unemployment Claimants for working aged adults was at 10.3% at the end of January 2021, increases seen in Wolverhampton through the pandemic are in line with those seen regionally and nationally.
- Wolves at Work employment programme has helped 6,034 local people into work in the last four years with support from over 600 businesses.
- Wolves WorkBox, our bespoke one stop digital hub continues to provide access to training and employment opportunities for local people and businesses and currently has 3,250 subscribers.
- Our Black Country Impact programme has supported 15,100 school and college students with careers advice, and supported 392 young people into work, an apprenticeship or further education.
- Since April 2020, through the AIM for GOLD programme, we have supported 91 businesses to complete a business review, of these 20 have secured grant assistance. The AIM FOR Gold programme are currently working with six more businesses to complete a business review.

7.0 Council Performance Framework 2021-2022

- 7.1 A new performance framework has been developed to reflect how the Council is performing against city new and changing priorities, as articulated in Relighting Our City.
- 7.2 This performance framework will provide high-level city data on key priorities, benchmark city performance against national and regional data, highlight the impact of targeted interventions, inform strategic decision-making in relation to provision and encourage scrutiny of those strategic decisions.
- 7.3 The performance framework will look at two different types of indicators, city indicators and impact indicators which will be reported to Cabinet on a quarterly basis: city indicators are high level indicators that although the council will influence, they may not be able to directly effect. Impact indicators are indicators that demonstrate what the Council is directly doing to improve outcomes and in turn influence the city indicators.

8.0 Continuous Conversation with Communities

- 8.1 It is vital that city partners, residents, businesses and the voluntary community sector are actively engaged throughout the city's recovery and that there are opportunities to co-

produce innovative solutions to the challenges the pandemic has brought. Relighting Our City will continue to be a 'living' document and be taken forward as a continuous conversation with our communities through our Commonplace platform (<https://wolverhamptonrecovery.commonplace.is>).

9.0 Reasons for decision(s)

- 9.1 Option one would be to do nothing. This would not be viable as the Council has already made a commitment to regularly refresh the Relighting Our City recovery framework to reflect the fast changing nature of the pandemic.
- 9.2 Option two and the chosen option is to refresh the Relighting Our City recovery framework to capture key achievements and activity since the plan was launched and to highlight emerging new activity to support the community and economic recovery of the city.

10.0 Financial implications

- 10.1 The impact of Covid-19 has had a significant international, national and regional impact, and responding to the pandemic will continue to have significant financial implications for the Council.
- 10.2 The refreshed Relighting Our City recovery framework at Appendix 1 demonstrates our commitment to recovery and aligns the Council's medium term financial strategy (MTFS) to the priorities as set out in the framework. In addition to this, the 2021-2022 Budget and Medium Term Financial Strategy report approved by Full Council on 3 March 2021, included budget growth of £510,000 to support the Relighting Our City agenda; this is in addition to the £3.0 million Recovery Reserve which was established as part of the 2019-2020 closedown process.
- 10.3 It is vital that the city has the resources to be able to focus on recovery which will enable the city to address key challenges and assist the government to deliver its 'levelling up' agenda and capitalise on new opportunities as the city transitions out of the response phase of the pandemic.
- 10.4 Whilst it is projected that Government funding will be sufficient for 2020-2021 and that they have announced some resources to support the impact of Covid-19 in 2021-2022, if the impact of the pandemic continues over a prolonged period of time and additional Government funding is not forthcoming, the Council may need to make significant reductions to existing budgets and potentially make use of earmarked reserves in order to meet the costs of increased activity or loss of income.
- 10.5 All costs associated with engagement and the preparation of the plan will be accommodated within existing budgets. The actions, outline projects and programmes detailed within the Relighting Our City plan will have financial implications; these will be subject to individual reports.

[TT/09032021/A]

11.0 Legal implications

11.1 There are no direct legal implications arising as a result of this report.

[TS/08032021/H]

12.0 Equalities implications

12.1 Fair and inclusive is a key cross cutting theme in the Relighting Our City plan.

13.0 All other Implications

13.1 Implications of the actions in the Relighting Our City plan will be included in the relevant individual reports.

14.0 Schedule of background papers

14.1 [Relighting Our City: City of Wolverhampton Council Recovery Commitment](#) to Full Council on 16 September 2020

15.0 Appendices

15.1 Appendix 1: Relighting Our City – March 2021

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**CITY OF
WOLVERHAMPTON**

RELIGHTING OUR CITY

RESET, RECOVER AND RELIGHT



RELIGHTING OUR CITY

RESET, RECOVER AND RELIGHT.

OUT OF DARKNESS, COMETH LIGHT...OUR CITY MOTTO HAS NEVER BEEN MORE RELEVANT.
WE'VE BEEN HIT-HARD BY THE PANDEMIC, BUT WE WILL **RESET, RECOVER AND RELIGHT.**



FOREWORD



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Good Start Jones Retail Revival Programme

We'll look after our own, together, as 'one city' and we'll be bold and ambitious about transforming the lives of our residents.

The council's five point 'relight' recovery plan will:

- Support people who need us most
- Create more opportunities for young people
- Generate more jobs and learning opportunities
- Grow our vital local businesses
- Stimulate vibrant high streets and communities

Our recovery commitment was developed with the people of the City of Wolverhampton at its heart. We have engaged with over 2,500 of you to understand your key priorities and the outcomes you want to see.

COUNCILLOR
IAN BROOKFIELD
Leader of the Council



RELIGHTING OUR CITY



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OUR PRINCIPLES

We will underpin our work with the following key principles;



CLIMATE FOCUSED

This recovery commitment is aligned to our climate change strategy 'Future Generations' and our target to make the City of Wolverhampton Council carbon – neutral by 2028. We are committed to delivering on the recommendations of our Climate Citizen Assembly and to upholding the promises we made when the Council declared a climate emergency in July 2019.



DRIVEN BY DIGITAL

The city is at the forefront of digital infrastructure and innovation, Wolverhampton will be one of the first cities in the world to host a 5G accelerator hub making us truly a world leader in emerging technology. Now more than ever digital skills and connectivity are vital to ensure our residents can access services, interact with friends and family, and enter the job market.



FAIR AND INCLUSIVE

We will continue to tackle the inequalities in our communities which impact on the opportunities of local people. The Council's 'Excellent' rated equalities framework is at the heart of our recovery commitment. No community will be left behind as we transform our city together.

SUPPORT PEOPLE WHO NEED US MOST

The city has come together in the most incredible way during the pandemic to protect and support those who have needed us most. Working alongside our public sector partners and the voluntary and community sector we have delivered medicine, meals and emotional support to the city's residents, rolled out the first mass testing centre in the region and transformed Aldersley Leisure Village into a vaccination site. We will continue to support our communities as we live with and recover from Covid19 using our outbreak control framework to keep local people safe, working with partners to build community resilience to the new challenges the pandemic has brought and harnessing the community spirit which has been so crucial during the city's response phase and will continue to be as we move to recovery.

TACKLING THE ISSUES THAT MATTER

YOU TOLD US THAT

YOU NEEDED SUPPORT FOR THE
**VOLUNTARY AND
COMMUNITY SECTOR**

**MENTAL HEALTH
AND WELLBEING**

KEEPING OUR **MOST
VULNERABLE SAFE**

BUILDING COMMUNITY RESILIENCE

- Since the start of the pandemic our Food Hub has distributed over 60,000 food parcels to local people who needed our support.
- We've worked with partners to keep local people safe and stop the spread of the virus with 60,000 rapid Covid 19 tests completed to date.
- We launched the One City fund in collaboration with Wolverhampton Voluntary Sector Council. To date over £107,000 has been raised for foodbanks, those financially at risk, homelessness and digital inclusion.
- Supported our communities facing hardship with over 1200 local people receiving debt and welfare advice over the last 12 months and we will invest a further £220,000 to expand our services to support even more residents.
- Worked with our partners in the NHS to roll out vaccines to local people as quickly as possible through the seven vaccination sites across the city.

WHAT HAVE WE DONE SO FAR...

- Working with the city's food banks we have helped to get 500,000 meals out to hundreds of families across the city with £450,000 of funding to continue the delivery of emergency food parcels.
- We have provided infection prevention support to high risk settings, so incidents receive timely response and support, this includes places such as nurseries, schools, universities and domiciliary care settings.

WV Active Aldersley Food Distribution Hub



WHAT WILL WE DO NEXT...

Providing support to those facing hardship

- We're supporting local residents and their families at risk of losing their homes during the pandemic by making £1.2 million available for emergency, temporary accommodation.
- We are committed to ending rough sleeping in the city and will invest £2 million in a new multi-agency team and building which will offer accommodation, assessment and ongoing support to those at risk of homelessness.
- We will continue to use local data and intelligence to target specific locations and communities who have a greater need for support and assistance so that we can ensure we are reaching those who need us most.
- We will make sure no child in our city is left hungry or left out with nearly £1.8 million in funding for healthy meals and engaging activities during school holidays

Working with our partners to keep the city's communities safe

- We are developing our plans for three new health and social care hubs for Bilston, Oxley and the city centre to bring health and social care services together in one place, benefitting thousands of local people.
- Continuing to support the quarter-of-a-million-pounds investment in our partnership with the Royal Wolverhampton Trust to support residents to leave hospital safely and live independently.
- Delivering better, more focused and more efficient transport services for vulnerable city children and adults through our new Travel Unit by building on our existing £4.6 million funding with £270,000 more.
- We will continue to collaborate with Environmental Health and partners across the city, including local business and the voluntary and community sector, to support them to operate safely and deliver services.

Building resilience so our communities can adapt and thrive

- Setting a bold ambition to close the city's 'digital divide' by giving everyone who needs it, the kit, connectivity and skills to access opportunities – pump-primed with £500,000 investment.
- Work with community partners, health and social care providers, and mental health services to promote community resilience and ensure residents have the right advice and support when they need it.
- Utilising data and evidence we will reduce wider impacts and health inequalities linked to and amplified by Covid 19 through place-based interventions and co-producing capacity and sustainable solutions in communities.
- Creating more opportunities for youngsters and adults with learning difficulties and autism working with partners to leverage in £650,000 across the Black Country.
- We will establish a Community Champions network that will bring together communities and providers to create a city infrastructure to ensure residents can access support.

CREATE MORE OPPORTUNITIES FOR YOUNG PEOPLE

At different times in their lives, children, young people and their families may need additional support and help. We know that this is particularly true right now. Our plan to relight will build resilience, by supporting families, children and young people to safely return to school and grow up in a secure home in a thriving community. We will strive to help families as early as possible and provide targeted support at the right time to ensure children and young people are safeguarded and their long-term outcomes improved. Our ambition is that children and young people have the best possible opportunities to fulfil their potential. Through our #YES youth engagement strategy we will ensure that the voice of children and young people continues to be central in how we deliver services and relight our city.

TACKLING THE ISSUES THAT MATTER

YOU TOLD US THAT

YOU WANT TO HAVE YOUR
OPINIONS HEARD

MORE AND BETTER
OPPORTUNITIES

GOOD EDUCATION TO
FULFIL POTENTIAL

US TO SUPPORT SOCIAL,
EMOTIONAL HEALTH
AND WELLBEING

- Continued to place the emotional wellbeing of our young people at the forefront of everything we do, and at the end of the last academic year over 5000 young people received support from HeadSTART through school's activities and interventions.
- We're continuing to develop our digital inclusion support package, as part of WV Online, to date 334 vulnerable families and young people have received a laptop or digital device so that they can access learning or education.
- We're delivering one of the country's best packages of support for care leavers. 6 care leavers graduated from university in 2020 and 27 care leavers are currently in Higher Education, 3 times the recognised national average.
- We've launched our online WV Squad platform for our city's young people to connect them to activities, opportunities and advice.
- Our #GenerationWolves fund is giving young people opportunities to organise activities they want, supported by an £837,000 fund with a ring-fenced pot for our most disadvantaged children and young people.
- Moved by the issues raised by the Black Lives Matter (BLM) movement, we have developed core principles to tackle inequalities, improve educational and wellbeing outcomes and experiences for our Black, Asian and minority ethnic youngsters.
- Our 'House Project' is creating opportunities for home ownership for our care leavers. It's fully funded by the council, one of only six in the country and is supporting 19 young people.'
- We have rolled out our social workers in schools programme with £400,000 of funding to further build relationships with schools and support children and families who need us most.

WHAT HAVE WE DONE SO FAR...

WHAT WILL WE DO NEXT...

We're investing to connect young people to new opportunities;

- We're investing nearly £1 million in new youth engagement workers to go out into our communities and connect CYP to opportunities, including apprenticeships and jobs.
- Building on the success of our Holiday Squad programme to offer even more, fun-packed and educational holiday activities along with healthy meals – all backed by £1.9 million in funding.
- Safeguarding our city's fantastic youth zone, The Way, with annual investments of £200,000 bringing our total investment to £4 million - plus.

We'll drive 'opportunity through learning', supporting our schools to drive up standards

- There are 13,000 more young people learning in Good or Outstanding schools than five years – we will work to boost this number.
- We'll continue the trend of improving early years outcomes, so we give children the best possible start in life as the foundation for their futures - 14% more children are achieving a good level of development at foundation stage than five years ago.

- We'll build on our youngsters' achievements at key stage 2 and attainment 8 so that progress stays above regional and national averages.

Making sure our education provision is inclusive for all CYP with targeted support for our vulnerable learners

- Improving opportunities for children with special educational needs with £440,000 investment in better services - ensuring that we have an inclusive joined up offer for our SEND CYP by working in partnership across the city.
- We will ensure education within the City lays the foundation of high aspirations and ambitions for our young people so they have the right skills for local jobs.
- We will continue to work with our partners and schools in the city to provide sufficient, safe, high quality learning environments where our children can thrive educationally and socially.
- Helping young people to live healthy lives by bringing in free, annual health and wellbeing checks for all primary school children backed by the NHS and with half-a-million pounds investment.

- Investing £85,000 in a new online platform for children, young people and their families to connect them to opportunities and support at the times they need them most.

We will continue to support our most vulnerable young people

- Supporting families on the 'edge of care' through £700,000 funding for targeted emotional health, well-being and specialist therapeutic support services.
- Actively encouraging and keeping young people in learning for longer – building on our city's ranking of 26th out of 150 Local Authorities in England for youngsters staying on after finishing compulsory education
- We're Developing 'Foster Families United' – a new initiative to help vulnerable children better integrate into caring families through peer support and training for foster carers.
- We will continue to work with partners to ensure that CYP and families are offered the right support at the right time.

GENERATE MORE JOBS AND LEARNING OPPORTUNITIES

For too many local people the pandemic has increased the barriers they face to employment, this is particularly true for our young people. We will continue to work with our partners to help people back into work, re-skill our existing workforce and generate new local jobs. Working with further education providers and businesses we will identify the skills needed to drive forward the industries of the future and match skills to new jobs being created so that local people can achieve their potential. We've joined forces with major public sector organisations in the city and launched the 'Wolverhampton Pound' initiative which pledges to keep more of our £834 million collective spending power within the city to benefit local people. Moving forward we will continue to set ambitious expectations about what it means to do business in the city of Wolverhampton to make sure every pound invested in the city benefits local people.

TACKLING THE ISSUES THAT MATTER

YOU TOLD US THAT

**INVESTING IN JOBS AND
SKILLS SHOULD BE THE NO.1
PRIORITY FOR THE COUNCIL**

**WE NEED TO PREPARE OUR YOUNG PEOPLE
WITH SKILLS FOR THE FUTURE**

**WE SHOULD MAXIMISE THE POTENTIAL OF
THE GREEN ECONOMY**

WE NEED MORE GOOD QUALITY

**ADVICE AND SUPPORT
FOR THOSE OUT OF WORK**

- We are working in partnership with the West Midlands Combined Authority to grow and develop apprenticeship opportunities for our local young people and have already committed £100,000 to support new training opportunities.
- We have expanded our Wolves at Work employment programme which has helped 6034 local people into work in the last 4 years with support from over 600 businesses.
- We have secured funding until 2023 to Continue to deliver jobs and opportunities for young people through our Impact youth employment initiative. Over the last 4.5 years, more than 1,600 18-29yr-olds who needed our help most have received offers of jobs or education.
- We have launched the 'Wolverhampton Pound' initiative which will use the collective power of local institutions, businesses and communities to retain and grow as much local wealth as possible to generate new jobs and opportunities.

WHAT HAVE WE DONE SO FAR...

- Wolves WorkBox, our bespoke one stop digital hub continues to provide access to training and employment opportunities for local people and businesses and currently has 3250 subscribers.
- Supporting local residents affected by the worst of the pandemic and at risk of redundancy, to get the help and opportunities they need by establishing our Response to Redundancy programme.

National Centre for Sustainable Construction and Circular Economy



WHAT WILL WE DO NEXT...

We'll future proof our economy, building skills for the future

- City Learning Quarter is a partnership between the City of Wolverhampton Council and Wolverhampton College which will establish a skills and learning hub, safeguarding hundreds of jobs and increasing footfall in the city centre as the scheme will see thousands of students located at the new city centre campus.
- Supporting the University of Wolverhampton's £120 million development at Springfield by securing £14.9 million of funding for the world class National Brownfield Institute. The development will be a catalyst for more jobs and better skills in our city which is set to be an epicentre for sustainable construction and circular economy.
- Through our Wolverhampton Anchor Network, we are developing skills plans for the health and wellbeing, cultural and creative and green sectors in the city so we can align training and education opportunities to the industries of the future.
- We will leverage maximum value from every pound invested in the city through our social value framework and continue to create new apprenticeships, jobs and training opportunities for local people.

Work with partners to create new jobs and opportunities

- We've worked closely with our partners in Government to secure the relocation of the Ministry for Homes Communities and Local Government to Wolverhampton which will be the first ever ministerial office to be based outside of Westminster and bring 500 civil service jobs to the city.
- I54 western extension (south) will lever in up to £300 million, private investment on top of the £1bn invested so far at the award-winning business park. Once completed the western extension will deliver up to a further 1,700 jobs for local people as well as strengthening local supply chains.
- Our new commercial district is already delivering hundreds of great jobs through our £23.5 million investment at i10 offices and the i9 development will bring a further 350 new jobs to the city centre.
- Developing new employment land at Bilston Urban Village to create up to 300 new jobs on the back of £20 million investment with strong market interest from occupiers.

- We are re-procuring multi-million-pound council maintenance contracts to grow the 'Wolverhampton Pound', generate local jobs and apprenticeships – potentially putting £3.2 million back into the local economy.

i9 Building



GROW **OUR VITAL** LOCAL BUSINESSES

Businesses in the city are a key part of national and international supply chains with significant clusters in automotive, aerospace and advanced manufacturing. We have a diverse and entrepreneurial local economy with 96% of all businesses in the city small or micro enterprises. Businesses in the city are the building blocks of a strong and resilient local economy. Covid-19 has shown once again the vital role they play in delivering both social and economic benefits for our local people. Many of these crucial businesses are now facing significant challenge but their success is key to a strong and swift recovery. Moving forward we will continue to nurture and support businesses in the city. One of the ways we will do this is by prioritising local spending through our procurement and commissioning approaches. Using a local supplier to provide goods and service will strengthen local supply chains, lead to new jobs and opportunities and grow new sectors in the city. We will use our recovery plans to ensure our business support offer is aligned to our ambitious future skills agenda and our commitment to tackle climate change, safeguarding the city's environment for future generations and making our local economy more inclusive.

TACKLING THE ISSUES THAT MATTER

YOU TOLD US THAT

**IT WAS IMPORTANT TO
INVEST LOCAL**

**PREPAREDNESS TO ADAPT TO
CHANGING CONSUMER TRENDS**

HAVE SUPPLY CHAIN READINESS

**ENSURE SAFE TRADING
AND SOCIAL DISTANCING**

CAPITALISE ON NEW GROWTH AREAS

- We have paid £60 million of grants to businesses across the City through the Business Grant scheme throughout the COVID-19 pandemic, with more being provided through the current grant scheme.
- Supporting 200 small, local businesses to stabilise and grow through £150,000 investment in our Business Relight Programme providing financial, digital, product, service and market reviews, as well as a year's membership to the Federation of Small Businesses or Black Country Chamber.
- Better understanding their support needs and their journey to success with information and intelligence on a new £50,000 customer relationship management system
- Giving financial incentives to embed covid-19 testing within their workforce, focus on employee well-being and avoid damaging and dangerous virus outbreaks.
- Continuing our bespoke support for SMEs in the city through our AIM for GOLD programme which has supported over 300 local businesses with advice and support since it launched.

WHAT HAVE WE DONE SO FAR...

Flagship partnership with eBay



- Launched a comprehensive economic package, through our Wolves in Business digital platform to help businesses, voluntary and community sector groups and the city's residents access advice, funding and training opportunities.

WHAT WILL WE DELIVER...

Meet the Buyer event



Continue to develop a bespoke business support offer tailored to local needs;

- Exciting new business support framework which will offer advisory, financial and incubation support for existing or emerging businesses or organisations in target sectors. Supported by our new Enterprise Hub in the city centre.
- Delivering the City Charter to facilitate opportunities arising from business investment and local procurement to the residents and communities of the city
- Work with our city and regional partners to prepare and support local businesses to manage United Kingdom's transition from the European Union and to maximise the benefits of new trade agreements.
- Building an even closer relationship with the city's top 50 strategic employers so that through effective account management, we can better understand their needs and how they can contribute to local community wealth building
- Kick-starting local entrepreneurs at the beginning of their business journey and, working with local partners, help them to grow. We will use current EU funding and lobby Government for a better deal when the money runs out in March 2022.

We'll grow our key sectors to diversify and build resilience in the local economy

- Working with our partners at the Black Country Local Enterprise Partnership we are developing a suite of ambitious action plans for our key sectors in the city which will include opportunities to access finance, the changing labour market and post Brexit trading arrangements.
- We are committed to local purchasing so that we can ensure that growth and investment in the city benefits local people and will maximise social value from Council contracts.
- Continue to work with our regional partners at the Black Country Local Enterprise Hub and West Midlands Combined authority to access funding streams to help businesses adapt and thrive in a changing marketplace
- Spending more locally through the Wolverhampton Pound to grow local jobs, businesses and new sectors using more of the £834 million annual, collective spending power of local partners within the city

STIMULATE **VIBRANT** HIGH STREETS AND **COMMUNITIES**

Thriving high streets and town centres are crucial to the future of our local businesses and communities. Covid-19 has accelerated many trends already present before the pandemic in the way we choose to live, work, travel and spend our leisure time. Now more than ever, it is vital that we continue to deliver our ambitious plans to reimagine and transform our city and town centres, encouraging more mixed-use spaces and driving forward our bold 'Event City' plan. The future of our high streets and communities must also be about the environment, and we are making significant investments to realise our net carbon zero targets by investing in carbon neutral homes, more cycling and walking routes, electric vehicle charging infrastructure and increasing access to green space. We know that our local businesses and cultural venues have been hit hard by the pandemic but we have a clear vision for the future, which builds on the fantastic assets in our local communities, a world class football team, excellent transport links and a growing reputation as a digital and cultural hub in the West Midlands.

TACKLING THE ISSUES THAT MATTER

YOU TOLD US THAT

YOU WANT **MORE CULTURAL
EVENTS** AND **EXCITING
PLACES** TO VISIT

MORE GREEN AND OPEN SPACES

BETTER **PUBLIC TRANSPORT** LINKS
AND MORE **CYCLE LANES**

SUPPORT FOR RETAILERS
TO ADAPT TO THE CHANGING HIGH STREET

GROW OUR **VISITOR ECONOMY**

- We've invested £250,000 invested our city and town centres to make Covid-19 adaptations giving confidence to visitors and ensuring businesses can continue to trade.
- Giving residents and businesses better roadside information in energy efficient 'smart' LED digital screens to keep them safe, informed and better connected to the city's visitor offer.
- We've secured £15.8 million through the Future High Streets fund from Government which will transform the west of our city centre with fantastic public event spaces, a new 'box' park and bring 440 new jobs.
- Launched our Shop Local campaign, with support from Wolverhampton and Bilston Business Improvement Districts, and other city stakeholders which has seen 230 local businesses register for the scheme.

WHAT HAVE WE DONE SO FAR...

- Completed phase 2 of our new train station and metro extension, strengthening public transport links which will also support the development of the Wolverhampton to Walsall line. Alongside our i9 and i10 developments brings our investment in the interchange area to £150 million.
- Secured £25 million from Governments Towns Fund to transform the city centre, Bilston and Wednesfield.

Wolverhampton Interchange



WHAT WE WILL DELIVER

We're delivering our vision to be an events city

- Delivering our £38 million investment and commitment to a new, fantastic Civic Halls, opening early 2022, and – under new commercial management – set to bring thousands of visitors, millions of pounds to the local economy and hundreds of jobs.
- Funding a bold, new five-year 'Event City' plan aimed at delivering two million visitors and £68 million in local economic benefit and by capitalising on the opportunities for our city from the 2022 Commonwealth Games.
- Investing £1.2 million in our fantastic Art Gallery to improve the experience for visitors with a new café and better accessibility – just in time for the British Art Show in 2022 which is set to bring 80,000 people into the city centre
- Encouraging more visitors to our town centres with £170,000 investment in Bilston Town Hall so it can host bigger and better community and commercial events and £50,000 investment in upgrading Wednesfield Market.

We'll continue to drive investment into our communities

- The UK's first city centre solar farm at Bowman's Harbour to provide our fantastic NHS colleagues at New Cross Hospital with clean, green energy for their life saving work.
- 1,000 new city centre homes underway in the next 2 years establishing a residential population in the core of our city, increasing footfall and support for local retailers.
- £5 million investment to deliver full fibre network across the city alongside one of the first 5G accelerator hubs in the country making Wolverhampton a world leading 5G city.
- Improving the city's transport infrastructure with investment in new, major schemes such as the City East Gateway, investment in upgrading existing infrastructure and investment in digital and new technology.

Reimagining our city and town centre's

- Maintaining effective highways for city businesses and residents and improving how they link to public transport with £4.5 million investment.
- Investing nearly £469,000 in maintaining our city trees so that they continue to provide joy for future generations.
- Switching all 30,000 street-lights across our city to energy-efficient LED lighting with smart sensors by the end 2022 - saving around 4,000 tonnes of carbon a year – and backed by £7 million investment.
- Encouraging cycling and active travel with nearly £1 million investment in developing key cycle routes in and around the city centre, and we have secured an additional £525,000 of funding for construction of a new cycle hub at Wolverhampton Interchange.
- Establishing the largest electric vehicle charging network in the Black Country by installing a further 98 rapid charging stations in the city centre.

NEXT STEPS

This document sets out our commitment as a Council to work as ‘one city’ to transform the lives our residents.

Our immediate next steps are to;

- Continue to engage meaningfully with our different communities in the city to understand their needs and ensure pathways into employment, training and education are created.
- Continue to engage with our local businesses across different sectors to understand their short, medium and long-term needs.
- Ensure that we align our activity with robust data so that the decisions we make are evidence based and our resource is targeted at those most in need.
- Deliver and support Public Health interventions that support the city to be a safe place to live, work, visit and study.
- Work with the West Midlands Combined Authority and the Government to secure the funding and powers the city needs to not only recover but thrive in a ‘new normal’.

We want Wolverhampton to be a city for everyone by working with all of our partners to connect people, places and communities to unlock potential and create change.



WHAT IS OUR ASK OF **CITY PARTNERS**

1. To work with the Council to design and deliver innovative solutions to some of the challenges we now face.
2. To help us hear as widely as possible the views of communities and businesses by using your own networks to engage.
3. To provide robust data and evidence that you have for your area that could help ensure we are reaching those most in need.
4. To look at how you can support your community to relight, recover and reset.

KEY CITY INITIATIVES

Investor confidence in the city continues to grow. We have maintained momentum on our key regeneration schemes, which will bring new investment and jobs to the city.



NEW INTERCHANGE

The City of Wolverhampton is already one of the best rail connected locations in the West Midlands. This position has been further boosted by the £150 million transport Interchange project, creating a single integrated city centre transport hub bringing together rail, bus and Metro services. Work on the Interchange is well underway. It will unlock rail capacity and speed up train times in the region and beyond, helping to raise productivity, unlock housing growth and support our transition to a 'net zero carbon' future.



i54 WESTERN EXTENSION

Our joint investment at i54 has secured hundreds of millions of pounds of investment and has brought thousands of jobs to the city. Of the 2,700 people currently employed at i54, half live within a ten-mile radius. We are now building on the success of what is already one of the UK's premier advanced manufacturing business parks. The i54 Western Extension will lever in up to £300 million in private investment on top of the £1bn invested so far.



CIVIC HALLS

Our £38 million investment in the Civic Halls will see the iconic Grade II listed building transformed into a world class entertainment venue. The halls are a vital part of the city's visitor economy, providing jobs and generating millions of pounds to the local economy. The works will ensure that it remains a thriving venue the city can be proud of for many years to come. Further consolidating the City of Wolverhampton's position as the cultural capital of the Black Country.



i9

'i9, our office led, mixed use development in the city centre has recently been awarded the Wire Score 'Gold' accreditation, the only accredited development in the region. The development will be completed in the summer of 2021 establishing 50,000sqft of Grade A office space in the city centre. Located next to our £150 million transport hub the development is the latest addition to the city's commercial district which includes the i10 and i11 offices.'

CITY OF
WOLVERHAMPTON
COUNCIL

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Gender Pay Gap Report – 2020	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Paula Brookfield Governance	
Key decision	No	
In forward plan	No	
Wards affected	Not applicable	
Accountable Director	David Pattison, Director of Governance	
Originating service	Human Resources	
Accountable employee	Sukhvinder Mattu	Service Lead – HR Policy & Strategy
	Tel	01902 553571
	Email	Sukhvinder.mattu@ wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	12 January and 4 March 2021

Recommendations for noting:

The Cabinet is asked to note:

1. The contents of the attached report on the Gender Pay Gap as of the snapshot date of 31 March 2020.
2. That the median Gender Pay Gap for 31 March 2020 is 0.0% and the mean is 4.24%.
3. The comparison with March 2019 data – the median Gender Pay Gap was 0.23% and the mean was 4.54%.
4. The proportion of men and women in each quartile in our pay structure as of 31 March 2020
5. The actions the Council has taken so far to improve equality, diversity and inclusion within the workplace (section 3.15 and 3.16)
6. The actions proposed to continue to remove inequality and further promote equality, diversity and inclusion (section 3.17)

7. The Equality Act 2010 (Specific Duties and Public Authorities) regulations 2017 only requires organisations to report on the gender pay gap. In addition to this, the Council have chosen to report on the race pay gap and the disability pay gap to identify areas for improvement. The Council will continue to expand this portfolio and hopes to include a review of the LGBTQ+ pay gap soon.

1.0 Purpose

- 1.1 To report on the Gender Pay Gap as of the snapshot date of 31 March 2020.
- 1.2 Compare the council's performance with other neighbouring local authorities.

2.0 Background

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

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

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

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

- 2.2 The data includes all employees of the Council but excludes employees from maintained schools. The data is correct as of the snapshot date of 31 March 2020.
- 2.3 The information must be published on both the employer's website and on a designated government website at www.gov.uk/genderpaygap.
- 2.4 It is a legal requirement for all relevant employers to publish their gender pay report. Failing to do this within one year of the snapshot date is unlawful.
- 2.5 Usually the deadline for publishing is 30 March for Public Sector employers. However, due to the impact of Coronavirus, the Equality and Human Rights Commission (EHRC) have announced that enforcement of gender pay gap reporting for the 2020/2021 reporting year (which uses a snapshot of 31 March 2020) will not begin until 5th October 2021. The EHRC is encouraging employers to report ahead of the usual deadlines (30 March 2021) wherever possible, but no enforcement action will be taken providing the report is published by 5 October 2021.

3.0 Progress

- 3.1 The report has been compiled in accordance with Pay Gap reporting requirements as stipulated by the aforementioned legislation (in section 2.1).
- 3.2 The mean gender pay gap is a comparison of the average pay for a female and the average pay for a male. Mean averages are useful because they place the same value on every number used, giving a good overall indication of the gender pay gap.

- 3.3 The median gender pay gap shows the difference between the 'middle' hourly rate for a female and male where pay amounts are arranged from low to highest pay points. Median averages are useful to indicate what the 'typical' situation is – i.e. the middle of the organisation, not distorted by very large or small pay rates.
- 3.4 Positive figures demonstrate typically, or overall, female employees have lower pay than male employees.
- 3.5 Negative figures reveal that typically, or overall, male employees have lower pay than female employees.
- 3.6 Zero percentage figures illustrate no gap between the pay of typical male and female employees.
- 3.7 The Council's mean pay gap shows that males are paid on average 4.24% higher than women, this has reduced slightly from our 2019 figure which was 4.54%. In monetary value this equates on average (mean hourly rate) to males being paid £15.60 per hour compared to females being paid £14.94 per hour (66 pence difference per hour).
- 3.8 The national gender pay gap among all employees in April 2020 was 15.5% down from 17.4% in 2019 (figures obtained from the Office for National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) April 2020 which reports on median figures).
- 3.9 The City of Wolverhampton Council's median pay gap is 0% which has fallen from 2019 (0.23%) and falls in line with our 2018 gender pay gap figures of 0%. The data shows that the median average overall hourly rate for both male and female is £13.64.
- 3.10 The Council must also report on the proportion of men and women in each quartile in our pay structure. This is split into four equal sized groups based on calculated hourly pay rates with a lower (apprenticeship rates to local pay points within grade 4), lower middle (local pay points within grades 4-5), upper middle (local pay points within grades 5-6) and upper quartile (local pay points within grades 6-16).
- 3.11 Figures reveal that in the lower middle quartile, female employees on average earned more than their male counterparts. However, in the other three quartiles, the data shows males earned more than females.
- 3.12 Upper middle and upper quartile data also illustrates a positive shift from 31 March 2019, the gap being reduced from 2.56% (2019) to 2.21% (2020) and from 3.74% (2019) to 2.88% (2020) respectively.
- 3.13 A benchmarking exercise was conducted to review the Council's position in comparison to local authorities of a similar size. The table below shows the findings for **2019** (as overleaf):

	Mean %	Median %
Coventry	1.7	-1.2
Sandwell	6.4	14.4
Solihull	15.2	25.1
Walsall	7.9	9.8
Wolverhampton	4.54	0.23

3.14 The data reveals that the Council's mean gender pay gap is smaller than three other local authorities and the median is smaller than each. 2020 information is currently unavailable.

3.15 Equality and Diversity is at the heart of everything the council does – positive action has been taken to address equality and inclusion. Some of the actions undertaken so far include:

- Strategic leadership and holding ourselves to account
- Strong commitment from Councillors, Strategic Executive Board (SEB) and senior managers
- Establishing staff equality forums across various representative groups sponsored by a member of SEB
- Representatives from the staff equality forums attendance at SEB meetings
- Through the forums, listen to the experiences of people with lived experiences of all forms of inequality and exclusion and taken these into account when making decisions/amending policies
- Corporate Equality Steering Group chaired by the Director of Governance with membership from representatives across the organisation and staff equality forums
- Embed equality analysis into policy and strategy development so decisions are made on the basis of the deepest possible understanding of the implications
- Inviting external and independent assessment of our work by taking part in equality charters such as the Stonewall and the Local Government Associations Equality Framework for Local Government
- Introducing a culture change programme to enhance managers leadership skills, to model and demonstrate our corporate culture, values and equality principles
- Improve the diversity of the workforce by establishing diverse selection panels in recruitment, mandatory unconscious bias training for all staff involved in recruitment, requiring recruitment agencies to produce diverse shortlists, anonymising the application process, guaranteed interviews for disabled candidates, care leavers under 25 years old and veterans, a leadership development scheme, a graduate scheme targeting under represented groups, a mentoring programme, wrap around support programme and brilliant leaders programme.

3.16 Gender specific initiatives in addition to the above already undertaken include:

- Advertising vacancies using a range of media
- Use of gender-neutral language in all communication
- Full and extensive review of the support for carers policy and accompanying guides
- Encourage use of shared parental leave

- Women involved in shortlisting for recruitment and promotions
- Use of structured interviews and skill-based assessments in recruitment
- Transparency around promotions, pay and reward
- Flexible working arrangements including flexible hours to attract and retain women

3.17 Future aspirations and actions

It is recognised that there is still a mean pay gap that needs to be reduced further and additional actions are required to achieve equality. Human Resources are working with the Equality team, staff equality forums, more specifically the Gender, Maternity and Paternity staff forum to consider methods of doing this. Some initial ideas that are gender specific include:

- Work closely with the Gender, Maternity and Paternity Forum to identify methods of reducing the gap further
- Conduct a 'deep dive' review into the data available to understand the barriers faced in reducing the gap to zero. Then identify how these can be overcome and by when
- Audit of recruitment activities to consider bias/further improvements
- Continue to improve workplace flexibility for both men and women and consider caring responsibilities wherever possible
- Offer networking programmes where members meet and share information and career advice
- Recruit returners (people who have taken an extended career break for caring or other reasons)
- Deep dive into occupations at the Council where women and underrepresented and develop solutions to bridge these gaps
- Continue to benchmark against other similar organisations and share good practice

4.0 Evaluation of alternative options

4.1 There are no alternative options in terms of the way that data is collected as legislation defines the requirement for gender pay gap reporting.

5.0 Reasons for decisions

5.1 Information is being provided to meet legislative requirements as prescribed in section paragraph 2.0.

6.0 Financial implications

6.1 No financial implications are anticipated to arise from the actions currently being considered to reduce the mean pay gap further. As future strategies to tackle pay gaps are developed any emerging costs will be assessed and reported as required.

[GE/08032021/A]

7.0 Legal implications

7.1 Any actions that are undertaken need to comply with the Equality Act 2010.

Legislation requires Gender Pay Gap data to be published on a yearly basis.
[TC/02032021/I]

8.0 Equalities implications

8.1 It is important to note that there is no evidence of inequality as such in our Gender Pay Gap, however societal factors may play a part in the difference. The Equality forums have been engaged with and are aware of the findings of the gender pay report.

9.0 All other Implications

9.1 No other implications are envisaged.

10.0 Schedule of background papers

10.1 There are no background papers.

11.0 Appendices

11.1 Appendix 1 – Gender Pay Gap Report 2020.

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Gender Pay Gap Report 2020

City of Wolverhampton Council

Introduction

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

What gender pay gap reporting entails:

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

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

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

For the purpose of our analysis the data consists of all City of Wolverhampton Council employees but excludes employees from maintained schools. The data is correct as of the snapshot date of 31 March 2020.

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

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

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

Gender Pay Gap Figures analysis

City of Wolverhampton Council's workforce covers a diverse range of service areas rather than a single sector. Grades for each role vary based on level of responsibility and therefore there is a wide range of salary scales to reflect this. Our workforce comprises of 69.1% female and 30.9% male split on the snapshot date of 31 March 2020.

For the City of Wolverhampton Council the gender pay gap for 2020 is as follows:

Mean Gender Pay Gap

4.24% (2019 - 4.54%)

Median Gender Pay Gap

0.0% (2019 - 0.23%)

Mean gender pay gap

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

The City of Wolverhampton Council's mean pay gap shows that males are paid on average 4.24% higher than women, this has reduced slightly from our 2019 figure which was 4.54%. In monetary values this equates on average (mean hourly rate) to males being paid £15.60 per hour compared to females being paid £14.94 per hour (66 pence difference per hour).

The national gender pay gap among all employees in April 2020 was 15.5% down from 17.4% in 2019 (figures obtained from the Office for National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) April 2020 which reports on median figures).

Median gender pay gap

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

The City of Wolverhampton Council's median pay gap is 0% which has fallen from 2019 (0.23%) and falls in line with our 2018 gender pay gap figures of 0%. Our data shows that our median average overall hourly rate for both male and female is £13.64.

Bonus payments

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

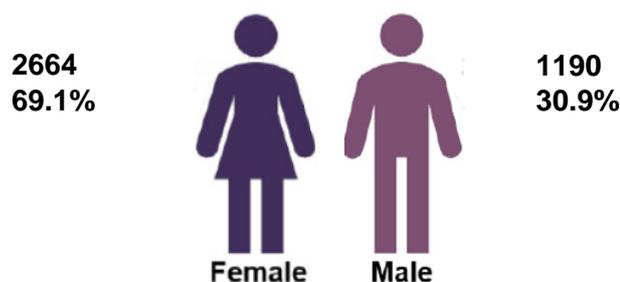
- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males and females receiving a bonus payment

Quartile Pay Bands

It is important to understand that where there is a negative (-) figure in the data below, this will indicate that women are paid more than men for that analysis. A positive figure indicates that men are paid more than women and a zero figure indicates male and females are paid equally.

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

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



Total Workforce 3,854	Female employees 2664 (69.1%)	Male employees 1190 (30.9%)	Pay gap	Minimum Grade within quartile	Maximum Grade within quartile
Lower Quartile	78.2%	24.8%	2.28%	Apprenticeship Rate	Within Gr4
Lower Middle Quartile	65.3%	34.7%	-2.01%	Within Gr4	Within Gr5
Upper Middle Quartile	68.6%	31.4%	2.21%	Within Gr5	Within Gr6
Upper Quartile	67.4%	32.6%	2.88%	Within Gr6	Within Gr16

The pay gap in the lower quartile has increased from 1.76% in 2019 to 2.28% in 2020 with men being paid an average £9.90 and £9.68 for women per hour. This quartile covers local pay points within the apprenticeship grades to grade 4. Within this quartile, there is a large proportion of part-time female employees paid at grade 2 (Catering and Cleaning services). The increase could be due to comparative males within these grades in Environmental Services which fall within grade 3.

The pay gap in the lower middle quartile (pay points within grades 4 and 5) has decreased from -2.59% in 2019 to -2.01% in 2020 with women being paid an average £12.04 compared to £11.81 for men. This is the only quartile where women earn more than men.

The pay gap in the upper middle quartile (local pay points within grade 5 and 6) decreased to 2.56% from 3.49% in 2019 with the average pay being £15.54 for men and £15.20 females.

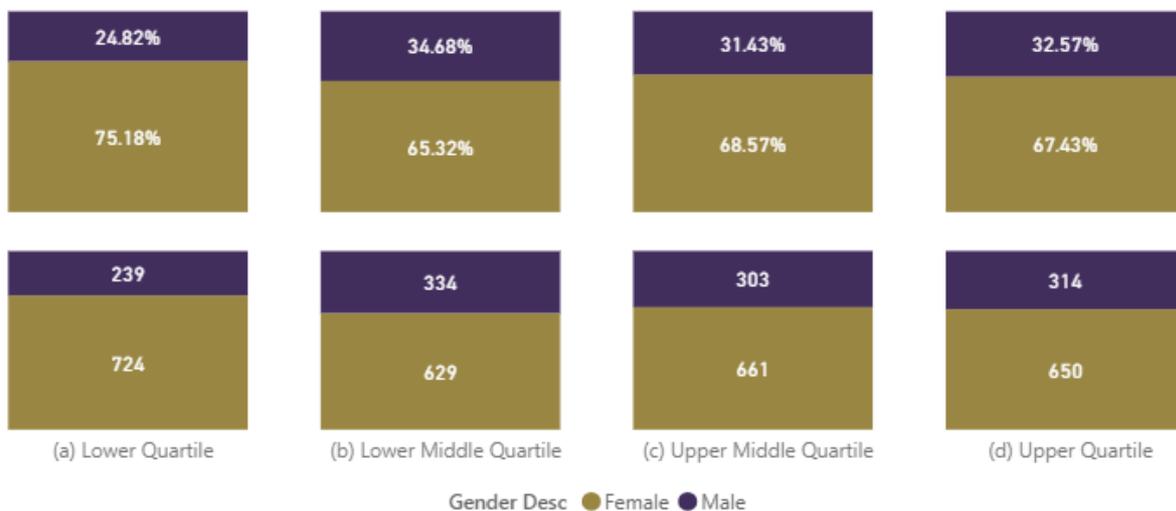
The upper quartile (local pay points within grade 6 and 16) pay gap also decreased from 3.74% in 2019 to 2.88% in 2020, with the average pay being £24.05 for men and £23.36 for females.

This data indicates that in the lower middle quartile (local pay points within grades 4 to 5) female employees on average earned more than their male counterparts. However, in the other three quartiles, males earned more than females.

When comparing the data to 2019, it should be noted that there has been some improvements. The upper middle quartile reduced from 2.56% in 2019 to 2.21% and the upper quartile from 3.74% (2019) to 2.88%.

Women represent around two thirds of employees in each quartile. The highest percentage of female workers are situated within the lower quartile, this is a consistent trend across public sector as these roles predominantly include catering, cleaning and administration

Percentage within Quartiles



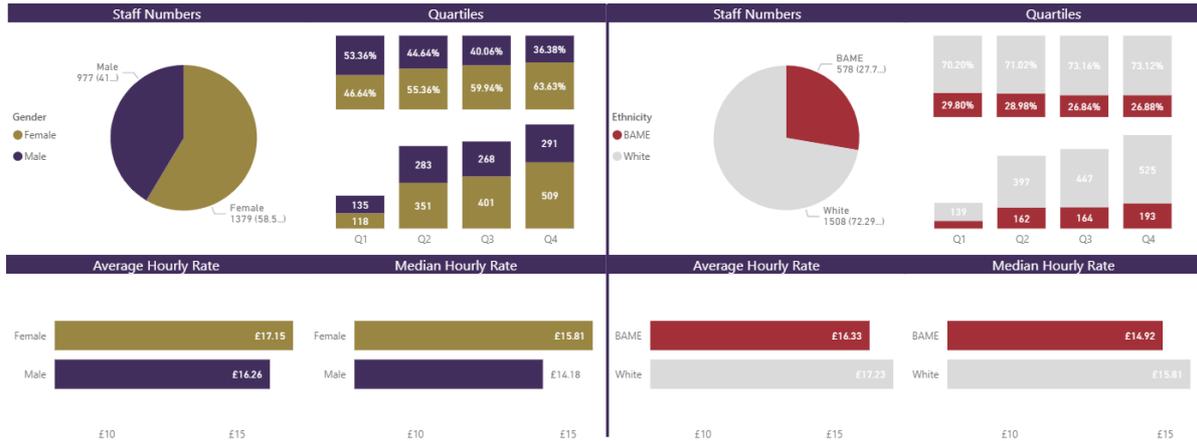
Full time versus Part time Gender Pay Gap

In addition to the mandatory requirement, we have undertaken further analysis into our gender pay gap in the context of our full and part time employees.

Of our overall 3854 employees; 2356 employees are full time; 1379 of these are female and 977 are male. Compared to 1498 employees are part time; 1285 are female and 213 are male.

Full time data analysis

2356 employees, 977 male and 1379 female (1508 are white and 578 are BAME (88.54% have a listed ethnicity))



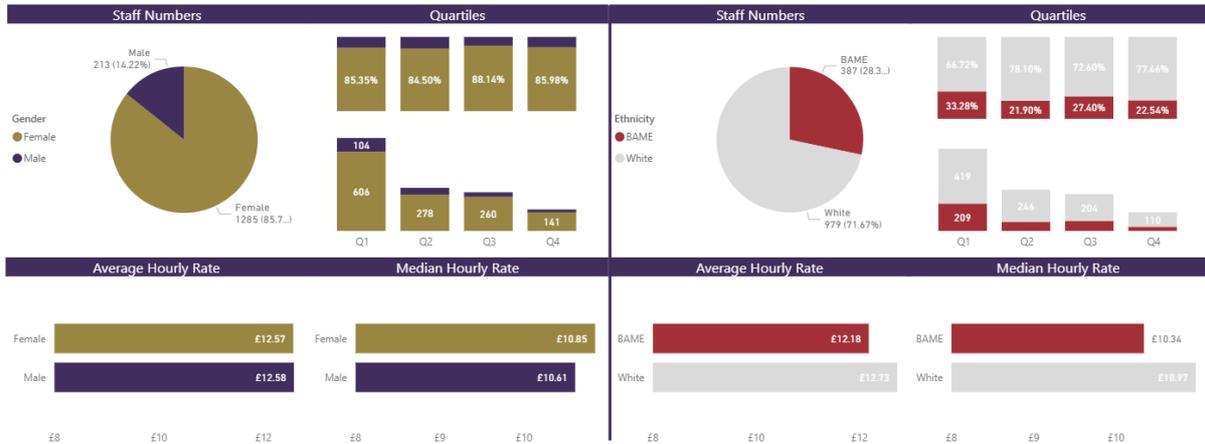
Both full and part time data shows female employees are the majority, for full time employees; women are paid an average hourly rate of £17.15 per hour compared to men at £16.26 per hour an 89p difference.

The female median hourly rate is £15.81 per hour compared to male's hourly rate of £14.18 a £1.63 difference.

Reviewing the data within the quartiles we can see that the majority of full time female employees work within the upper quartile; 63.6% of the workforce that are in this quartile are females. In comparison the workforce split within the lower quartile shows 53.4% are male employees. This indicates that our full time female employees earn a higher hourly rate due to the higher concentration within the higher quartiles compared to males.

Part time data analysis

1498 employees, 213 male and 1285 female (979 are white and 387 are BAME (91.19% have a listed ethnicity))



However, when the part time data is analysed we are see a considerable shift in terms of trends between females and males which in turn impacts on the mean and median ranges.

14% of our part time employees are male compared to 41% full time employees being male.

The majority of female part time employees (606) are within the lower quartile, with the lowest within the upper quartile (141).

The average hourly rate of part time females (£12.57) and males (£12.58) show a 1p difference. However, the median hourly rate remains highest for females £10.85 compared to £10.61 for males which takes into consideration the small proportion of males within our part time workforce.

Interestingly the highest proportion of male part time workers sit within the lower quartile (the majority of these being passenger transport drivers) which highlights the fact that males are less likely to work part time in the higher quartiles, a common trend from across workforces.

Apart from the lower quartile which represents roles predominantly within Catering and Cleaning services our data shows females are more likely to work part time across all roles which reflects in our quartile data.

Mean and Median for Full and Part time employees

	Male	Female	Gender Pay Gap
Mean Hourly Rate (full time)	16.26	17.15	-5.47%
Mean Hourly Rate (part time)	12.58	12.57	0.11%
Median Hourly Rate (full time)	14.18	15.81	-11.52%
Median Hourly Rate (part time)	10.61	10.85	-2.23%

If we were to review our mean and median data based solely on a full time comparison to part time employees, we can see that there is a full time mean hourly rate pay gap of -5.47% (women are paid more than men by 89p).

Our mean hourly pay rate for part time pay gap is 0.11% which means men are paid slightly more than females (1p difference) even though there are considerably less male part time workers.

Our median hourly full time rate shows a pay gap of -11.52 which means on average female full time employees are paid more than males (£1.63 difference). Whilst our median hourly rate for part time employees shows there is a -2.23% pay gap (females are paid 24p more than males).

Our gender pay gap journey

Comparatively, City of Wolverhampton Council's performance around the mean gender pay gap has improved over the years and has reduced in comparison to 2019 data. It is also favourable compared to the national average.

The table below shows how we have progressed since 2015. It illustrates the decrease in the mean pay gap.

	2015	2016	2017	2018	2019	2020
Mean Pay Gap	9.43%	9.37%	7.76%	7.14%	4.54%	4.24%
Median Pay Gap	6.27%	6.23%	3.12%	0.0%	0.23%	0.0%

Below is a data comparison for 2019 of the local Councils who have declared they are the same employer size as City of Wolverhampton Council (1000 to 4999 employees):

	Mean %	Median %
Coventry	1.7	-1.2
Sandwell	6.4	14.4
Solihull	15.2	25.1
Walsall	7.9	9.8
Wolverhampton	4.54	0.23

It indicates that City of Wolverhampton Council's mean pay gap is smaller than three other regional local authorities used as a benchmark. The median pay gap is comparatively less than each. 2020 data is currently unavailable.

Action taken by the Council to improve equality, diversity and inclusion within the workforce:

Equality and Diversity is at the heart of everything the council does – positive action has been taken to address equality and inclusion. Some of the actions undertaken so far include:

- Strategic leadership and holding ourselves to account
- Strong commitment from Councillors, Strategic Executive Board (SEB) and senior managers
- Establishing staff equality forums across various representative groups sponsored by a member of SEB
- Representatives from the staff equality forums attendance at SEB meetings
- Through the forums, listen to the experiences of people with lived experiences of all forms of inequality and exclusion and taken these into account when making decisions/amending policies
- Corporate Equality Steering Group chaired by the Director of Governance with membership from representatives across the organisation and staff equality forums
- Embed equality analysis into policy and strategy development so decisions are made on the basis of the deepest possible understanding of the implications
- Inviting external and independent assessment of our work by taking part in equality charters such as the Stonewall and the Local Government Associations Equality Framework for Local Government
- Introducing a culture change programme to enhance managers leadership skills, to model and demonstrate our corporate culture, values and equality principles
- Improve the diversity of the workforce by establishing diverse selection panels in recruitment, mandatory unconscious bias training for all staff involved in recruitment, requiring recruitment agencies to produce diverse shortlists, anonymising the application process, guaranteed interviews for disabled candidates, care leavers under 25 years old and veterans, a leadership development scheme, a graduate scheme targeting under represented groups, a mentoring programme, wrap around support programme and brilliant leaders programme.

Gender specific initiatives in addition to the above already undertaken include:

- Advertising vacancies using a range of media
- Use of gender-neutral language in all communication
- Full and extensive review of the support for carers policy and accompanying guides
- Encourage use of shared parental leave
- Women involved in shortlisting for recruitment and promotions

- Use of structured interviews and skill-based assessments in recruitment
- Transparency around promotions, pay and reward
- Flexible working arrangements including flexible hours to attract and retain women

Future aspirations and actions

It is recognised that there is still a mean pay gap that needs to be reduced further and additional actions are required to achieve equality. Human Resources are working with the Equality team, staff equality forums, more specifically the Gender, Maternity and Paternity staff forum to consider methods of doing this. Some initial ideas that are gender specific include:

- Work closely with the Gender, Maternity and Paternity staff equality forum to identify methods of reducing the gap further
- Conduct a 'deep dive' review into the data available to understand the barriers faced in reducing the gap to zero. Then identify how these can be overcome and by when
- Audit of recruitment activities to consider bias/further improvements
- Continue to improve workplace flexibility for both men and women and consider caring responsibilities wherever possible
- Offer networking programmes where members meet and share information and career advice
- Consider recruiting 'returners' (people who have taken an extended career break for caring or other reasons)
- Deep dive into occupations at the Council where women and underrepresented and develop solutions to bridge these gaps
- Continue to benchmark against other similar organisations and share good practice

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Temporary Accommodation Action Plan	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Jacqueline Sweetman City Assets and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Ross Cook, Director of City Environment	
Originating service	Housing Strategy	
Accountable employee	Anthony Walker	Homelessness Strategy and External Relationships Manager
	Tel	01902 551631
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Report to be/has been considered by	City Environment Leadership Team	16 February 2021
	Cabinet Member Briefing – City Assets and Housing	22 February 2021

Recommendations for decision:

The Cabinet is recommended to:

1. Support the Temporary Accommodation Action Plan and delegate authority to the Cabinet Member for City Assets and Housing, in consultation with the Director of City Environment, to approve the implementation of the actions as detailed in the report.
2. Approve the immediate use of a maximum of 20 additional Council owned properties for temporary accommodation use.
3. Approve the development of a new property acquisition programme to purchase up to 50 additional units initially for temporary and settled accommodation.
4. Approve the development of a new private property lease programme to identify up to 50 additional units to lease from a private owner and negotiate long term lease arrangements for use as temporary accommodation.

5. Approve an amendment to City of Wolverhampton Council's Allocations Policy as detailed in paragraph 7.1 of this report.
6. Delegate authority to the Cabinet Member for City Assets and Housing, in consultation with the Director of City Environment, to agree the expenditure on individual property purchases.
7. Delegate authority to the Cabinet Member for City Assets and Housing, in consultation with the Director of City Environment, to agree the entering into individual lease arrangements, following negotiated lease terms and conditions as agreed with private property owners.

1.0 Purpose

- 1.1 The purpose of this report is to approve the proposed actions as detailed in the Temporary Accommodation Action Plan. This will enable the workstreams to continue to mitigate against the current overspend on the Temporary Accommodation budget. This will also allow the Housing Strategy team to put measures in place to reduce future spend whilst meeting the growing demand for both temporary and settled accommodation.
- 1.2 As part of this work, approval is requested for the development of a new property acquisition programme to purchase up to 50 additional units initially for temporary and settled accommodation.

2.0 Background

- 2.1 Local housing authorities in England have a duty to secure accommodation for unintentionally homeless households in priority need under Part 7 of the Housing Act 1996 (as amended). The Homelessness Reduction Act came into force in England in April 2018 and placed additional duties on local authorities to work to prevent and relieve homelessness for all eligible homeless applicants. Therefore, City of Wolverhampton Council (CWC) has a statutory duty to assist singles, couples and families presenting as homeless and in need of housing where they are eligible for assistance and of priority need. Where households are accepted as homeless, or whilst their case is investigated, emergency and temporary housing is provided whilst suitable, secure accommodation is found.
- 2.2 Across the country, the numbers of households requiring temporary accommodation has been steadily increasing since December 2011. The largest area of spend in local authority's budgets for homelessness services is on temporary accommodation, and a significant increase can be seen on the spending on nightly rate accommodation and bed and breakfast (B&B) placements.
- 2.3 Figures published in 2020 showed that there were a total of 88,330 households in temporary accommodation on 31 December 2019, which was an increase of 5.7% from the end of 2018 and the highest level since 2006. Numbers of temporary accommodation households in council or housing association stock rose 19.5% between the end of 2018 and 2019 and the number of households in B&B temporary accommodation rose by 10% over the same period.
- 2.4 A variety of types of temporary accommodation are utilised by councils to house homeless households, including B&B hotels, nightly paid private accommodation, hostels and refuges, private sector accommodation managed by a registered provider and local authority or housing association stock. Nationally, the most common type of temporary accommodation is private sector accommodation leased by the local authority or managed by a registered provider, closely followed by nightly paid private accommodation (27,950 and 24,810 households respectively as of Quarter 1 2020).

- 2.5 Nationally, the coronavirus pandemic has had a clear impact on the number of households requiring temporary accommodation, but it is important to note that numbers were increasing long before the impact of coronavirus became evident. A summary of Central Government's 'experimental' statistics on statutory homelessness in England from October to December 2019 shows the following:
- Local authorities assessed 34,010 households as being threatened with homelessness within 56 days between October and December 2019.
 - Another 33,270 were deemed already homeless and in need of relief, a 12.3% increase from 29,620 in the previous year.
 - A total of 36,460 households – 53.8% – were able to secure accommodation for six months or more because of councils undertaking their prevention or relief duties in line with the 2018 legislation.
- 2.6 In addition, the House of Commons published a report in October 2020 that stated that, from the end of September 2018 to the same day in 2019, there had been an increase of households in temporary accommodation of 4.8%, or 7.1% excluding London.
- 2.7 Research by the Local Government Association has illustrated that seven in 10 local authorities in England are overspent on their homelessness budgets as a result of the increased spending on temporary accommodation. In February 2020, Inside Housing reported that 'English councils paid £939 million in temporary accommodation costs to private accommodation providers in 2018-2019, up 48% from the £490 million spent in 2013-2014'.
- 2.8 The number of households requiring support from homelessness services is projected to continue to increase. The ending of the current ban on evictions and the impact of the COVID-19 pandemic on business and employment are likely to create a surge in households requiring accommodation and support.
- 3.0 Temporary Accommodation in Wolverhampton**
- 3.1 CWC commissions Wolverhampton Homes (WH) to provide its statutory homelessness services, including the allocation and monitoring of temporary accommodation units. If a household is found to have no other accommodation options, a placement will be made into temporary accommodation whilst Wolverhampton Homes work to secure a suitable settled tenancy for that household.
- 3.2 CWC holds a number of properties within its stock that are allocated for temporary accommodation use. As at the end of 2020, the portfolio of local authority owned temporary accommodation comprised of 83 individual units, which could temporarily house up to 434 permitted occupants. Placements are also made into hostels, private sector accommodation and nightly rate accommodation, including B&Bs, depending on availability and the household's circumstances.

- 3.3 The use of emergency temporary accommodation (B&Bs, hotels, daily rate self-contained emergency accommodation) has increased by over 50% over the 12 months with 252 placements made in 2020-2021, compared with 123 in 2019-2020.
- 3.4 This increased number of placements has also meant an increase in spend due to increased lengths of stay. In 2019-2020 the spend was over just over £670,000 however in 2020-2021 this spend increased to over £1.7 million.
- 3.5 The rise in both placements and spend can be attributed to a number of factors. In Wolverhampton, a clear increase in the number of presentations of households and the number of subsequent homeless applications can be seen, with a 25% increase from 2018-2019 to 2019-2020. A higher demand on settled accommodation and a lack of properties for move-on, has created an increase in the length of stay of households in temporary accommodation. When comparing the length of stay from Quarter 1 of 2019 to Quarter 1 of 2020, there had been an increase of 114% in private temporary accommodation and a 69% increase in local authority owned units. The outbreak of the COVID-19 pandemic required all households in need to be provided with self-contained accommodation to allow them to shield effectively, which placed an additional pressure on the service.
- 3.6 The pressures of the increase in the number of homeless households has had an impact on the demand for settled accommodation as well as temporary. Many factors, including the use of Right to Buy schemes, have meant that there are fewer suitable properties for households to move on into. The Temporary Accommodation Action Plan aims to address the need for more temporary accommodation and more settled units, as they are fundamentally linked and cannot be addressed in isolation.

4.0 Temporary Accommodation Action Plan

- 4.1 The Temporary Accommodation Action Plan has been created to identify and monitor actions that can be taken to address the overspend on the budget and to mitigate against the increasing demand for both temporary and settled accommodation in Wolverhampton. The actions will have both short- and long-term effect to help reduce the overspend and to ensure that all options are explored to secure suitable and appropriate accommodation for homeless households in the City. The Action Plan has been split into three areas: Property, People and Policy; the proposed actions are detailed below.

5.0 Property

Closer working with Registered Social Landlord's (RSL) to deliver more accommodation as both settled and temporary units for people who are homeless or at risk of homelessness

- 5.1 The recently updated Nominations Agreement requires RSLs to provide a certain number of properties to Wolverhampton Homes for them to nominate for households in housing need and allows for closer monitoring of this process. This workstream would aim to increase the amount of properties provided to homeless services and to ensure that

suitable nominations are made to every available property. In addition, CWC has amended its New Build Local Lettings Plan to include registered providers and has increased the provision for those in the highest priority need, which will likely be homeless households or those in temporary accommodation, from 10% of the scheme to 20%.

Maintain the current level of local authority stock used for the purpose of temporary accommodation

- 5.2 A number of properties owned by CWC that are currently used as temporary accommodation are due to be demolished as part of CWC's regeneration programme. This workstream will ensure that the current level of local authority stock is at least maintained in the very short term and Cabinet approval for the repurposing of up to 20 units to temporary accommodation is requested in this report.

Development of a new property acquisition scheme to purchase additional units for the use for temporary and settled accommodation

- 5.3 This new acquisition programme will identify suitable properties to meet the needs of providing temporary or settled units of accommodation. Areas in the City where provision of accommodation is limited will be prioritised, as will the types of property that are in greatest demand. Potential properties will be viewed, and a condition inspection carried out to determine the investment required to bring the properties to a lettable standard. A financial appraisal is completed and if the property provides value for money, an independent surveyor is instructed to complete a property valuation and an offer is made and purchase price negotiated. It is proposed to identify, view and purchase up to 50 units initially of accommodation to add to the local authority stock for use as temporary and settled accommodation.

- 5.4 **Development of a new private property lease programme to identify additional units for the use for temporary accommodation**

This new programme will identify suitable properties to meet the needs of providing temporary accommodation. Potential properties will be viewed, and a condition inspection carried out to determine the investment required to bring the properties to a lettable standard. Negotiations will then commence with the property owner to agree Heads of Terms for a long-term lease arrangement. Advice will be sought from Corporate Landlord throughout the negotiation period before recommending approval to proceed with entering into the lease agreements.

Introduction of a private sector scheme to increase the availability of accommodation and prevent homelessness

- 5.5 CWC is in the process of establishing a programme to work with private sector landlords to prevent households becoming homeless and to increase the availability of private sector accommodation. The Rent with Confidence scheme has been updated to focus on providing support to landlords and a mediation service for landlords and tenants using

the 'Call B4 you serve' programme. This will aim to reduce the number of evictions made in the City, help people to remain in their homes and increase the number of privately rented properties available for use.

Investigate the re-use of the Whitehouse hostel as short-stay accommodation

- 5.6 Depending on the outcome of the ending of lease negotiations, options will be considered for the reconfiguration of the Whitehouse hostel into a reduced number of self-contained units for short-stay, temporary accommodation.

6.0 People

Temporary reconfiguration of staff to work on prevention

- 6.1 A temporary reconfiguration of existing staff would enable Housing Outreach Officers and Visiting Officers to focus on prevention work. This would decrease the need for temporary accommodation as more homelessness would be prevented. Preventative work includes enabling households to stay in privately rented properties by working with the landlords and tenants, and mediation with friends and families to make it possible for individuals and families to remain or to move temporarily. Privately rented properties and staying with family and friends can also be used as temporary accommodation whilst permanent, settled housing is secured.

Implement Housing Support restructure

- 6.2 In tandem with the action outlined above, a full restructure of Wolverhampton Homes' Housing Support function would enable the amount of prevention work to increase permanently. A dedicated staff resource would work to assist people to stay in their homes or find suitable alternative options themselves, thus reducing the need for temporary accommodation and ensuring a better outcome for the household.

Commission preventative support services

- 6.3 The existing homelessness contracts are due to expire in 2022-2023. This provides an opportunity to use the retendering process to focus on providing effective floating support to people already in properties and ensuring early interventions are put into place wherever possible.

Implementation of Homelessness awareness sessions

- 6.4 Homelessness awareness sessions will be created with a national provider, to cover the national position and the local picture in Wolverhampton. These would be delivered to both internal and external partners to outline how the housing allocations process works, and how partners can avoid adding pressure to the system by creating additional expectations on homeless services and temporary accommodation that cannot be met. This will also help to ensure that members of the public receive accurate and consistent information.

Continuation of WH's evictions scheme

- 6.5 WH are currently conducting a pilot to work with landlords and tenants where Section 21 notices have been submitted to evict the household from the property. They are offering mediation between the two parties to help them come to an agreement that would enable the eviction to be stopped or the household to remain in the property until alternative settled accommodation has been secured.

7.0 Policy

Amendment of the Allocations Policy

- 7.1 CWC's Allocations Policy assesses an applicant's circumstances and places them in one of five bands for the purposes of allocating to properties. Currently, a household's banding is improved when they are placed into temporary accommodation. An amendment to the Policy is required to prevent this being used as an incentive and to allow for greater preventative work to take place.

Scoping of a Charging Policy

- 7.2 Some local authorities charge households for their stay in temporary accommodation to introduce parity across all forms of accommodation and maximise income to the service. This workstream will scope the possibility of introducing a similar scheme in Wolverhampton to provide consistency across all forms of temporary accommodation. The scoping exercise will assess the impact on households and any benefit for the service. A policy to introduce charges for the removal and storage of goods and furniture will be considered separately. If deemed viable, a full public consultation would take place and any decision would be presented to Cabinet at a future date for consideration.

Improvement of the void process for both settled and temporary accommodation

- 7.3 The current process for managing void properties and the impact of the COVID-19 pandemic have created a backlog of voids for both temporary and settled accommodation, which leads to increased spend on nightly rate accommodation as the local authority owned units are not available for use. Void properties need to be turned around quickly between uses to ensure maximum utilisation of the stock and avoid duplication of payment.

Introduction of a framework for nightly rate accommodation

- 7.4 The introduction of a procurement framework for nightly rate accommodation would ensure that a competitive set price was agreed on and could not be exceeded. This would help control the spend on the budget for temporary accommodation.

Introduction of a closer budget monitoring process

- 7.5 A more specific budget monitoring process will be introduced with notifications being triggered when WH have spent 25% and 50% of the temporary accommodation budget, if it is earlier in the financial year than projected. These notifications will initiate timely

conversations to mitigate against overspend, address any external factors and assist with the overall spend of the homelessness budget.

8.0 Evaluation of alternative options

- 8.1 An alternative option would be to not implement a Temporary Accommodation Action Plan and to continue current working practices with the existing stock of property. This would mean that placements would continue to be made in nightly rate accommodation and B&Bs and the spend would continue to increase quarterly. This would create a financial pressure for CWC and is therefore not considered a viable option.
- 8.2 Another option would be to partially implement the Action Plan and increase the number of properties in the local authority stock to meet the current need. This would decrease the spend on nightly rate accommodation but require additional properties to be purchased annually as the demand continues to grow. The cost of procuring a large volume of units in a short space of time would be high and this would not address some of the causes of the increase in spend.

9.0 Reasons for decisions

- 9.1 The implementation of the proposed actions outlined in the Temporary Accommodation Action Plan would address the overspend in the budget and mitigate against the growing demand for temporary and settled accommodation units.

10.0 Financial implications

- 10.1 Development of any services and projects will be implemented within existing budgets and grant conditions.
- 10.2 Failure to implement processes could mean a continued increase in spend as seen in 2020-2021. As well as increasing spend on temporary accommodation through use of bed and breakfast, Housing Benefit subsidy does not meet the full costs of Housing benefit where customers are eligible for this support.
- 10.3 The actions outlined in this report will allow CWC to utilise the current spend on B&B style accommodation to better effect and to prevent more homelessness.
- 10.4 A budget of between £8.0 and £10.0 million will be required for the purchase of up to 50 units of additional properties and any repairs required to ensure the property is suitable for letting. This can be funded from the approved medium term HRA capital programme. The capital programme includes a budget of £2.0 million per year for additional social housing which is utilised for purchases of former right to buy properties, often to assist with future regeneration plans. This budget provision may need to be increased to fund an expansion of temporary accommodation on this scale; this would require a virement from unallocated new build provision.

- 10.5 Any repairs required to the privately owned properties under the lease property programme will be carried out to ensure the property is suitable for letting and will be met from the temporary accommodation budget for leases under 10 years. Leased properties over 10 years can be managed within the HRA.
[JM/17022021/L]

11.0 Legal implications

- 11.1 Development of any services and projects will receive legal approval prior to implementation.
- 11.2 Legal Services will provide advice and support in the process for acquisition of the additional units of accommodation whether through the acquisition programme or the private property lease programme.
- 11.3 Stamp Duty Land Tax (SDLT) will need to be considered as part of the programme.
- 11.4 All freehold purchases and leases for terms longer than seven years will be registrable at HM Land Registry and this will form part of the support provided by Legal Services.
- 11.5 Occupation of any properties would take place under a licence agreement which will be reviewed by the Legal Services to ensure that it is fit for purpose so that there is no risk of a secure tenancy arising.
[DC/11022021/N]

12.0 Equalities implications

- 12.1 An equality impact assessment will be undertaken for all projects upon approval.

13.0 All other implications

- 13.1 All HR implications will be considered fully as part of the working group's overall monitoring of the programme.
- 13.2 Corporate Landlord will be consulted when developing the private property lease programme and during the negotiation period on the proposed terms and conditions of the lease agreement.

14.0 Schedule of background papers

- 14.1 None

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report Title	Creating more opportunities for our young people: #YES Annual Report	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor John Reynolds Children and Young People	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Emma Bennett, Director of Children's and Adult Services	
Originating service	Children and Young People	
Accountable employee	Kush Patel	Children's Innovation Lead
	Tel	01902 550354
	Email	Kush.patel@wolverhampton.gov.uk
Report to be/has been considered by	Children's and Education Leadership Team	18 February 2021
	Strategic Executive Board	4 March 2021

Recommendation for decision:

The Cabinet is recommended to:

1. Endorse the achievements set out in the #YES (Youth Engagement Strategy) Annual Report and 2021/22 priorities identified to create more opportunities for our city's young people.

1.0 Purpose

- 1.1 Delivering more opportunity for our young people is a key priority within the 'Relighting our City' plan and this #YES Annual Report summarises key engagement activities and achievements from the strategy's first year. It also sets out priorities, identified by our young people, for the next 12 months

2.0 Background

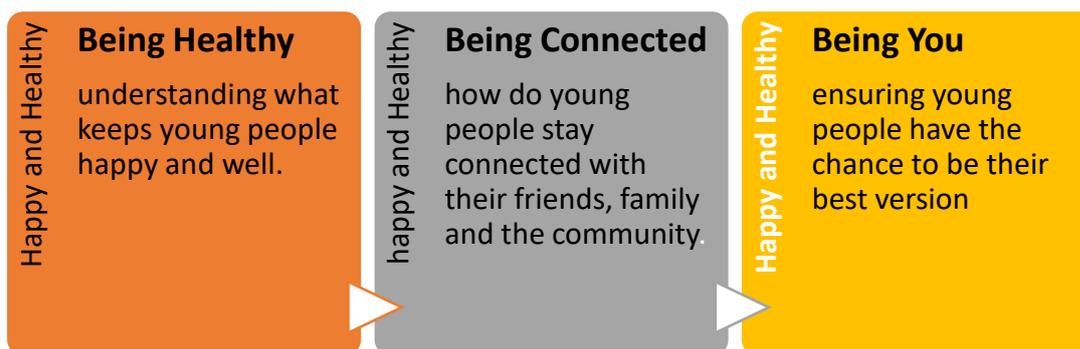
- 2.1 Young people have an incredible excitement, positivity, optimism, contagious spirit and boundless ability to dream fearlessly. Their talents stretch beyond academic and other achievements: they recognize the detail in everyday life, appreciate the small things and simplify the complex. Young people are naturally inquisitive, inclusive, helpful and imaginative.
- 2.2 In Wolverhampton, developing the huge potential of our city's children and young people is a key priority for the council and partner organisations. It is also a priority for our local residents: people of all ages tell us we need more opportunities for our children and young people.
- 2.3 The council's ambitious plans to deliver a better deal and more opportunities for our young people are set out in the 'Relighting Our City' recovery plan and 'Our Council Plan 2019-2024' where giving 'children and young people the best possible start in life' is a key priority.
- 2.4 These plans and the #YES engagement strategy have been backed by new investment by the council of around £2 million including:
- New funding to commission the activities young people want to get involved in, supported by an £370,000 fund with a ring-fenced pot for our most disadvantaged youngsters
 - Connecting young people to a new network of youth engagement workers who – as covid hopefully recedes - will be out-and-about in our local communities, funded by a £1 million council investment
 - providing better access to emotional well-being services with £400,000 funding in partnership with the Black Country and West Birmingham Clinical Commissioning Group (CCG) and Headstart
 - Safeguarding the future of the city's fantastic youth zone, The Way, by investing a further £200,000 bringing our total investment to £4 million-plus
 - New investment in a new online platform and signposting for activities and opportunities for young people.
- 2.5 These are important commitments because, simply put, young people are the future of our city and deserve opportunities to learn, develop *and shape the future*. The council is

committed to giving them a voice to influence these things both in terms of the communities where they live and also our wider city.

- 2.6 #YES aims to harness their potential. It gives young people a platform and a voice within council policy and decision-making. It also encourages learning, self-development, creativity and a new generation of change agents and advocates.
- 2.7 Young people have been significantly affected by the pandemic. Learning and social opportunities were hit hard and although city youngsters are strong and resilient, there is the risk that the pandemic has created a potentially 'lost generation' – particularly in our most deprived communities.
- 2.8 The broader consequences of Covid-19 – including the anxiety of growing up during a global pandemic and fearing for family members – remains to be seen. But children are highly perceptive of their parents' and carers' worries and it seems likely that they will absorb some of this angst – whether it's worry about the disease itself, job losses or the strains of isolation. National and local data already highlights the negative impact Covid has had on children's wellbeing and mental health. Local evidence shows a significant surge in demand and referrals to the wellbeing service.
- 2.9 The closure of schools and loss of valuable education will widen the (already highly significant) gap in educational achievement between richer and poorer families.
- 2.10 #YES annual report shows the resilience of our young people, how they adapted and continue to adapt, influence and shape the services that matter to them. This ranges from:
- being part of the emotional wellbeing service procurement process; developing tender questions and sitting on the tender panel.
 - working with officers to improve local environments. Bilston youth ambassadors and Blakenhall ambassadors will be developing action plans on how to improve the local environment.
 - Developing campaigns that promote positivity. 'Thank a teacher' day and the more recent 'appreciation day', where young people thanked people who have supported them through the pandemic.
 - working on supporting local communities via their youth grants process. The #YES Board is currently developing a small grants application process, focusing on awarding funding to local organisations that can evidence coproduction.

3.0 #YES 2020/2021 Priorities

- 3.1 #YES is an ambitious engagement strategy that puts children and young people at its centre. It was designed by young people, for young people and has three key priorities – all aimed at supporting 'happy and healthy' young lives:



4.0 Highlights of #YES 2020/2021

- A new co-production team has been created. This includes a specialist in special education needs and disability (SEND) and a culture and diversity officer.
- #YES Board established in November 2020 with 18 board members.
- Locality youth forums set up in Bilston, Whitmore Reans, Blakenhall and Low Hill.
- WV Virtual Holiday Squad created, promoting over 100 online activities. These ranged from art and crafts (most popular), learning, cooking, sport, music, wellbeing and SEND specific. The site has had 23,135 unique visitors.
- Over the Summer, this reverted back to WV Holiday Squad. Over 3,000 young people took part in activities. 952 young people from BAME backgrounds.
- WV Holiday squad supported over 16 local organisations resulting in an investment of over £120,000
- Roll-out of the wellbeing toolkit in schools with over 1,300 pupils accessing wellbeing sessions.
- Young people involved in the recommissioning of the wellbeing service, influencing the specification and sitting on the tender panel.
- Three mental health awareness campaigns over the year: kindness conference, 'Thank a Teacher' and 'Appreciation Day'.

5.0 What next? #YES Part 2

5.1 The priorities for the next 12 months include

- Continuing to progress the actions already mentioned.
- Youth Engagement Strategic Board to commission youth provision based on the three themes
- Youth representation on locality forums such as Police and Communities Together (PACT) meeting, HeadStart Consortiums and place-based groups.
- Delivering training on co-production to CWC internal departments and key stakeholders (CCG, voluntary sector, Housing)
- Engaging with parents
- Establishing a young people's communication group to oversee the campaign work.

6.0 Evaluation of alternative options

6.1 Whilst a number of alternative options were explored, the proposals set out in this report best balance the importance of this key strategic priority with the Council's financial challenge. Proposals also directly respond to key points raised by young people.

7.0 Measuring success

7.1 Key performance indicators to measure success include:

- Increasing the number of young people participating and engaging effectively in their communities
- Ensuring young people and their families have access to the right information and advice to make their own choices
- Increasing engagement and participation, voice and influence of young people
- Encouraging physical activity and healthy eating
- Improving outcomes for children and young people with special educational needs and/or disability
- Improving social, emotional and mental health and wellbeing for all children and young people.

8.0 Reasons for decision

8.1 The recommendation to continue with the implementation of #YES will promote wellbeing, better connect young people to the city and give them a voice in shaping future opportunities.

9.0 Financial implications

9.1 There are financial implications associated with the delivery of this three-year strategy. Some of the work builds on existing structures that currently deliver co-production activity such as the Youth Council and Children in Care Council.

9.2 The National Lotteries Community Fund extended the HeadStart Programme. The funding will be used to implement the priorities.

9.3 The table below summarises the implementation costs:

Activity	2020-2021 £000	2021-2022 £000	2022-2023 £000
Universal youth engagement offer	328	328	328
A new co-production fund	279	279	279
Improved information and signposting	70	21	16
Total Cost	677	628	624

- 9.4 This will be funded from a combination of existing resources, including efficiencies found from within services, grants and contributions from reserves.

[JG/09032021/E]

10.0 Legal implications

- 10.1 There are no legal implications associated with this report.

[TS/11022021/Q]

11.0 Equalities implications

- 11.1 By offering earlier support, the strategy aims to ensure young people have opportunities to thrive and succeed in life. By targeting those young people, families and communities who are likely to have poorer outcomes, this strategy contributes to narrowing the gap and reducing inequalities.

- 11.2 Locality groups have been established across the City to reflect the diverse population. Equality groups such as SEND, culture and diversity have also been established. #YES, is continues to promote the groups on social media and among partner agencies. The performance framework will collect equalities information about service users. This will help identify gaps and inform future commissioning intentions.

12.0 All other implications

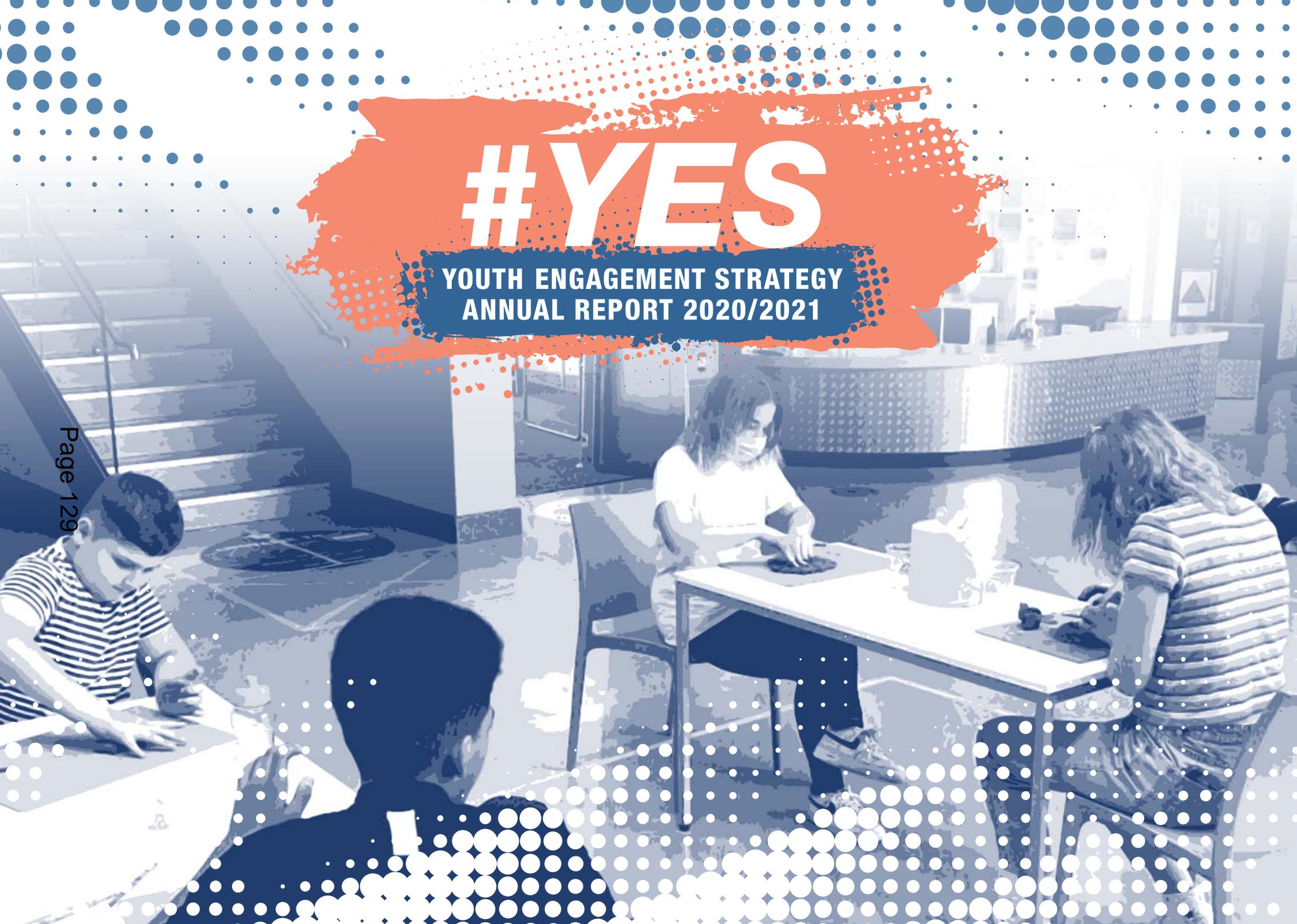
- 12.1 In the development of the implementation plan consideration will be given to climate change and environmental implications.
- 12.2 #YES will have a beneficial impact on children, young people and families by providing opportunities for them to engage in positive activities thereby improving wellbeing, having a sense of community and raising aspirations.
- 12.3 The work will take in account Covid measures, adapting services as and when required.

13.0 Schedule of background papers

- 13.1 None

#YES

YOUTH ENGAGEMENT STRATEGY
ANNUAL REPORT 2020/2021



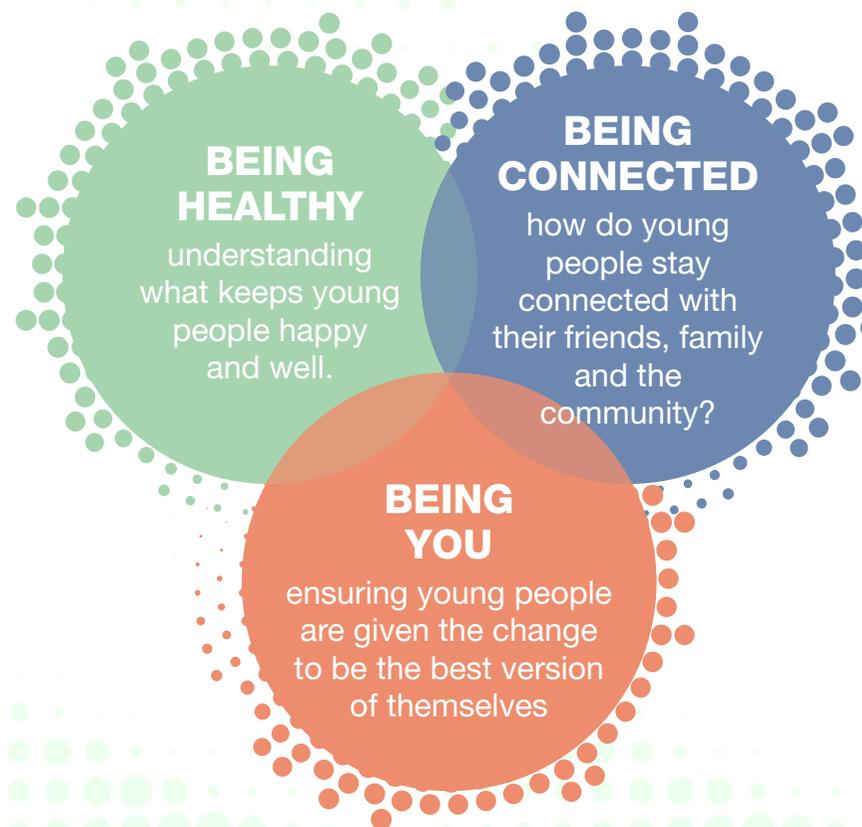
This is the first annual report of #YES



This is the first annual report of the **Youth Engagement Strategy (#YES)**, which was launched in January 2020. An ambitious strategy that puts children and young people at its centre, it sets out our commitment to ensuring that children and young people in Wolverhampton live happy and healthy lives.

'The City of Wolverhampton wants to ensure that every child and young person has the self-esteem, resilience and social skills they need to succeed in life.'

#YES Focusses on 3 themes;



Success is where Children and young people

- have fun and enjoy leisure time
- are physically and mentally healthy
- are respected and their opinions valued
- learn and achieve
- live in safety and stability

#YES 12 months on 'What we Did'

Implementing a new strategy in the middle of a global pandemic has proved challenging. However, with the drive and passion of our young people, #YES has made significant progress.



New Coproduction and Engagement Team

To support young people and oversee the implementation of the strategy, a new Coproduction and Engagement Team was established. The team sits within Children's Services under Partnerships and Strategy. It consists of one manager and 4 officers who each have thematic leads.

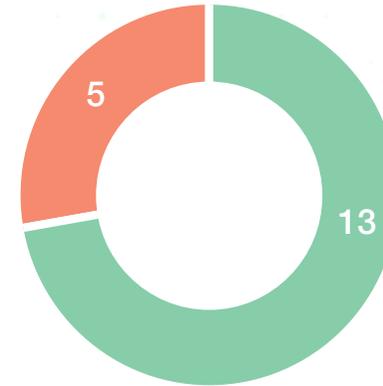
Youth Engagement Strategic Board

#YES is committed to ensuring young people drive the strategy ambitions and they have the infrastructure in place to influence. That they have the infrastructure in place to influence, design and implement plans. The Youth Strategic Board was set in Nov 2020. A recruitment drive took place over the summer, encouraging young people to become board members.

Youth Engagement Strategic Board consists of 18 members

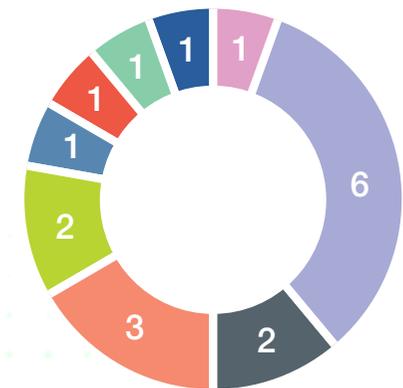
Gender

- Female
- Male



Ages

- 12 years
- 13 years
- 14 years
- 15 years
- 16 years
- 17 years
- 18 years
- 19 years
- 20 years



#YES has representation from

ACCI

B-Safe champions

Empire Kick Boxing

Gazebo

IASS Forum

Keem Youth Shout Out

Next of Kin Dance Academy

West Midlands Transport Youth Forum

Wolverhampton Music School

Young Voice

YPCC



#YES Structure

The following groups sit underneath the Youth Engagement Strategic Board:



Wards

- Bilston North
- Blakenhall
- Graiseley
- Oxley
- Park
- Spring vale
- St Peters
- Tettenhall Wightwick
- Wednesfield South





#YES 3 Themes, 12 months on

BEING HEALTHY

<i>We said we would</i>	<i>We actually did</i>
<p>Promote positive stories about young people to help redress negativity sometimes shown towards them in the media.</p>	<ul style="list-style-type: none"> • #YES promoted National Teachers and gave thanks to teachers • Young people led a kindness conference during mental health awareness week • Lockdown Videos produced by Care leavers Forum and Children in Care Council • Videos of young people promoting positive messages • Videos about identity in response to BLM • Supported in delivering Covid-19 messages about being safe
<p>Work through the emotional wellbeing mental health Partnership to develop emotional wellbeing services for young people.</p>	<p>Young people were involved in retendering of emotional wellbeing services; putting together evaluation questions and assessing tenders.</p>
<p>Provide and promote more physical activity opportunities for young people.</p>	<div data-bbox="824 1082 1189 1433" data-label="Image"> </div> <p>#YES awarded grants as part of WV Holiday squad, encouraging physical activity. This included; boxing, archery, dancing, football and yoga. Over 3000 young people participated in activities.</p>

BEING HEALTHY

<i>We said we would</i>	<i>We actually did</i>
Support schools citywide to provide a PSHE curriculum offer to address issues highlighted	17 schools, 1390 pupils have received the toolkit wellbeing sessions.

BEING CONNECTED

<i>We said we would</i>	<i>We actually did</i>
Build on the success of Summer Squad and pledge to provide activities during the school holidays. A platform will be created Wolves Holiday Squad where activities will be promoted.	<p>A platform has been created, called 'WV Holiday Squad'</p>  <p>In response to Covid-19, Easter Holiday squad was held virtually. Many providers adapted their services to enable them to be delivered virtually, and website went live on 2 April 2020.</p> <p>There were on average 93 activities ranging from art and crafts (most popular), learning, cooking entertainment, sport, music, wellbeing and SEND specific.</p>

BEING CONNECTED

<i>We said we would</i>	<i>We actually did</i>
<p>Build on the success of Summer Squad and pledge to provide activities during the school holidays. A platform will be created Wolves Holiday Squad where activities will be promoted.</p>	<p>There was also a section for parents. The site has had 23,135 unique visitors.</p> <p>Over the summer, with the easing of lockdown, we quickly developed face to face activities ensuring Covid compliance.</p> <ul style="list-style-type: none"> • Social distancing meant that no more than 15 young people could participate in the group activities. • Majority of activities took place outdoors, utilising our local parks • Activities ranged from art, crafts, football, archery, cookery, summer camp and mother and baby groups. • Targeted work in Whitmore Reans, Heath Town, Bilston, Low Hill, Eastfield. • Food parcels and activity pack delivered to some of the vulnerable families. • Detached team was commissioned to work in hotspot areas identified by WMP. • 952 young people from BAME background accessed Holiday Squad Young people enjoyed the activities with many citing an improvement in mental wellbeing. • There was appreciation that activities were local and free. • Young people said they missed being active and enjoyed being out. • More individual support was able to be provided which has been essential. At the beginning of the activities young people were very nervous about attending, needed support engaging with others and not just having conversations with staff as well as having that chance to undertake fun activities with their peers. • Parents have told us that their children have improved their art skills and that projects have offered some structure during the pandemic. • Communities said it bought local people together. • Children, parents and community members said it created new friendships.

BEING CONNECTED

We said we would	We actually did
<p>Create a map detailing the activities available throughout the year.</p>	<p>Covid-19 resulted in our offer being virtual so a map was not needed. A map will be created for our face to face engagement.</p>
<p>Invest in the local community under the banner of 'wolverhampton for everyone' to encourage local ownership, identifying funding opportunities and working together on local solutions.</p>	<p>WV Holiday squad supported over 16 local organisations resulting in an investment of over £120k</p> <p>As part of HeadStart, the community offer continues to be delivered. In September, the National Community Lottery Fund announced a continuation of the HeadStart programme. This is resulted in community providers contracts being extended.</p> <p>Our locality youth ambassadors are working with the local community on issues and solutions. Whitmore Reans youth ambassadors worked with Gatis St in securing ward funding.</p>
<p>Undertake a needs analysis thereby putting the city in a stronger position to access alternative funding opportunities that often require a quick turn around on bids</p>	<p>Focus has been on emotional wellbeing during Covid-19. Between 30 April 2020 and 29 May 2020, we ran two Wolverhampton Wellbeing' surveys; one aimed at children and young people and the other aimed at parents and carers. This was as a result of the worldwide Covid-19 pandemic resulting in a change in schooling and working practices for many. 332 people responded to the Children and Young People survey. 697 people responded to the Parents / Carers survey.</p> <p>The survey findings helped informed the Youth Engagement Strategic Board in identifying commissioning intentions.</p>



BEING YOU

<i>We said we would</i>	<i>We actually did</i>
Establish a Youth Partnership Board to oversee implementation of the strategy	The board was established in November 2020 with 18 members representing various local youth groups and forums
Establish a participation hub designed and implemented by young people.	The hub is up and ready to be used. The building has a Click Share TV, music and voice over equipment and Apple Macs to design content. Unfortunately, due to Covid-19 we have had to delay the opening on the facility
Young people who want to be involved in coproduction will be given the opportunity to have their voices heard and valued.	<p>A number of groups have been set up under the banner of #YES - culture and diversity, SEND and locality groups.</p> <p>Promotion of the groups has continued throughout the year, utilising social media and the voluntary sector.</p> <p>Training and support is provided by the coproduction team</p>
We will thrive to make the City of Wolverhampton a youthful, child friendly city.	<p>All the Youth forums have been taking part in the Actors of Urban Change programme, in Partnership with University of Wolverhampton and Creative Black Country.</p> <p>This partnership is called Wolverhampton Youth Lab – this group has consulted widely with other young people across the city and design artwork to represent the views of young people about the city centre.</p> <p>This work has been submitted as part of the council’s application to the New Towns Deal Fund.</p>



What next? #YES Part 2



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The priorities for the next 12 months include

- 1. Continue the progress on the actions already mentioned.**
- 2. Youth Engagement Strategic Board Commissioning youth provision based on the three themes**
- 3. Youth representation on locality forums such as PACT meeting, HeadStart Consortiums and place-based groups.**
- 4. Delivering training on coproduction to key stakeholders**
- 5. Establishing a young people's communication group to oversee campaign work.**



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

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Black Country Transport Team	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Steve Evans City Environment	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Ross Cook, City Environment	
Originating service	City Environment	
Accountable employee	Stuart Everton	Black Country Director of Transport
	Tel	01902 554097
	Email	Stuart.Everton@wolverhampton.gov.uk
Report to be/has been considered by	City Environment Leadership Team	2 March 2021

Recommendations for decision:

That Cabinet is recommended to:

1. Approve the establishment of the Black Country Transport Team.
2. Approve the Black Country Transport Collaboration Agreement and delegate authority to the Cabinet Member for Resources and Director of Governance to sign on behalf of City of Wolverhampton Council.
3. Delegate authority to Cabinet Member for Resources and the Director of Finance to enter into grant agreements and to create appropriate supplementary budgets for transport funds awarded to the Black Country Transport Team.
4. Approve that the City of Wolverhampton Council will host the Black Country Transport Team on behalf of the Four Black Country Local Authorities and provide Ancillary Services as defined in the Collaboration Agreement.

- 5 Approve that the City of Wolverhampton Council will hold and manage the Joint Commissioning Budget and act as the Lead Authority (in each case as defined in the Collaboration Agreement).
- 6 Approve that the Cabinet Member for Resources and the Director of Governance and the Cabinet Member for City Environment and the Director of City Environment have delegated authority to enter in all necessary legal agreements to give full effect to the Business Case and the Collaboration Agreement.

1.0 Purpose

- 1.1 The purpose of this report is to seek approval for the Black Country Transport Collaboration Agreement and that City of Wolverhampton Council sign the agreement alongside the three other Black Country Authorities.
- 1.2 The report sets out the background to the Black Country Transport team, the rationale behind its development and the financial and legal aspects for Cabinet to consider.

2.0 Background

- 2.1 The Black Country has a proud past and a strong future. Much private and public sector activity is currently underway to grow its economy, equip people with skills for jobs of the future, transform its centres and local environments, build new homes, achieve cleaner air, improve public health and make the Black Country a thriving, decent place for all its people.
- 2.2 The Black Country has a clear overall development strategy: The Black Country Core Strategy. This is based on steering growth to four strategic centres (Wolverhampton, Walsall, Brierley Hill and West Bromwich) and sixteen regeneration corridors, where transport improvements underpin the new growth. Overall, the Black Country's approach will create:
 - 132,000 New Jobs from 2023
 - 630,000 New Homes by 2026
 - Increased incomes to the National Average by 2033
 - An extra £17bn GVA by 2033
- 2.3 The Black Country Transport Priorities are: Motorways, Rail, Metro, Key Road Corridors and Interchanges, totalling £2.1bn. The Black Country will advocate and promote these transport priorities at all available opportunities, with all relevant stakeholders and partners to ensure that the Black Country achieves a transport system in line with the scale of its bold plans. The Black Country Joint Core Strategy is currently under review. This document will set out the plans for land use across the sub region for the next 15 years.
- 2.4 Over recent years the four Black Country Local Authorities have been identifying priority schemes to be delivered over the next ten years which will help connect the area to key opportunities emerging across the West Midlands. In doing so this will help the Black Country become an attractive place to work and live, whilst delivering transport improvements that will help bolster the local economy by enabling new homes and jobs to be created.
- 2.5 To ensure the Black Country is strongly positioned within the West Midlands Combined Authority (WMCA), capital funding is required for both the development and delivery of major transport schemes. The Black Country Local Enterprise Partnership (BCLEP) has previously provided capital funding for the development of the schemes, but this needs to

be used effectively in order to secure capital funding from the WMCA and nationally to fund the delivery of the schemes.

- 2.6 However, the BCLEP will not be able to fund the development and delivery of all schemes currently planned, therefore new funding streams (both capital and revenue) across the West Midlands and at a national level will also need to be identified.
- 2.7 Major transport schemes historically require significant development (revenue) funding allocated to them prior to securing implementation funding from the Department for Transport (DfT) for delivery. In addition, due to requirements for planning, land acquisition and stakeholder engagement, each scheme can take 3-5 years to develop and work through the necessary statutory processes before commencing on site.
- 2.8 High Speed Two (HS2) and the two train stations at Curzon Street and Interchange (Solihull) will dramatically reshape the economic landscape of the Metropolitan area including the current travel to work patterns. The Black Country stands to benefit from the economic uplift these schemes will deliver, but only by ensuring Black Country residents have fast and reliable transport solutions to make the Black Country an attractive place to live whilst working in growth hubs such as Birmingham City Centre or Solihull/UK Central.
- 2.9 Historically the Black Country Local Authorities have developed major projects and made representation at West Midlands and DfT discussions individually across various transport agendas. As resources are stretched and budgets are under pressure, there are opportunities for greater effectiveness by looking at ways in which the existing teams can work more efficiently, whilst finding new ways to provide additional capacity.
- 2.10 The Black Country Councils have sought to identify ways in which they can work more effectively, considering areas of responsibility with TfWM and Midlands Connect, by prioritising key schemes of work. Thus, ensuring that the Black Country Councils deliver on key priorities whilst also making representations at a regional and national level, whilst simultaneously seeking to utilise the existing resources in other organisations effectively to free up capacity.

3.0 Progress and Priorities

- 3.1 In 2018 The Black Country Director of Transport commissioned Arcadis to undertake a review of the Strategic Transport capabilities across the Black Country. Through this work, and detailed discussions between Regeneration Directors and Chief Executives and clear rationale and Business Case were developed demonstrating the need and benefit in establishing a new Black Country Transport Team to provide additional capacity to the four Black Country Local Authorities.
- 3.2 The new Black Country Transport Team working on behalf of the four Black Country Local Authorities and the BCLEP would deliver benefits of at least £4.3 billion from current schemes. Research generated from Arcadis in May 2018, signified that all

strategic transport teams are at full capacity and over 50% of the total pipelines remains unfunded and not resourced.

- 3.3 A new Black Country Transport Team would work dynamically developing strategies and major schemes which unlock growth and help support key agendas. Working collaboratively with key regional and national partners such as Highways England, Network Rail, Midlands Connect and DfT among others.
- 3.4 Recognising the new political landscape that has emerged over recent years with the formation of the West Midlands Combined Authority, the team will work seamlessly with TfWM to drive forward investment in key Black Country priorities. Combined, the Black Country Transport priorities amount to £2.1 billion of investment.
- 3.5 There is currently an emerging perfect storm of transport funding opportunities in the West Midlands. Through ongoing dialogue with Executive Directors and Heads of Service, all have agreed there is a need to explore new ways in which the Black Country can work more effectively on transport to maximise the opportunities.
- 3.6 The new team would be hosted by the City of Wolverhampton Council. In order for this to work financially a Collaboration Agreement is required to set out the legal and financial framework within which the team will operate.
- 3.7 The Collaboration Agreement sets out how the team will operate, governance arrangements, how the team will be financed and how risks and liabilities are dealt with. The document also sets out how disputes between parties to the agreement may be resolved.
- 3.8 The principles and Business Case for the Black Country Transport Team were approved by the Association of Black Country Authorities (ABCA) in September 2019.
- 3.9 The conclusion of the Business Case was to demonstrate that the Black Country Team would provide value for money across project development, efficiencies, resilience and create a strong pipeline of projects. The joint collaborative approach to communicating the ambitions of the Black Country would be a more powerful voice across regional discussions.

4.0 Evaluation of alternative options

- 4.1 Through the development of the Business Case and the original work undertaken by Arcadis, two alternative options were considered as follows:
- 4.2 **Do Nothing** – the Do Nothing option was to leave the existing teams operating exactly as there were prior to the review in how the transport teams operate. This option was discounted on the basis there was a clear rationale to improve the current working situation and seek to lever in a greater level of investment. Failure to improve and evolve would have resulted in a decreased level of investment.

4.3 **Merge Existing Teams together** – through the Arcadis work an option identified was to merge the four local authority Transport Teams together. Although in principle this may seek to utilise the existing personnel available, it was discounted for a number of reasons.

4.4 The merging of teams would not have added value to the existing setup, because there would be no additional personnel to assist with the increasing workload. Each of the four teams are also funded and structured in different ways, with some funded via revenue and others containing additional planning functions.

4.5 In order to meet the funding opportunities on offer, undertaking a complicated merger of teams, with The Transfer of Undertakings (Protected Employment) Regulations (TUPE) and restructure implications would have had a negative impact on the level of funding available to the Black Country. The option was discounted on time, financial and legal grounds as being too expensive and complicated.

5.0 Reasons for decision

5.1 Cabinet approval is required to the Collaboration Agreement and to it being signed on behalf of the Council alongside the three other Black Country Local Authorities.

5.2 As the City of Wolverhampton Council will be hosting the Black Country Transport Team on behalf of the other Local Authorities, the Council needs to ensure it is protected against all financial and legal risks related to hosting the team and any work undertaken.

5.3 The Collaboration Agreement binds the four local authorities together and sets out a clear framework for obtaining approval to transport projects and for working together once such approval has been obtained.

6.0 Financial implications

6.1 The new Black Country Transport Team will be funded from external funding sources. At this stage for the first four years this funding is expected to come from TfWM. However, as the team develops and wider political agendas change then it is likely that funding for the team will come from multiple sources. Indicative structure plan for the team is appended within the Collaboration Agreement.

6.2 In order for the team to be based within one local authority (City of Wolverhampton), a collaboration agreement is required as per this report to set out ways in which the four local authorities will cover the risks and costs of employing staff and commissioning work.

6.3 The new team would need to be underwritten by the four Black Country authorities to ensure any costs that cannot be recovered through funding and redundancy costs are covered equally.

- 6.4 It is intended that the team will be funded through capital grants and the costs would be allocated to the respective development budgets that are secured for key development work. At this stage it is not possible to project funding availability for the Black Country Transport Team beyond 2023. Transforming Cities Funding has only been allocated until this date. The funding has been devolved to the WMCA and profiled for spend between 2020 and 2023, although there are no specific restrictions associated with this fund.
- 6.5 Although the majority of the team's costs will be recharged to the major schemes respective capital budget, the capitalisation rate will only be around 80-85%. There will inevitably be some revenue costs associated with this team. Within the business case a worst case scenario of 70% has been assumed, to ensure all authorities can budget appropriately.
- 6.6 Approval is therefore requested for the following financial asks for each authority as follows:
- **Underwriting** - Confirmation that each authority will underwrite their share of any redundancy costs of the team should funding fall away.
 - **Joint Commissioning Budget** - Commitment to a £40,000 per annum capital contribution towards a joint commissioning budget funded from each authorities Integrated Transport Block. Required from 2021 -2022.
 - **Revenue** – provide up to £25,000 per year to cover costs that cannot be capitalised, this will be reviewed annually. For Wolverhampton this will be met from existing Transportation revenue budgets.
- 6.7 The financial implications of individual projects will be approved in line with the delegated authorities set out in the recommendations of this report, this will include funding strategies and implications of any grants awarded, along with appropriate risk share between the four local authorities. All of the above is set out within the Black Country Transport Collaboration Agreement contained within Appendix A.
[HM/05032021/P]

7.0 Legal implications

- 7.1 As contained in more detail within the Collaboration Agreement the key legal considerations are as follows:
- 7.2 That the City of Wolverhampton Council will host the Black Country Transport Team on behalf of the four Black Country Local Authorities. The four authorities will be jointly accountable for any legal implications relating to the team unless the liability arose as a result of the negligent or wilful act of one or more authorities in which case a fault based assessment may be necessary to determine proportion of liability.

7.3 That delegated authority be granted to appropriate officers to enter into all necessary legal transactions to give full effect to the Business Case and the Collaboration Agreement.

7.4 The team will follow the Governance process set out in the Collaboration Agreement.
[LMC/02032021/F]

8.0 Equalities implications

8.1 An Equality Analysis has been undertaken as part of the business case development for creation of the Black Country Transport Team.

9.0 All other Implications

9.1 There are no other implications arising as a result of the proposals.

10.0 Schedule of background papers

10.1 Contained within Appendix 1 is the Black Country Transport Collaboration Agreement

11.0 Appendices

11.1 Appendix 1 – Black Country Transport Collaboration Agreement

Dated

2021

- (1) **WALSALL METROPOLITAN BOROUGH COUNCIL**
- (2) **DUDLEY METROPOLITAN BOROUGH COUNCIL**
- (3) **BOROUGH OF SANDWELL COUNCIL**
- (4) **WOLVERHAMPTON CITY COUNCIL**

COLLABORATION AGREEMENT
BLACK COUNTRY TRANSPORT HUB

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THE SCHEDULES

Schedule 1A - The Transportation Programme

Schedule 1B - The Joint Commissioning Programme

Schedule 2 - Funding and Resources

Schedule 3 - Governance

Collaboration Agreement sets out the parties' agreement in respect of these arrangements.

IT IS HEREBY AGREED as follows:

1 DEFINITIONS

Interpretation

1.1.1 In this Agreement the following words and expressions have the following meanings:

BC AUTHORITIES means the four Black Country Authorities who are signatories to this Agreement namely; Dudley Metropolitan Borough Council, Borough of Sandwell Council, Walsall Metropolitan Borough Council and Wolverhampton City Council

Accountable Body means the funding body responsible for the enforcement of the terms of grant funding and monitoring of a grant recipient's performance of their obligations under a Funding Agreement;

Allocated Staff has the meaning given in clause 4.2.2;

Allocation Period means the period for which the Allocated Staff have been allocated to the Black Country Transport Team pursuant to clause 4.2.2;

Authority means one of the four Authority signatories to this Agreement;

Agreement means this Collaboration Agreement and the Schedules thereto;

Ancillary Services means the ongoing legal, financial and management costs of the Lead Authority in administering the grant and each and all of the services relating to the on boarding of New Staff and for the avoidance of doubt the onboarding costs shall include:

- a) human resources;
- b) information technology including telephony;
- c) legal advisory;

- d) accommodation;
- e) pension management advisory;
- f) finance and accountancy; and
- g) employee benefits scheme

Annual Cost	means the annual cost of the management and implementation of the Transportation Programme that is intended to be met out of external funding under Funding Agreements and/or the Joint Commissioning Budget in the case of the Joint Commissioning Programme but failing any external funding shall be shared equally by the Authorities;
BCLEP	means the Black Country Local Enterprise Partnership
Black Country Transport Priorities Document	means the list of “pipeline” transport projects that the Black Country Transport Team has identified as potential Projects for the Transportation Programme;
Black Country Transport Team	means the team of transport officers as set out in Schedule 3, who shall work together on the delivery of the Transportation Programme;
Black Country Transport Officers’ Group	means the reporting group with oversight for transport related matters across the Authorities as further described in Schedule 3;
Business Case	means the business case which sets out a project proposal in accordance with the guidelines issued by the Funding Body from time to time and which is ultimately approved for submission by the BC Authorities to enable commencement of a Project;
Commencement Date	means with effect from 30 March 2021;

Confidential Information	has the meaning given in clause 10.1;
Contribution	means each Authority's annual capital contribution of £40,000 or such other sum as may be set by the Heads of Regeneration Working Group for each Financial Year in accordance with clause 5.3 (pro-rated for any part of a Financial Year) towards the Joint Commissioning Budget as set out in Schedule 2 to be paid in cash to the Lead Authority in each Financial Year in accordance with clause 5.2;
Data Controller	has the meaning given in the Data Protection Legislation;
Data Protection Legislation	means all applicable data protection and privacy legislation in force from time to time in the UK including the General Data Protection Regulation ((EU) 2016/679); the Data Protection Act 2018; the Privacy and Electronic Communications Directive 2002/58/EC (as updated by Directive 2009/136/EC) and the Privacy and Electronic Communications Regulations 2003 (SI 2003/2426) as amended;
Development Authority	means the Authority nominated by the Heads of Regeneration Working Group as having responsibility for the development of a Project and its presentation to BC Authorities (and which, in the case of a Project included in the Joint Commissioning Programme, shall be the Lead Authority);
Employer Authority	means the relevant Authority providing Allocated Staff to the Transportation Programme as defined in clause 4.2.2 to the Black Country Transport Team from time to time;
Employment Costs	means the costs incurred by an Employer Authority in respect of basic pay, national insurance, superannuation / employer pension contribution in respect of permanent employees, parental / maternity / paternity / adoption / shared parental leave, training and professional development, expenses, redundancy costs, periods of sickness and injury, quantifiable employer benefit schemes, reasonable adjustments pursuant to the Equalities Act 2010, professional subscriptions and professional

indemnity insurance (where applicable) and travel costs where necessary and appropriate;

Financial Year means a period of twelve calendar months commencing on and including 1 April in each year provided that the first Financial Year shall be the period from the Commencement Date to 31 March 2022 inclusive;

Force Majeure means any circumstances beyond the reasonable control of any Authority (including, without limitation, any strike, lock-out or other form of industrial action);

Funding Agreement means and grant (or similar) funding arrangement in respect of the Transportation Programme (or any part of it) and/or a Project;

Funding Body means any party providing funding under a Funding Agreement (and shall include Walsall in its capacity as the Single Accountable Body for BCLEP funding);

Intellectual Property Rights means all patents, trademarks, copyright, moral rights, rights to prevent passing off, rights in designs, knowhow and all other intellectual or industrial property rights, in each case whether registered or unregistered and including applications or rights to apply for them and together with all extensions and renewals of them, and in each and every case all rights or forms of protection having equivalent or similar effect anywhere in the world;

Joint Commissioning Budget means the capital budget comprising the Contribution and any other available funding to be used for the Joint Commissioning Programme; to be allocated as set out in the column headed "Joint Commissioning Budget £160k)" in Schedule 1B and as otherwise agreed by the Heads of Regeneration from time to time;

Joint Commissioning Programme means the rolling programme of collaborative projects to be jointly commissioned by the Authorities (and reviewed annually by the Heads of Regeneration Working Group) for the benefit of the Black Country region as a whole which as at the Commencement Date is set out in Schedule 1B;

Independent Person	has the meaning given in clause 17.2;
Lead Authority	means the Authority agreed by the Heads of Regeneration Working Group from time to time as having responsibility for the functions set out in clause 6.1 of this Agreement; and at the date of this Agreement the Lead Authority is Wolverhampton;
BCLEP Assurance Framework	means the Black Country Local Enterprise Partnership Framework which guides local decision making to support accountability, transparency and value for money. The framework is compliant with the Government's National Assurance Framework guidelines, practices and standards. Decisions made by BCLEP follow the decision-making process within this framework;
Management Issues	All those matters under the Employment Contract requiring action, investigation and/or decisions by the Employer Authority including in particular (by way of illustration only and without limitation) appraisals and performance issues; any complaint about the Allocated Staff and any complaint or grievance raised by the Allocated Staff;
Material Change	has the meaning given in clause 2.6;
Material Change in Circumstances	means a change that is or is likely to significantly affect or impact upon delivery of a Project or any schemes under it which necessitates a change or review of any decision made by BC Authorities in connection with the Project or, if such change in circumstances were known at the time of a decision by BC Authorities in connection with the Project, would have potentially influenced BC Authorities to make a different decision than the one that was made originally;

Monitoring Procedures		means the monitoring procedures, audits and any other reporting, monitoring or audit processes required in relation to the Transportation Programme;
New Staff		has the meaning given in clause 4.2.1;
Objectives		means the objectives of the Transportation Programme set out in Schedule 1A together with such other objectives and outputs as are adopted by the Authorities from time to time in accordance with this Agreement;
Pension Deficit Costs		means any increase in additional superannuation / employer pension contribution costs arising in respect of an employee after the date that the employee is allocated to the Transportation Programme as a result of the value of assets in a local authority pension fund being materially less than the anticipated liabilities of the fund at any time;
Personal Data		has the meaning given in the Data Protection Legislation;
Premises		means the Civic Centre, St. Peter's Square, Wolverhampton WV1 1SH;
Programme Director		means the Black Country Director of Transportation appointed by the Authorities from time to time in connection with the Transportation Programme and the Joint Commissioning Programme;
Project		means an individual project or initiative identified through the Transportation Programme;
Heads of Regeneration Working Group	of	means the group comprised of the Black Country Directors of Regeneration (or similar position) as further described in Schedule 3;
Request for Information	for	has the meaning given in clause 21.2;
Shared Costs		means a cost/s incurred by one or more Authorities in connection with the Transportation Programme and/or Joint Commissioning

Programme in any Financial Year that shall be met in accordance with clause 5.5;

Technical Leads means the transport manager (or equivalent) of each of the Authorities (Dudley Principal Engineer, Walsall Transportation Major Projects and Strategy Manager, Wolverhampton Service Manager Transport Strategy and Sandwell Strategic Transport and Planning Manager);

TfWM Transport for West Midlands (part of the West Midlands Combined Authority);

Transportation Programme means as defined in Recital A;

Working Day means a day (other than a Saturday or Sunday) on which banks are open for domestic business in the City of London; and

1.2 In this Agreement:

1.2.1 the clause headings do not affect its interpretation,

1.2.2 words in the singular shall include the plural and vice versa,

1.2.3 unless otherwise indicated, references to clauses and Schedules are to clauses of and Schedules to this Agreement and references in a Schedule to a paragraph are to a paragraph of that Schedule,

1.2.4 references to any statute or statutory provision include references to:

1.2.4.1 all Acts of Parliament and all other legislation having legal effect in the United Kingdom,

1.2.4.2 any subsequent statutes directly or indirectly amending, consolidating, extending, replacing or re-enacting that statute and include any orders, regulations, instruments or other subordinate legislation made under that statute,

1.2.4.3 a person includes a natural person, corporate or unincorporated body or organisation and their successors and permitted assigns,

1.2.4.4 including means including, without limitation,

1.2.4.5 if any provision is held to be illegal, invalid or unenforceable that provision shall be struck out and the legality, validity and enforceability of the remainder of the Agreement is to be unaffected.

2 COLLABORATION

2.1 The Authorities agree to work in a spirit of mutual trust and co-operation to fulfil their agreed roles and responsibilities as identified by this Agreement, to achieve the key Objectives of the Transportation Programme, and commit to contribute resources as agreed to the Transportation Programme in accordance with the timescale and to the value set out in this Agreement.

2.2 Each Authority shall:

2.2.1 carry out the tasks and contribute sufficient resources and facilities in broadly equivalent measure and as set out in this Agreement to ensure that the Objectives are achieved and commitments under this Agreement are satisfied;

2.2.2 co-operate with each other and do such acts, matters and things as may be necessary or desirable to implement the decisions of the Authorities and in order to complete the Transportation Programme;

2.2.3 keep the other Authorities fully informed of the progress of and of any matters relevant to the Transportation Programme and make available to the other Authorities all relevant information, data, reports and opinions in relation to the Transportation Programme; and

2.2.4 immediately notify the other Authorities in writing if it becomes aware that there is an unexpected problem which is likely to cause a material delay to achievement of any of the Objectives or any particular stage of the Transportation Programme or any material increase in the costs of the Transportation Programme or if it becomes aware of the action of any other Authority or third party which threatens to affect adversely the progress of the Transportation Programme or the reasonable expectations of the Authorities hereunder.

2.3 The strategic direction of the Transportation Programme shall be decided by the Heads of Regeneration Working Group.

- 2.4 The planning, and overall management of the Transportation Programme and any individual Project including initial appraisal of Project proposals shall be vested in the Heads of Regeneration Working Group. The terms of reference, composition, roles and responsibilities of the Heads of Regeneration Working Group are set out in Schedule 3. Without prejudice to the generality of the foregoing, the matters set out in Schedule 3 shall only be agreed by the Heads of Regeneration Working Group.
- 2.5 The final approval of full business cases of Projects prior to submission to the Funding Body, including any Material Changes to approved Projects, shall be vested in BC Authorities to whom potential Projects shall be proposed and presented by the relevant Development Authority, following the approval of the Heads of Regeneration Working Group.
- 2.6 A Material Change to a Project is a variation that is or is likely to change the nature, the outcome or the objectives of a Project, including but not limited to:
- 2.6.1 a Material Change in Circumstances;
 - 2.6.2 a change that means that the Project objectives and outputs as approved by the BC Authorities will not or are unlikely to be achieved;
 - 2.6.3 an increase in the budget or expenditure of 10% (ten percent) or more on a Project; and
 - 2.6.4 a change in the timescale for delivery of a Project that will adversely affect the Project and/ or its objectives.
- 2.7 Where a Development Authority becomes aware that a Material Change has occurred or is likely to occur after a Project has been approved by BC Authorities, the Development Authority must advise Heads of Regeneration Working Group and then BC Authorities of that Material Change as soon as practicable after it becomes aware of it. Where an Authority other than the Development Authority for a Project becomes aware of a Material Change in connection with the Project, it must advise the Development Authority as soon as practicable after becoming aware of it.

3 PROJECT AND REPORT APPROVAL

- 3.1 Once identified by the BC Transport Team, Project proposals shall be initially worked up by the Black Country Transport Team. The Black Country Transport Team shall report such proposals to the Heads of Regeneration Working Group for approval. If approved by the Heads of Regeneration Working Group, the Heads of Regeneration

Working Group shall recommend a Project proposal for approval by the BC Authorities.

- 3.2 The process for Project proposals shall be:
 - 3.2.1 Presentation of a Project's initial proposal to the Heads of Regeneration Working Group by the Black Country Transport Team for approval and seeking the agreement of the Heads of Regeneration Working Group for a Business Case to be prepared for the proposed Project. This will be in line with the LEP Transport Assurance Framework.
 - 3.2.2 If the Heads of Regeneration Working Group considers any proposal presented to it warrants further consideration then it shall instruct the Black Country Transport Team to prepare a Business Case and present the Business Case for the Project to the Heads of Regeneration Working Group for approval and for submission to BC Authorities for decision.
 - 3.2.3 At the same time as it instructs the Black Country Transport Team pursuant to clause 3.2.2, the Heads of Regeneration Working Group shall designate a Development Authority. For the avoidance of doubt the final approval of the designated Development Authority in respect of any Project is the Lead Authority at the point that it approves a Project.
 - 3.2.4 The Development Authority shall prepare and submit the Business Case for the Project to the Heads of Regeneration Working Group for approval following which it will be submitted to the BC Authorities in accordance with clause 3.2.5.
 - 3.2.5 The Development Authority shall present the Business Case for the Project to the BC Authorities for approval supported by a report in the format as agreed by the BC Authorities.
- 3.3 The above stages can involve comment, clarification and requests for amendment and resubmission of a Project proposal or Business Case for the Project following consideration by any persons from whom permission or approvals are sought at any stage during the process leading up to final Project approval by BC Authorities.
- 3.4 The initial Joint Commissioning Programme as at the Commencement Date shall be as set out in Schedule 1B. The Heads of Regeneration Working Group shall review the Joint Commissioning Programme and the Joint Commissioning Budget on a

rolling basis but always so there is an agreed Joint Commissioning Programme and Joint Commissioning Budget for the forthcoming Financial Year including any variation to the Contribution required from each Authority.

3.5 The approval process for an individual Project shall be without prejudice to the internal approval processed required by each Authority and it is acknowledged by each of the Authorities that the Cabinets of each Authority involved in a Project will be required to approve that Project.

3.6 In exceptional circumstances, where an Authority wishes to be the Development Authority for a project in its administrative area, it will make application/s to and consult with the Lead Authority and the Lead Authority in its sole discretion shall determine such applications on a cases by case basis. Further, where such an application is determined favourably, the Lead Authority will enter into all necessary legal agreements with the specific Development Authority.

4 BLACK COUNTRY TRANSPORT TEAM

4.1 The Authorities anticipate that in the development of the Black Country Transport Team the Programme Director shall in his sole discretion consult with the four Technical Leads for the BC Authorities and the development of the said team will occur on a phased basis, in accordance with the milestones and objectives set out at Schedule 1A.

4.2 The Black Country Transport Team shall comprise:

4.2.1 six additional employees to be appointed by the Lead Authority to the following posts:

4.2.1.1 3 x corridor programme managers;

4.2.1.2 2 x graduates;

4.2.1.3 1 x apprentice;

("the **New Staff**") and

4.2.2 a number of existing employees of the Authorities who shall be allocated to the Black Country Transport Team in accordance with this clause ("**Allocated Staff**") on an exclusive basis unless otherwise agreed between the Programme Director and the relevant Employer Authority that

they will be allocated on a part-time basis only in which event the Allocated Staff member will work exclusively for the Black Country Transport Team for such period as he/she is allocated (“**Allocation Period**”).

- 4.3 The appointment of New Staff to the Black Country Transportation Team by the Lead Authority shall be subject to the prior approval of the Heads of Regeneration Working Group and the Programme Director.
- 4.4 The proposed and any subsequent allocation of employees to the Black Country Transportation Team will subject to the prior approval of the Heads of Regeneration Working Group and the Programme Director and shall be monitored by the Lead Authority.
- 4.5 Each Employer Authority shall ensure that at all material times it acts in accordance with its respective employees' terms and conditions of employment, with particular regard to the allocation of its staff to the Black Country Transportation Team and the management of its staff thereafter.

New Staff

- 4.6 The New Staff will be appointed by the Lead Authority in accordance with its recruitment and job allocation procedure and this process will be managed by the Programme Director with support from the Lead Authority's human resources team where appropriate and the other Authorities shall not challenge the procedure conducted by the Lead Authority in accordance with this clause.
- 4.7 New Staff will be required to comply with the Lead Authority's policies, procedures and values ("PRIDE"). The Lead Authority will also be responsible for the day to day management of the New Staff, with the assistance of the Programme Director and the New Staff will report directly to the Programme Director.
 - 4.7.1 Further in the event of any New Staff being seconded to assist one or more of the BC Authorities on a local project, the New Staff shall always be under the day to day management of the Lead Authority and shall continue to comply with its policies, procedures and values.
- 4.8 The Lead Authority shall be responsible for the payment of Employment Costs in respect of the New Staff and these Employment Costs (including without limitation Pension Deficit Costs) are intended by the Authorities to be funded and paid from

the TfWM funding or such other external funding as may be available in each Financial Year.

- 4.9 In the event that there is a reduction in external funding or external funding becomes unavailable in respect of the Transportation Programme the Employment Costs (including without limitation Pension Deficit Costs) shall be treated as a Shared Costs and the BC Authorities agree to use reasonable endeavours to minimise Shared Costs.
- 4.10 The Lead Authority may terminate the employment of any of the New Staff in accordance with its own procedures and any associated costs shall be treated as Shared Costs in the absence of funding from TfWM or other external funding and the Programme Director shall keep BC Authorities informed accordingly.

Allocated Staff

- 4.11 Each Employer Authority shall be responsible for the payment of any Employment Costs in respect of its Allocated Staff.
- 4.12 At all material times the Allocated Staff shall remain the employee(s) of the relevant Employer Authority. The relevant Employer Authority if appropriate shall make all the necessary changes to the terms of the Employment Contract/s of any Allocated Staff so that the Allocated Staff can provide the services in accordance with the terms of this Agreement. The Black Country Transport Team shall not require, the Allocated Staff to do anything that shall, breach the Allocated Staff's Employment Contract(s) and shall have no authority to vary the terms of the Allocated Staff's Employment Contract/s or make any representations to the Allocated Staff in relation to the terms of their Employment Contract(s). Any change in the Allocated Staff's Employment Contract(s) by the relevant Employer Authority shall be undertaken in a timely manner, to prevent delays to the progress of the Black Country Transportation Team or affect their ability to discharge their duties and the Programme Director shall be notified of such change.
- 4.13 The Programme Director shall have day-to-day control of the Allocated Staffs' activities but as soon as reasonably practicable shall refer any Management Issues to the relevant Employer Authority who shall remain solely responsible for the its Allocated Staff, including, but not limited to, all Employment Costs, any Management Issue, the management of absences, flexible working arrangements, holidays, grievances, training and professional development, redundancies and required reasonable adjustments pursuant to the Equality Act 2010. The Programme Director

shall provide the relevant Employer Authority with reasonable assistance and feedback in respect of its Allocated Staff to ensure that such employees are managed fairly and effectively. Where a Management issue (including an issue of conduct or competence of the relevant employee) is raised by the Programme Director it shall be referred back to the relevant Employer Authority to deal with under their relevant policies and the relevant Employer Authority shall keep the Programme Director updated as regards progress including the outcome of any investigation. If and to the extent this is not dealt with or is resolved by the Employer Authority within a reasonable period (of not less than 30 days from the date the issue was raised by the Programme Director) and the problem persists, the Employer Authority must:

4.13.1 within 5 days provide the Lead Authority with written reasons for the continuing delay together with proposals for immediate resolution AND the Programme Director shall retain sole discretion to accept or reject such reasons and proposals;

4.13.2 should the Employer Authority fail to manage the situation in a reasonable and timely manner that promotes early resolution, the Programme Director may exercise discretion to escalate the matter to the Heads of Regeneration Working Group who may require the relevant Employer Authority to remove the relevant Allocated Staff member from the Black Country Transport Team and;

4.13.3 the Heads of Regeneration Working Group shall undertake to act in a timely and reasonable manner to avoid any potential adverse impact on the Transportation Programme, Joint Commission Programme or Project.

4.14 For the avoidance of doubt, none of the parties intend for the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("**TUPE**") to apply in respect of the allocation of staff to the Black Country Transport Team. In the event that TUPE is deemed to apply during the term of this Agreement, any Authority deemed to be the transferee will be compensated for all and any Employment Costs incurred as a consequence of the application of TUPE from the Transferor. Such Employment Costs may then be treated as a Shared Cost at the discretion of the Programme Director. Further, the Employer Authority shall indemnify and keep the prevailing Lead Authority indemnified fully at all times against any claim or demand by the Allocated Staff member arising out of their employment or termination of their employment during the Allocation Period.

Allocated Staff Extended Absence

4.15 Each Employer Authority shall use reasonable endeavours to notify the Programme Director in advance, where possible, or as soon as practicable where an Allocated Staff member of the Black Country Transport Team is due to go on extended absence for a period due to sickness, injury parental / maternity / paternity / adoption or shared parental leave . The Programme Director shall agree with the relevant Authority and the Heads of Regeneration Working Group whether, and if so how, the relevant post should be filled in that Allocated Staff member's absence provided that:

4.15.1 in the case of Allocated Staff, the cost of parental / maternity / paternity / adoption / shared parental leave and periods of sickness or injury of more than one week shall not be a Shared Cost but shall be borne by the relevant Employer Authority; and

4.15.2 in the case of New Staff, the cost of parental / maternity / paternity / adoption / shared parental leave and any periods of sickness or injury related absence shall be dealt with on the same basis as other Employment Costs in accordance with clauses 4.8 and 4.9.

4.15.3 Notwithstanding clause 4.15 above, if an Allocated Staff member is going to be absent for any reason for more than 7 days the Employer Authority shall, use reasonable endeavours to notify the Programme Director within a reasonable period and subject to the Programme Director's prior consent, provide a substitute if necessary and resources permit.

Employment Claims and Grievances

4.16 Where a claim or grievance is raised by a member of the Black Country Transportation Team, that claim or grievance shall be managed by the relevant Employer Authority (which shall be the Lead Authority in the case of the New Staff) in accordance with that Employer Authority's employment policies and the terms and conditions of employment of the relevant employee.

4.17 Each Authority shall notify the Programme Director of any claim or grievance affecting a member of the Black Country Transportation Team including any claim or grievance against a member of the Black Country Transportation Team particularly if such claim or grievance may result in disciplinary action against the relevant employee.

- 4.18 Subject to clause 4.19, where an Authority incurs costs in respect of an employment claim or grievance (including without limitation claims in connection with redundancy and unfair dismissal) raised by a member of the Black Country Transport Team, the only circumstances in which the costs associated with the claim or grievance shall be treated as a Shared Cost are:
- 4.18.1 in the case of Allocated Staff where the claim arises as a direct result of the employee's activities as part of the Black Country Transport Team and where such claim would not otherwise have arisen; and
- 4.18.2 where the claim or grievance does not arise as a result of a negligent or wilful breach by an Employer Authority of the employee's terms and conditions of employment, provided that the Programme Director shall have discretion, acting reasonably, to allow such costs to be Shared Costs where such costs should reasonably be regarded as costs of the Transportation Programme and the BC Authorities agree to use reasonable endeavours to minimise Shared Costs.
- 4.19 Where a claim or grievance is raised by a member of the Black Country Transportation Team in respect of the actions of another member of the team or any other employee of any BC Authority and the claim or grievance is successfully upheld following a thorough investigation and/or an Employment Tribunal hearing, then the costs incurred by the Employer Authority of the employee who raises the claim shall be entitled to recover its costs from the Employer Authority of the relevant member of the Black Country Transport Team or other employee whose actions gave rise to the claim or grievance and such costs shall not be regarded as a Shared Cost and the BC Authorities agree to use reasonable endeavours to minimise Shared Costs.

Variation of Terms and Conditions of Employment

- 4.20 An Employer Authority of New Staff and an Employer Authority of Allocated Staff shall notify the Programme Director in advance and as soon as it becomes aware of any proposal to vary the terms and conditions of employment of their employee members of the Black Country Transport Team, providing such information as the Programme Director shall reasonably require in order to determine the impact of the proposed variation upon the operation and cost of the Transportation Programme.
- 4.21 The Employer Authority shall consult with the Programme Director in relation to any proposed variations as referred to in clause 4.20 and shall take account of the Programme Director's views.

4.22 Where the Programme Director determines in his absolute discretion that the proposed variation will impact negatively upon the operation and cost of the Transportation Programme, he shall be entitled to require the removal of the employee in question from the Black Country Transport Team.

Ancillary Services

4.23 The Authorities acknowledge and agree that the Black Country Transport Team will require access to and / or will be served by Ancillary Services and the Authorities anticipate that such Ancillary Services will be provided by the Lead Authority and the costs of such Ancillary Services shall be treated as Shared Costs and invoiced annually in the absence of funding from TfWM or other external funding and the BC Authorities shall use reasonable endeavours to minimise Shared Costs

4.24 The Authorities shall put in place a service level agreement in respect of the Ancillary Services provided by the Lead Authority, as the need arises, setting out:

4.24.1 the extent to which the Black Country Transport Team shall be entitled to access and / or shall be served by the Ancillary Services; and

4.24.2 the rate or basis on which the Ancillary Services shall be charged in respect of members of the Black Country Transport Team.

4.25 The total cost of provision of the Ancillary Services by the Lead Authority in accordance with such service level agreements in each Financial Year shall be a Shared Cost (and the BC Authorities agree to use reasonable endeavours to minimise costs) unless otherwise agreed by the Authorities under the terms of the relevant service level agreement.

4.26 In the absence of a service level agreement in respect of any one or more Ancillary Services, the Lead Authority shall be entitled to identify an appropriate allocation of costs in respect of the provision of Ancillary Services to the Black Country Transport Team and to include such allocated costs in the report that it prepares in accordance with clause 5.6 and such costs shall be a Shared Cost in each Financial Year and the BC Authorities agree to use reasonable endeavours to minimise Shared Costs

5 FUNDING AND CONTRIBUTIONS

5.1 The Authorities intend to secure external funding to meet the costs of the Transportation Programme, the Joint Commissioning Programme, the Projects and the activities of the Black Country Transportation Team and further agree that no

development related costs should be incurred unless and to the extent that funding is available to meet them (including in the case of the Joint Commissioning Programme the funds to be contributed to the Joint Commissioning Budget in accordance with clause 5.3).

- 5.2 The BC Authorities shall work collaboratively in mutual trust and confidence to secure external funding for the Transportation Programme, the Joint Commissioning Programme, individual Projects and the activities of the Black Country Transportation Team for the duration of this Agreement.
- 5.3 Each Authority shall be liable for the duration of the Transportation Programme to make a contribution to the Joint Commissioning Budget of £40,000 (forty thousand pounds) in cash per annum. Such sum shall be reviewed annually and varied by agreement by the Heads of Regeneration Working Group and such sum shall be payable by each Authority to the Lead Authority no later than the Commencement Date and the anniversary of the Commencement Date in each Financial Year.
- 5.4 The Joint Commissioning Budget shall be held by the Lead Authority on behalf of the other Authorities and shall be applied as appropriate to the costs of the Joint Commissioning Programme. In the event that any portion of the Joint Commissioning Budget is unused at the end of a Financial Year the unused portion shall be rolled forward into the next Financial Year and shall not be off-set against the Authorities' next Contribution unless the Heads of Regeneration Working Group otherwise agrees.
- 5.5 It is the Authorities' intention that the costs of the Transportation Programme (except to the extent the costs of the Joint Commissioning Programme are met out of the Joint Commissioning Budget) shall be funded through external funding (e.g. grants and other Funding Agreements) to the extent such costs can be capitalised. Any costs that cannot be capitalised shall be treated as revenue costs and shared equally by the Authorities and paid within 5 Working Days of the date of demand by the Lead Authority.
- 5.6 No later than 14 fourteen Working Days before the end of each Financial Year, each Authority shall submit a report to the Lead Authority in a format that the Lead Authority shall provide, setting out:
 - 5.6.1 its application of resources to the Transportation Programme and to each Project;

- 5.6.2 the number and profile of its staff working on the Transportation Programme and each Project;
 - 5.6.3 any relevant Employment Cost that are Shared Costs in accordance with the provisions of clause 4;
 - 5.6.4 its income and expenditure in connection with the Transportation Programme, the Joint Commissioning Programme and each Project; and
 - 5.6.5 any sums which it proposes be reimbursed by the Lead Authority from the monies held by the Lead Authority on behalf of all Authorities,
 - so as to enable the Lead Authority to identify to what extent the Authorities have dedicated resources and contributed to the Transportation Programme and the Projects.
- 5.7 The Lead Authority shall add to this information, its own report setting out:
- 5.7.1 its application of resources to the Transportation Programme and to each Project;
 - 5.7.2 the number and profile of its staff working on the Transportation Programme;
 - 5.7.3 any relevant Employment Cost that are Shared Costs in accordance with the provisions of clause 4;
 - 5.7.4 its income and expenditure in connection with the Transportation Programme and each Project;
 - 5.7.5 any sums which it proposes be reimbursed from the monies held by the Lead Authority on behalf of all Authorities; and
 - 5.7.6 the cost of provision of Ancillary Services to the Black Country Transport Team pursuant to clause 4.25.
- 5.8 The Lead Authority shall report back to the Authorities at the end of each Financial Year and to the Heads of Regeneration Working Group, summarising the information that it has received from the Authorities and compiled, identifying any payments that are required to be made from the monies held by the Lead Authority in order to ensure that the Authorities are sharing the burden of the Transportation Programme, the Joint Commissioning Programme and the Projects in equal measure.

- 5.9 The Programme Director (or such other officer as he may delegate to) shall engage with Cabinet members for transport on a quarterly basis so that they are kept updated on progress of the Transportation Programme.
- 5.10 In the event that the cost of the Transportation Programme, the Joint Commissioning Programme and/or any individual Project is determined by the Programme Director to be likely to exceed the available funding for it, no further work shall be commissioned unless the Authorities otherwise agree and agreement is reached on the further funding required.
- 5.11 In the event that the cost of work already commissioned under the Transportation Programme is determined by the Programme Director to be likely to exceed the available funding, the Black Country Transport Team shall present options to the Head of Regeneration Working Groups for approval of the additional spend and claim the arrears once the work has been invoiced.
- 5.12 The Authorities acknowledge and agree that:
- 5.12.1 notwithstanding any other provision of this Agreement, the Lead Authority shall not be obliged to make payment in respect of any costs or to incur any liabilities on behalf of the other Authorities pursuant to the terms of this Agreement unless it has received funding or a commitment to such funding for the full value of such costs and liabilities;
- 5.12.2 the Contributions due to have been paid by the Commencement Date in accordance with clause 5.3 have been paid to the Lead Authority; and
- 5.12.3 without prejudice to clause 5.12.1, where the Lead Authority makes a payment in respect of costs or incurs liabilities on behalf of the other Authorities in circumstances where it has not received funding in advance to the full value of such costs or liabilities, the other Authorities shall reimburse the Lead Authority in equal shares on demand (such payment by an Authority (including the Lead Authority's share that is not reimbursed) shall not be deemed to be payments on account of that Authority's Contribution except to the extent the payment relates to the Joint Commissioning Programme).
- 5.13 The costs of any Project that involve only one Authority shall be borne by that Authority alone except and to the extent they are not covered by external funding arrangements and no costs relating to that Project shall be Shared Costs.

- 5.14 The costs of any Project that involves more than one Authority but not all the Authorities shall be borne by the Authorities involved in that Project in equal proportions except and to the extent they are not covered by external funding arrangements.
- 5.15 To the extent any Authority incurs any costs or expenses in relation to a Project that it is not involved in (including the Lead Authority in its capacity as such) it shall be entitled to be repaid on demand in accordance with clauses 5.13 and 5.14.
- 5.16 If any Authority fails to make a payment under this Agreement by the due date then, without limiting any other Authority's rights in respect of such failure, the Authority in default shall pay interest on the overdue sum from the due date until payment is made in full, whether before or after judgment. Interest under this clause will accrue each day at 8% a year above the Bank of England's base rate from time to time unless otherwise agreed. Interest paid on the late payment of any Contribution shall be added to the Joint Commissioning Budget.

6 GOVERNANCE

- 6.1 Wolverhampton City Council as Lead Authority for the Transportation Programme shall be responsible for the performance of the following functions:
- 6.1.1 co-ordination of allocation of employees employed by each of the Authorities of the Black Country Transport Team to ensure the appropriate number and profile of staff are working on the Transportation Programme at any time;
- 6.1.2 co-ordination of the provision of all ICT requirements at the Premises, human resources, administrative, legal and financial support to the Black Country Transport Team;
- 6.1.3 the commissioning and procurement of any appropriate external services to support the work of the Black Country Transport Team as and when required;
- 6.1.4 collection and safeguarding of the Joint Commissioning Budget and of any additional payments by the Authorities to the Lead Authority in connection with the Transportation Programme, the Joint Commissioning Programme and/or any Project;

- 6.1.5 applying for, receiving, holding and administration of grant funding provided by any Funding Body for development of the Transportation Programme, the Joint Commission Programme, Projects or such other development as agreed by BC Authorities and additional funding as may be required for the Black Country Transport Team including monitoring of the application of funds and reporting to the relevant Funding Body;
 - 6.1.6 monitoring of the Annual Cost of the Transportation Programme and the Joint Commissioning Programme based on information provided by the Authorities and identification of any imbalance in the liabilities of any particular Authority in connection with the Transportation Programme and/or the Joint Commissioning Programme and/or any Project(s) in any Financial Year which may require correction;
 - 6.1.7 obtaining the approval of the Authorities for the payment of any balancing sums to one or more Authorities in respect of any imbalances in contributions to the Transportation Programme and/or the Joint Commissioning Programme and/or any Projects from time to time among the Authorities.
- 6.2 Notwithstanding anything contained within this Agreement and the Schedules, the role of the Heads of Regeneration Working Group is overall operational responsibility for the implementation of the Transportation Programme, the Joint Commissioning Programme and the Projects and all of their elements.
- 6.3 BC Authorities will oversee the development of the Transportation Programme, the Joint Commissioning Programme and the Projects and will receive reports prepared by the Heads of Regeneration Working Group regarding the progress of the Transportation Programme, the Joint Commissioning Programme and all ongoing Projects. It will also receive any other reports that the Heads of Regeneration Working Group chooses to submit.
- 6.4 Subject at all times to compliance with all applicable laws, orders, enactments and regulations pertaining to the public procurement of goods and services (including EU procurement law for as long as and to the extent it applies to the UK during the transition period following the UK's withdrawal from the European Union), all procurement of goods, works and or services needed for or in the delivery of the Transportation Programme or any Project shall be procured:

- 6.4.1 in the case of any Projects that are comprised in the Joint Commissioning Programme or any development work on a Project led by the Lead Authority, in accordance with the Lead Authority's constitution and, in particular, its contract and procurement rules; and
 - 6.4.2 in the case of any other Projects after completion of the development work, in accordance with or the relevant Development Authority's constitution and, in particular, its contract and procurement rules.
- 6.5 The Authorities' roles and responsibilities in relation to the governance arrangements for the Transportation Programme and Joint Commissioning Programme as set out in this Agreement shall be carried out by personnel of the Authorities. No charge or demand shall be made by any Authority to the Lead Authority or to any other Authority in respect of such costs except for where such costs shall be Shared Costs or it has been agreed by the Heads of Regeneration Working Group that such costs may be claimed by that Authority from another Authority or, to the extent such costs relate to the Joint Commissioning Programme and may be met from the Joint Commissioning Budget held by the Lead Authority.
- 6.6 The Programme Director will be responsible for attending meetings and contributing to the agendas of the Heads of Regeneration Working Group. He will also be responsible for maintaining the Black Country Transport Priorities Document and providing written updates to the Heads of Regeneration Working Group and the BC Authorities on the general progress of the Transportation Programme and the Joint Commissioning Programme and on specific Projects as appropriate.
- 6.7 The meetings of the Heads of Regeneration Working Group, the BC Authorities and the Black Country Transport Officers' Group shall be minuted and copies of the minutes circulated to all relevant participants.
- 6.8 The Authorities shall ensure that the appropriate officers attend the Heads of Regeneration Working Group meetings arranged by Walsall Council. the purpose of which is to develop the Transportation Programme's priorities, initial Project proposals, Project updates and generally as necessary to enable the Programme Director to manage the Transportation Programme effectively.
- 6.9 The Black Country Transport Officers' Group shall be established for the purpose described in Schedule 3. The group will meet monthly and a summary of the meeting will then be provided to the Heads of Regeneration Working Group meeting for

information only. Any key issues will be raised at the Heads of Regeneration Working Group and if required taken to the BC Authorities for formal approval.

- 6.10 The Lead Authority is not responsible for delivery of Projects. Responsibility for delivery of Projects rests with the relevant Authorities.

7 PROJECT AUDIT AND CLAW-BACK

- 7.1 Each Authority shall ensure that it maintains proper and accurate records of all transactions entered into, including without limitation income received and expenditure incurred by the Authority, its contractors, sub-contractors, servants and agents, in connection with the Transportation Programme, the Joint Commissioning Programme and the Projects and it shall be liable to the Lead Authority on behalf of the other Authorities in respect of any loss or damage suffered by the Authorities as a result of any irregularities or errors in connection with the underlying transactions and in the manner of accounting and recording of such transactions.
- 7.2 Subject to the provisions of this clause 7, each Authority shall be responsible to the other Authorities for ensuring compliance with all terms and conditions imposed by any statutory authority or other funding body in respect of any Project for which it is the Development Authority.
- 7.3 At all times each Authority will be responsible for ensuring that adequate audit arrangements are in place for any element of the Transportation Programme and the Joint Commissioning Programme for which they are responsible and for any Project for which they are the Development Authority including providing free and unfettered access of the Lead Authority and the Heads of Regeneration Working Group to all information and documentation in relation to the Project.
- 7.4 Each Authority agrees to give the Lead Authority and the Heads of Regeneration Working Group unrestricted and unfettered access to all information and documentation in relation to any element of the Transportation Programme and/or the Joint Commissioning Programme for which it is responsible and in relation to any Project for which it is the Development Authority, unless otherwise agreed, including providing copies of any such information and or documentation free of charge.
- 7.5 The Authorities agree that in the event that any grant monies are clawed back by a Funding Body in respect of any Project in accordance with the terms of the relevant grant agreement:

- 7.5.1 where practicable, all of the Authorities will take reasonable steps within their powers to mitigate the amount of monies clawed back by the relevant Funding Body provided that no Authority shall be required to incur significant expenditure in meeting that obligation to mitigate; and
 - 7.5.2 subject to clauses 7.6 and 7.9, the Authorities shall meet any liability in respect of the repayment of grant monies and any other costs of dealing with the clawback and taking steps to mitigate as Shared Costs.
- 7.6 Where clawback of grant monies arises in respect of the Transportation Programme, the Joint Commissioning Programme and /or any Project as a result of negligence, breach or default on the part of any Authority, that Authority shall be responsible for the repayment of the grant monies and shall reimburse the other Authorities on demand in respect of any liabilities that they incur in relation to such clawback, including without limitation any costs and liabilities incurred:
- 7.6.1.1 by any other Authorities in respect of any steps taken to mitigate the extent of the clawback;
 - 7.6.1.2 by the Lead Authority (or other relevant Authority if not the Lead Authority) in respect of the repayment of the grant monies to the relevant Funding Body where the Lead Authority (or other Authority) is liable to that Funding Body in respect of such clawback; and
 - 7.6.1.3 by the Lead Authority (or other relevant Authority if not the Lead Authority) in respect of any steps taken by the relevant Funding Body to recover grant monies or reimbursement of other liabilities that it has incurred in connection with the clawback.
- 7.7 Without prejudice to clause 7.6, in advance of submission of a grant application for a Project, the Development Authority for the Project shall in order to reach agreement as to how liabilities for clawback of grant monies will be allocated between the Authorities in circumstances where clawback of the grant monies arises as a result of circumstances beyond the reasonable control of that Development Authority. That the Lead Authority shall be responsible for ensuring that the Authorities reach agreement in respect of such arrangements and that such agreement is properly documented in advance of the submission of the grant application.
- 7.8 Where any Development Authority fails to secure the written agreement of the other Authorities in respect of such arrangements pursuant to clause 7.7 and clawback of

grant monies arises in the circumstances described in clause 7.7, that Development Authority shall be responsible for any costs and liabilities incurred by the other Authorities pursuant to clause 7.6 as if the clawback had arisen as a result of the negligence or default of that Development Authority.

- 7.9 Where clawback of grant monies arises in respect of any Project that involves only one Authority or a number but not all of the Authorities, that Authority or those Authorities as the case may be shall be responsible for the repayment of the grant monies and shall reimburse the other Authorities who are not involved in such Project on demand in respect of any liabilities that they incur in relation to such clawback (such liability to be shared equally between all Authorities involved in such Project unless they agree any other proportions).
- 7.10 For the avoidance of doubt, the Authorities for the purpose of any clawback or reimbursement of costs shall be the four Authorities (or such number as may be involved in any relevant Project) and Wolverhampton shall not bear any additional share of such cost or liability due to its dual role as a party to this Agreement in its own right and in its role as the Lead Authority.

8 GENERAL OBLIGATIONS

- 8.1 Each Authority agrees that it shall be required to comply directly with the terms of any Funding Agreement if it is the recipient of any funding derived from that Funding Agreement.
- 8.2 Each Authority agrees to assist, co-operate and comply with the Monitoring Procedures and that it will work together with the other Authorities to resolve or rectify any errors or irregularities identified during the Monitoring Procedures or otherwise.
- 8.3 Each Authority shall be solely liable for any cost implications or irregularities or errors attributable primarily to it and identified during any Monitoring Procedures.
- 8.4 Each Authority shall indemnify the other Authorities (including in the case of the Lead Authority any claims, liabilities, costs, expenses, damages or losses it suffers or incurs in its capacity as Lead Authority) against all claims, liabilities, costs, expenses, damages or losses suffered by the others arising out of the negligence, default or breach by such Authority, its employees, servants and agents in connection with the performance of its obligations pursuant to this Agreement, including for the avoidance of doubt in respect of health and safety and security arrangements that apply at the Premises.

- 8.5 Each Authority shall at its own cost effect and maintain with a reputable insurance company a policy or policies of insurance providing as a minimum the following levels of cover:
- 8.5.1 public liability insurance with a limit of indemnity of not less than £5,000,000 (five million pounds) in relation to any one claim or series of claims;
 - 8.5.2 employer's liability insurance in accordance with any legal requirement for the time being in force in relation to any one claim or series of claims;
 - 8.5.3 professional indemnity insurance with a limit of indemnity of not less than £10,000,000 (ten million pounds) in relation to any one claim or series of claims and shall ensure that all professional consultants involved in the provision of the Services hold and maintain appropriate cover; and
 - 8.5.4 any other insurances as agreed to be maintained by each Authority in respect of its liabilities under this Agreement.
- 8.6 Each Authority shall at all times take all reasonable steps to minimise and mitigate any loss for which the relevant Authority is entitled to bring a claim against another Authority or Authorities pursuant to this Agreement.

9 DOCUMENTATION

The Heads of Regeneration Working Group shall produce the initial drafts of standard documentation for the Transportation Programme and for Projects for approval by BC Authorities.

10 CONFIDENTIALITY

- 10.1 Each Authority shall use reasonable endeavours to keep in strict confidence, and shall bind all its employees, servants and agents to keep in strict confidence, all commercial and technical information in whatever form acquired by it (whether directly or indirectly) concerning another Authority in connection with this Agreement (hereinafter called Confidential Information). No Authority shall, save as hereinafter provided, use or disclose any such Confidential Information other than for the purposes of the Transportation Programme or as expressly permitted by this Agreement. The foregoing restriction shall not apply to:
- 10.1.1 information which at the time of disclosure is generally available to the public;

- 10.1.2 information which the Authorities are obliged to release under the provisions of the Freedom of Information Act 2000;
 - 10.1.3 information which after disclosure becomes generally available to the public through no fault of the receiving Authority;
 - 10.1.4 information which the receiving Authority can show was in its possession prior to the disclosure and which was not acquired directly or indirectly from the other Authority; and
 - 10.1.5 information which the receiving Authority can show was received by it after the time of disclosure from any Authority without any obligation of confidentiality and which was not acquired directly or indirectly from the other Authority.
- 10.2 The confidentiality obligations set out in this clause shall survive for a period of five (5) years after the termination of the Transportation Programme.
- 10.3 Each Authority shall impose the same confidentiality obligations set out in this clause 10 upon its affiliates, consultants and other third parties who are in association with it and may have access to Confidential Information during the term of this Agreement.

11 INTELLECTUAL PROPERTY

- 11.1 The Authorities agree that all Intellectual Property Rights existing at the Commencement Date shall remain the property of the relevant Authority.
- 11.2 All Intellectual Property Rights created by the Authorities after the Commencement Date during the period of the Transportation Programme and developed specifically for application in connection with the Transportation Programme shall, unless otherwise agreed in writing, belong to the Authorities jointly, and the Authorities shall use all reasonable endeavours to ensure that each Authority receives appropriate rights to any Intellectual Property Rights created during and relating to the Transportation Programme or the Joint Commissioning Programme.

12 WARRANTIES

- 12.1 Each Authority warrants to the other Authorities that:
- 12.1.1 it has the necessary right and authority to enter into this Agreement; and

12.1.2 the signatories hereto for and on behalf of that Authority are authorised and fully empowered to execute this Agreement on that Authority's behalf.

13 FORCE MAJEURE

13.1 If any Authority is affected by Force Majeure it shall forthwith notify the other Authorities of the nature and extent thereof.

13.2 No Authority shall be deemed to be in breach of this Agreement, or otherwise be liable to the other, by reason of any delay or failure in performance or non-performance, of any of its obligations hereunder, to the extent that such delay or failure or non-performance is due to any Force Majeure which it has notified in a timely manner to the other Authorities, and the time for performance of that obligation shall be extended accordingly.

13.3 If the Force Majeure in question prevails for a continuous period in excess of three months, the Authorities shall enter into bona fide discussions with a view to alleviating its effects, or to agreeing upon such alternative arrangements as may be fair and reasonable.

14 DURATION AND TERMINATION

14.1 The provisions of this Agreement shall come into force on the Commencement Date.

14.2 The Authorities shall review the terms of this Agreement on an annual basis and this Agreement shall be deemed to renew automatically on the same terms for a further period of 12 (twelve) calendar months from 1 April in each year unless the Authorities otherwise agree in which event this Agreement shall terminate at close of business on the 31 March.

14.3 One or more Authorities may give not less than 3 months' notice in writing to the Lead Authority and other Authorities at any time to withdraw from this Agreement. In these circumstances, the BC Authorities shall meet within one month of the date of service of any such notice of withdrawal for the purposes of preparing an implementation plan:

14.3.1 for the withdrawal of the relevant Authority from the Agreement; or

14.3.2 in circumstances where the remaining Authorities do not wish to continue with the Agreement for any reason or where the continuation of the Agreement is not viable, for the termination of the Agreement.

- 14.4 The Authorities shall each act reasonably in co-operating with each other to facilitate the withdrawal of an Authority from the Agreement or the termination of the Agreement and the Authority giving notice of withdrawal (or if there is more than one such Authority then each of them in equal shares) shall bear all costs arising out of or in connection with such withdrawal or termination pursuant to clause 14.3 and shall indemnify the remaining Authorities against all costs and expenses incurred or to be incurred by them arising out of or in connection with that withdrawal or termination. The remaining Authorities shall determine (acting reasonably and in good faith) if any variations are required to this Agreement in consequence of the withdrawal of that Authority.
- 14.5 No relaxation, forbearance, delay or indulgence by any Authority in enforcing any of the terms of this Agreement or the granting of time by any Authority to any other shall prejudice, affect or restrict the rights and powers of that Authority in relation to the other, nor shall any waiver by any Authority of a breach of this Agreement be considered as a waiver of any subsequent breach of the same or any other provision.
- 14.6 The right to withdraw from this Agreement given by this clause 14 shall not prejudice any other right or remedy of any Authority in respect of any breach of this Agreement by another Authority, whether or not such breach was the cause of the Authority's withdrawal from the Agreement.

15 VARIATION

- 15.1 The BC Authorities shall from time to time review the operation of this Agreement, implementation of the Transportation Programme and achievement of the Objectives.
- 15.2 Such reviews shall be undertaken on an annual basis or at such other intervals as appear to the Lead Authority to be appropriate and Lead authority shall make proposals to the Authorities for any changes which seem to the Lead Authority to be reasonable and appropriate in the circumstances.
- 15.3 Any changes or variation to this Agreement shall be agreed by the BC Authorities and supported by a deed of variation.

16 PUBLICITY AND PUBLIC RELATIONS

- 16.1 The Authorities shall co-operate and consult with each other in respect of any matter involving public relations in so far as reasonably practicable having regard to the nature and urgency of the issue involved.
- 16.2 The Lead Authority may agree protocols for the handling of public relations from time to time.

17 DISPUTES

- 17.1 If any dispute arises between the Authorities arising in connection with the provisions of this Agreement the Authorities shall endeavour to resolve the dispute by agreement as quickly as possible but if the dispute has not been resolved within ten (10) Working Days then either Authority may request the others to participate in a meeting of their Chief Executives. The Authorities in dispute shall exchange statements at least three (3) clear Working Days prior to the date of the meeting, setting out their respective views of the disputed issues. If the Chief Executives do agree a strategy for the resolution of the dispute the Authorities shall then liaise in good faith to arrange to implement the strategy for resolution within ten (10) Working Days of the meeting.
- 17.2 If notwithstanding any steps taken by the Authorities pursuant to clause 17.1, the dispute between the Authorities remains unresolved then at the request of any Authority the dispute shall be referred (in the absence of any express provision to the contrary) to a suitably qualified independent person appointed jointly by the Authorities (the "**Independent Person**").
- 17.3 The Independent Person is to have at least 10 years post qualification experience relevant to the dispute and his/her identity shall be agreed between the Authorities.
- 17.4 If the Authorities cannot agree on the Independent Person's identity the Independent Person is to be appointed at the request of any of the Authorities by the president or chairman for the time being of whichever of the following bodies is most appropriate having regard to the nature of the dispute:
- 17.4.1 The Royal Institution of Chartered Surveyors;
- 17.4.2 The Institute of Chartered Accountants in England & Wales; or
- 17.4.3 The Law Society of England and Wales.

17.5 The Independent Person is to act as arbitrator in accordance with the Arbitration Act 1996 and the costs of the arbitration shall be payable by the Authorities in the proportions determined by the Independent Person and unless agreed otherwise the default position being as determined under the Arbitration Act 1996.

17.6 Where costs of the Independent Person remain unpaid by the Authority liable to pay them pursuant to this clause, the other Authorities or any of them may discharge those costs and recover the sum so paid from the defaulting Authority as a debt on written demand.

18 COMPLAINTS

In the event of a complaint about a Project being received, the Development Authority for that Project will manage the complaint and shall report to the Lead Authority and the Heads of Regeneration Working Group within four weeks or such other period as agreed with the Lead Authority upon the complaint and in any event at the conclusion of the complaint.

19 LOCAL AUTHORITY POWERS

Nothing in this Agreement shall prejudice or affect any of the statutory rights, powers, obligations and duties for the time being vested in the Authorities.

20 NOTICES AND SERVICE

20.1 Any notice or other information required or authorised by this Agreement to be given by any Authority to the other Authorities shall be given by:

20.1.1 delivering the same by hand; or

20.1.2 sending the same by pre-paid registered post;

to the other Authority or Authorities at the address given at the beginning of this Agreement or such other address as has been notified to the Authorities in writing.

20.2 Any notice or information sent by post in the manner provided by clause 20.1 which is not returned to the sender as undelivered shall be deemed to have been given on the second day after the envelope containing it was so posted, and proof that the envelope containing any such notice or information was properly addressed, pre-paid, registered and posted, and that it has not been returned to the sender, shall be sufficient evidence that the notice or information has been duly given.

21 FREEDOM OF INFORMATION

- 21.1 Each Authority acknowledges that it is subject to the requirements of the code of practice on access to government information, the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations ("EIR") and shall assist and co-operate with each other to enable each to comply with its information disclosure obligations.
- 21.2 Each Authority shall provide all necessary assistance as reasonably requested by the other Authorities to enable the other Authorities to respond to any requests for information that falls under the FOIA or EIR and is related to the Transportation Programme ("Request for Information") within the time for compliance set out in section 10 of the FOIA or regulation 5 of the EIR.
- 21.3 The Authority who receives the initial Request for Information shall be responsible for responding to the initial request and determining in its absolute discretion and notwithstanding any other provision in this Agreement or any other agreement whether any information is exempt from disclosure in accordance with the provisions of the code of practice on access to government information, the FOIA or the EIR.
- 21.4 Each Authority shall ensure that all information produced in the course of this Agreement is retained for disclosure and shall permit the other Authorities to inspect such records as requested from time to time. The costs incurred by the Lead Authority in responding to requests for information under the FOIA and the EIR in relation to a Project, the Transportation Programme and or the Joint Commissioning Programme shall be Shared Costs provided that any such costs incurred in respect of a Project that does not involve all the Authorities shall not be Shared Costs but shall be shared between (and reimbursed on demand by) those Authorities who are involved in that Project (and if just one Authority is involved then the costs shall be borne solely by that Authority).
- 21.5 The Programme Director shall consider any request from other Authorities to treat any costs incurred in responding to a request for information under the FOIA and the EIR in connection with the Transportation Programme and/or the Joint Commissioning Programme as a Shared Cost and shall determine such request in his absolute discretion.

22 DATA PROTECTION

With respect to the Authorities' rights and obligations under this Agreement, each Authority agrees to comply with the obligations imposed on it by the Data Protection Legislation as a Data Controller and to ensure that Personal Data is processed only in accordance with its own policies on data protection, information security and retention of personal data to comply with its obligations under the Data Protection Legislation.

23 EQUALITY ACT 2010

Each Authority agrees to comply with the obligations imposed on it by the Equality Act 2010.

24 GENERAL

- 24.1 This Agreement is personal to each of the Authorities and no Authority may assign, mortgage, charge or (except as otherwise provided in this Agreement) license any of its rights hereunder, or sub-contract or otherwise delegate any of its obligations hereunder, except with the written consent of all the other Authorities.
- 24.2 Nothing in this Agreement shall create, or be deemed to create, a partnership, or the relationship of principal and agent, between the Authorities.
- 24.3 The Authorities will act in good faith towards each other in relation to the Transportation Programme and in achieving the Objectives and outputs of the Transportation Programme and in complying with this Agreement and any Funding Agreements.
- 24.4 If any provision of this Agreement is held by any competent authority to be invalid or unenforceable in whole or in part, this Agreement shall continue to be valid as to the other provisions thereof and the remainder of the affected provision.
- 24.5 This Agreement and the Schedules constitute the entire agreement and understanding of the Authorities and supersedes any previous agreement between the Authorities relating to the subject matter of this Agreement.
- 24.6 Each of the Authorities acknowledges and agrees that in entering into this Agreement it does not rely on, and shall have no remedy in respect of, any statement, representation, warranty or understanding (whether negligently or innocently made) of any person (whether a party to this Agreement or not) other than as expressly set

out in this Agreement. Nothing in this clause shall, however, operate to limit or exclude any liability for fraud.

- 24.7 All payments by an Authority pursuant to this Agreement are exclusive of any applicable value added tax except where expressed to the contrary, and if any such value added tax is payable, the Authority in question shall be additionally liable for such tax, which shall accordingly be shown on the relevant VAT invoice.
- 24.8 No variation to this Agreement shall be valid unless it is in writing and signed by and on behalf of all the Authorities.
- 24.9 Every Authority shall from time to time do all such acts and execute all such documents as may be reasonably necessary in order to give effect to the provisions of this Agreement.
- 24.10 The Authorities shall bear their own costs of and incidental to the preparation, execution and implementation of this Agreement.
- 24.11 The Authorities do not intend that any provision of this Agreement should be enforceable pursuant to the Contracts (Rights of Third Parties) Act 1999 by any person who is not a party to this Agreement.
- 24.12 This Agreement shall be governed by and construed in accordance with the laws of England and Wales.



A454 Phases 1+2 (Willenhall Road) Project Costs

Workstream	
Project Management	
Design	
Traffic Modelling	
Land Purchase and Compulsory Purchase Order	
Utility Diversions	
Construction	
Total Costs	

Funders	RAG Rating
LA ITB	
BCLEP	
WMCA	
DFT	

*Note: All Prices are inclusive of risk and inflation

Programme Summary

Initial Investment Funding Estimate		Latest Costs to Completion						
Initial Project Estimate	Business Case Estimate	2021/22	22/23	23/24	24/25	25/26	26+	Total
£ 30,000.00	£ 30,000.00	£ 110,989.00	£ 114,318.00	£ 117,747.00	£ 121,279.00	£ 124,917.00	£ -	£ 589,250.00
		£ 250,000.00	£ 300,000.00					
£ -						£ -		
£ -	£ -	£ -	£ 1,250,000.00	£ -		£ -		
			£ 3,000,000.00					
			£ 25,000,000.00					
£ 30,000.00	£ 30,000.00	£ 360,989.00	£ 29,664,318.00	£ 117,747.00	£ 121,279.00	£ 124,917.00		£30,010,000

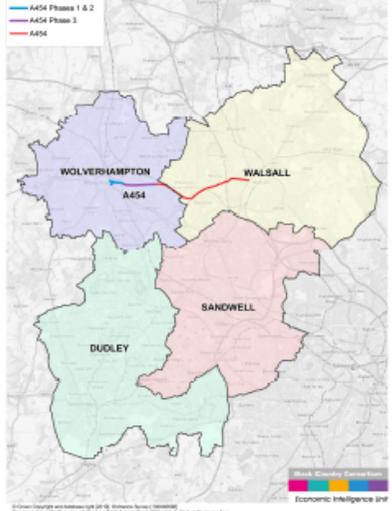
Current Approved Funding Ceiling		
Latest Approved	Total Expenditure to Date	Variance
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-

Current Year Financial Performance		
Original Forecast	Latest Forecast	Variance
30,000	30,000	110,989
-	-	-
-	-	-
-	-	-
30,000	30,000	110,989
-	-	-
-	-	-

Role	2021/22	2022/23	2023/24	2024/25	2025/26	26+
Programme Manager	£ 73,829.00	£ 76,043.00	£ 78,324.00	£ 80,673.00	£ 83,093.00	
Graduate	£ 37,160.00	£ 38,275.00	£ 39,423.00	£ 40,606.00	£ 41,824.00	

Key Risk	Scenario	Mitigation

Programme Update





A454 Phase 3 (Willenhall Road, Neachells Lane Junction) Project Costs

Project Costs	
Project Management	
Design	
Traffic Modelling	
Land Purchase and Compulsory Purchase Order	
Utility Diversions	
Construction	
Total Costs	

Funders	RAG Rating
LA ITB	
BCLEP	
WMCA	
DFT	

*Note: All Prices are inclusive of risk and inflation

Programme Summary

Initial Investment Funding Estimate		Latest Costs to Completion						
Initial Project Estimate	Business Case Estimate	2021/22	22/23	23/24	24/25	25/26	26+	Total
£ 22,000,000.00	£ 22,000,000.00	£ 110,989.00	£ 114,318.00	£ 117,747.00	£ 121,279.00	£ 124,917.00		£ 589,250.00
				£ 450,000.00	£ 250,000.00			
£ -	£ -	£ -	£ -	£ -	£ 7,015,000.00	£ -		
				£ 1,000,000.00	£ 1,000,000.00			
				£ 3,000,000.00	£ 6,500,000.00	£ 3,000,000.00		
£ 22,000,000.00	£ 22,000,000.00	£ 110,989.00	£ 114,318.00	£ 4,567,747.00	£ 14,886,279.00	£ 3,124,917.00		£ 22,215,000.00

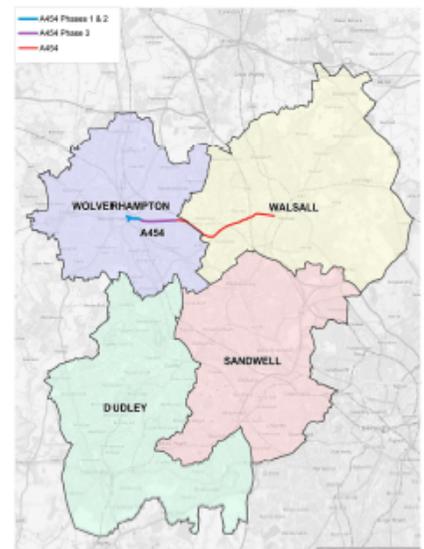
Funders	RAG Rating
LA ITB	
BCLEP	
WMCA	
DFT	

Role	2021/22	2022/23	2023/24	2024/25	2025/26	26+
Programme Manager	£ 73,829.00	£ 76,043.00	£ 78,324.00	£ 80,673.00	£ 83,093.00	
Graduate	£ 37,160.00	£ 38,275.00	£ 39,423.00	£ 40,606.00	£ 41,824.00	

Key Risk	Scenario	Mitigation

Programme Update

Current Approved Funding Ceiling			Current Year Financial Performance		
Latest Approved	Total Expenditure to Date	Variance	Original Forecast	Latest Forecast	Variance
-	-	-			110,989
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	110,989
-	-	-	-	-	-
-	-	-	-	-	-



BLACK COUNTRY TRANSPORT
A449 (Stafford Road) Project Costs

Project Costs	
Project Management	
Design	
Traffic Modelling	
Land Purchase and Compulsory Purchase Order	
Utility Diversions	
Construction	
Total Costs	

Funders	RAG Rating
LA ITB	
BC LEP	
WMCA	
DfT	

Initial Investment Funding Estimate		Latest Costs to Completion						
Initial Project Estimate	Business Case Estimate	2021/22	22/23	23/24	24/25	25/26	26+	Total
£ 25,000,000.00	£ -	£ 110,989.00	£ 114,316.00	£ 117,747.00	£ 121,279.00	£ 124,917.00		£ 589,250.00
		£ 15,000.00	£ 100,000.00	£ 250,000.00				
£ -	£ -	£ 45,000.00				£ -		
£ -	£ -	£ -	£ -	£ -		£ -		
					£ 1,250,000.00			
					£ 1,750,000.00	£ 4,750,000		
£ 25,000,000.00	£ -	£ 170,989.00	£ 214,316.00	£ 367,747.00	£ 3,121,279.00	£ 4,874,917.00		£ 8,325,000

Current Approved Funding Ceiling			Current Year Financial Performance		
Latest Approved	Total Expenditure to Date	Variance	Original Forecast	Latest Forecast	Variance
-	-	-	25,000,000	-	110,989
-	-	-	-	-	45,000
-	-	-	-	-	-
-	-	-	25,000,000	-	155,989

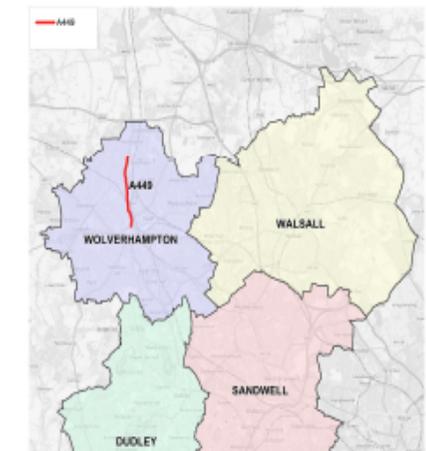
*Note: All Prices are inclusive of risk and inflation

Programme Summary

Role	2021/22	2022/23	2023/24	2024/25	2025/26	26+
Programme Manager	£ 73,829.00	£ 76,043.00	£ 78,324.00	£ 80,673.00	£ 83,093.00	
Graduate	£ 37,160.00	£ 38,275.00	£ 39,423.00	£ 40,606.00	£ 41,824.00	

Key Risk	Scenario	Mitigation

Programme Update



Schedule 1B

The Joint Commissioning Programme

bct Black Country Transport		Work Plan										Status Updates			
Programme	Column1 Ref	Objectives						MRN Budget (TWMM 21/22)	MRN Budget (TWMM 22/23)	Joint Commissioning Budget (£160k)	Output(s) / Deliverable(s)	Q1 (Apr - Jun 2020)	Q2 (Jul - Sep 2020)	Q3 (Oct - Dec 2020)	Q4 (Jan - Mar 2021)
		Black Country Plan	Black Country Transport	Task Owner/s	Resource	Funding to be sourced in 2021	Funded via Other Sources								
Black Country Transport Strategy	1	Economic Growth	Policy	Stuart Everton	Kester Sleeman					£ 80,000.00	Deliver an ABCA approved strategy document which clearly articulates the BC approach to transport infrastructure and services of the Black Country, complements the West Midlands Movement for Growth Transport Plan, Black Country Plan, Birmingham Transport Plan				
Black Country ULEV Strategy		Environment	Capital Programme	Stuart Everton	Kester Sleeman					£ 60,000.00	Finalising the business case, working with TWMM on a single procurement mechanism and site identification across the 4 LAs.				
Funding bid for future KRN / MRN transport schemes	2	Connectivity	Future Majors (Pipeline)	Eleanor Cooper	Graduate 1					£ 10,000.00	Funding bids to TWMM for TCF KRN funding; and Midlands Connect for MRN funding				
A41 Corridor	3	Connectivity	Future Majors (Pipeline)	Matt Crowton Andy Miller	Graduate 2						Cross boundary scheme featuring development of key junctions including Moxley Gyrotory, including option selection and initial consultation				
A461 Corridor	4	Connectivity	Future Majors (Pipeline)	Matt Crowton Neil Lissimore Andy Miller	Graduate 2						Cross boundary scheme feature development of key junctions including Rushall, including option selection and initial consultation				
Aldridge Station	5	Connectivity	Town Centre & Public Transport	Matt Crowton	Eleanor Cooper						New station delivered by WMRE, with support from WMBC on supporting highways measures				
Watnall Town Centre Masterplan - Watnall Station	6	Communities	Town Centre & Public Transport	Matt Crowton	Eleanor Cooper					£ 10,000.00	Station redevelopment to be supported by public realm and transportation projects				
A34 Corridor	7	Connectivity	Strategic Highways	Matt Crowton Andy Miller	Kester Sleeman						Development and delivery of elements of SPRINT phases 1 & 2, as well development of a segregated cycle path on the corridor				
City East Gateway (A454 Corridor)	8	Connectivity	Future Majors (Pipeline)	Marianne Page Matt Crowton	Programme Manager 1 & Graduate 1			£ 274,000	£ 70,000		Development of Phases 1 and 2 including commencing CPO and stats diversions				
A4123 Corridor	9	Connectivity	Future Majors (Pipeline)	Marianne Page Neil Lissimore Matt Crowton	Programme Manager 2 & Graduate 2			£ 200,000	£ 225,000		Development of key junctions and end-to-end segregated cycle path, building on existing business case				
City North Gateway (A449 Corridor)	10	Connectivity	Strategic Highways	Marianne Page	Programme Manager 3 & Graduate 2			£ 141,000	£ 399,000						
Willenhall Rail Station	11	Connectivity	Town Centre & Public Transport	Matt Crowton	Eleanor Cooper						New station delivered by WMRE, with support from WMBC on supporting highways measures				
Darlaston Rail Station	12	Connectivity	Town Centre & Public Transport	Matt Crowton	Eleanor Cooper						New station delivered by WMRE, with support from WMBC on supporting highways measures				
M6 J10 - Project Delivery	13	Connectivity	M6 Junction 10	Matt Crowton	Steven Edwards						Continued delivery of major motorway junction improvement project				
Wednesbury to Brierley Hill Metro Extension	14	Connectivity	Town Centre & Public Transport	Neil Lissimore Andy Miller	Graduate 1						Development of a package of supporting measures to support the metro extension including improving access to all stops by active modes				
M5 J1	15	Connectivity	Future Majors (Pipeline)	Andy Miller	Programme Manager 3 & Graduate 2						Further development of existing options including modelling and business case				
Annual Total								£ 615,000.00	£ 694,000.00	£ 160,000.00					
Combined Total								£ 1,300,000.00		£ 160,000.00					

SCHEDULE 2**Funding and Resource**

Capital Funding will be contributed as follows:

Authority	Contribution
Walsall	£40,000
Dudley	£40,000
Sandwell	£40,000
Wolverhampton	£40,000
Total	£160,000

Resources will be as set out in the column headed "Resource" in Schedule 1B.

SCHEDULE 3

Governance

(1) Heads of Regeneration Working Group

The Black Country Heads of Regeneration Working Group comprises the four Local Authority Heads of Regeneration or their nominated representatives (voting members), BCC Ltd.'s Chief Executive, the Black Country Director of Transportation and a private sector BC LEP Board Member (non-voting members).

The overall role of the Heads of Regeneration Working Group is, with support from the Transportation Programme and the Joint Committee Programme Manager and the Single Accountable Body Team, to devise, oversee, manage and monitor the Transportation Programme, review and evaluate on a regular basis an ongoing individual Project's progression and delivery against the Business Case for that Project (including any key milestones, financial spend and compliance with any central Government grant terms or other Funding Agreements) and report and make recommendations and provide updates to BC Authorities as appropriate.

(2) Black Country Transport Officers' Group

A reporting group which provides oversight in respect of all transport related matters. Reports are provided to key individuals across the four Authorities and TfWM. The meetings are held monthly and clerked by TfWM. The group will have oversight of the following:

- Transport Innovation
- Regional Transport Co-Ordination centre and Key Route Network
- Sustainable Transport
- Major Projects including those being developed by Black Country Transport and TfWM strategic transport officers' group papers

(3) Black Country Transport Team

The Black Country Transport Team is responsible for driving the Transportation Programme and delivering the outcomes and benefits in line with the approach agreed by the Heads of Regeneration and the BC Authorities. Members of the group are collectively and individually accountable to the Programme Director for their areas of

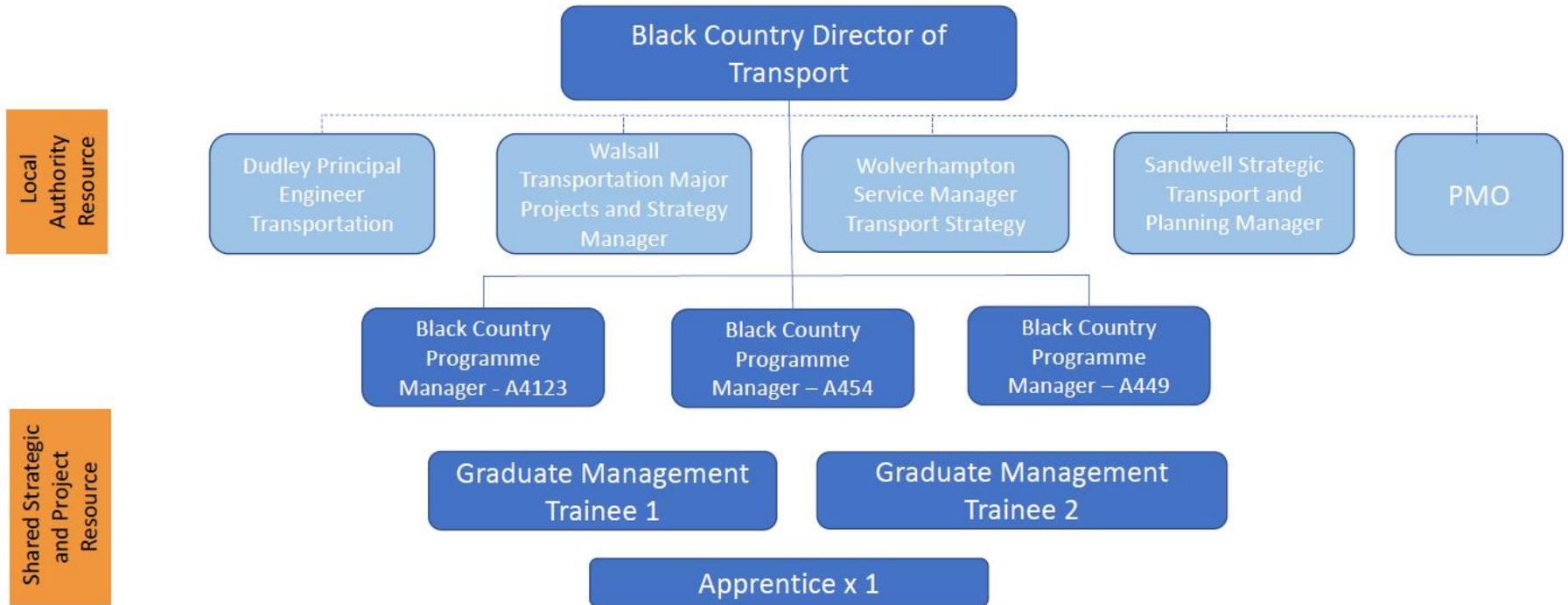
responsibility and delivery within the key tasks. The group and team will include the key people identified in the organogram set out below in this Schedule and will also include other key stakeholders as appropriate.

The Black Country Transport Team will work closely with the existing Authorities' transport teams. The co-ordination of activities between both the Black Country Transport Team and the local authority transport team will be the respective Technical Lead. The Technical Leads will have oversight of all work being undertaken at both a local and Black Country level and will be able to identify areas where there is potential overlap and there are more efficient ways of pooling projects or agendas together.

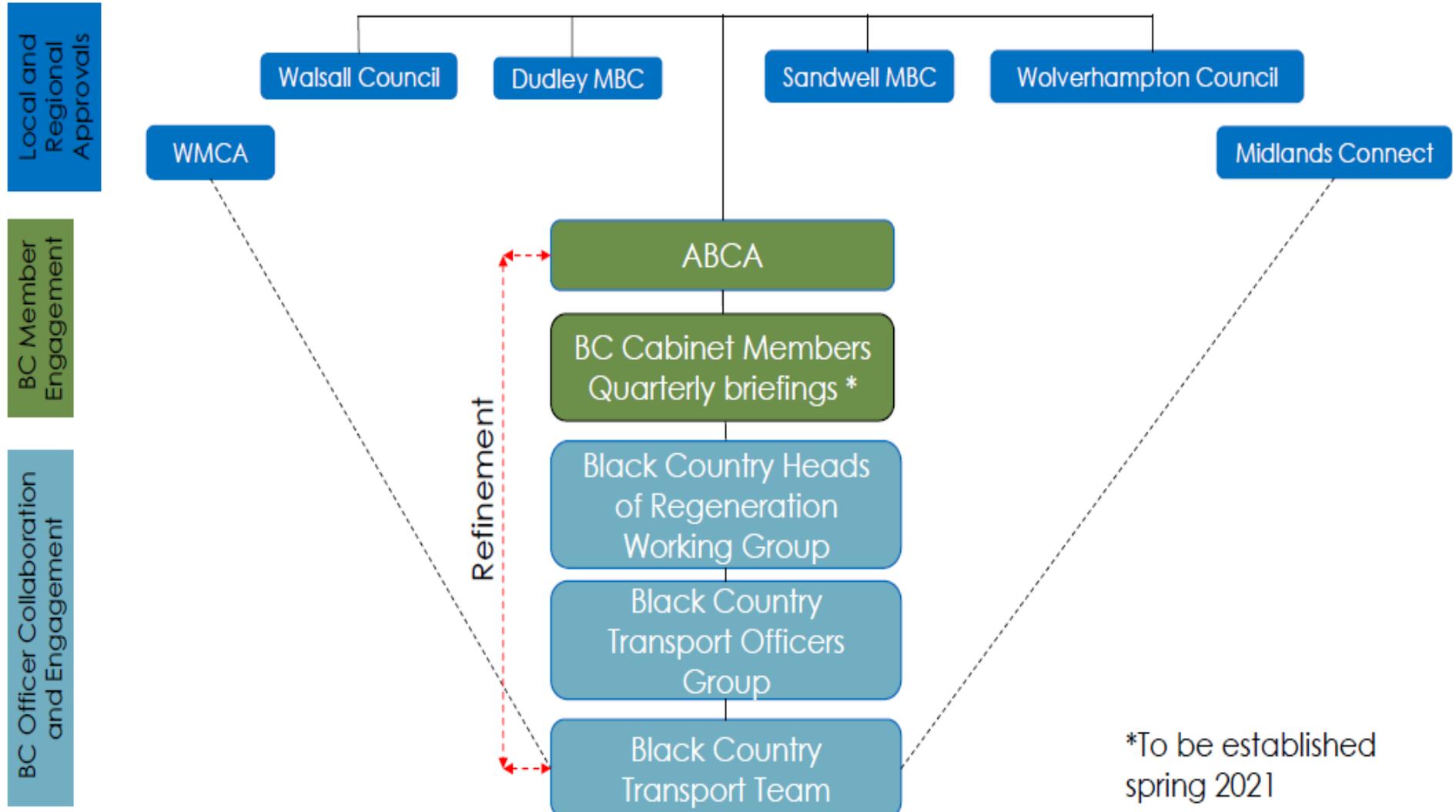
The Black Country Transport Team will lead on the development of Projects and Business Cases that have a value of £2,000,000 (two million pounds) or more and/or which require external funding. Projects and Business Cases below this amount will be dealt with by individual local authorities. The Black Country Transport Team may lead on the development of local Projects for one or more (but not all) Authorities if requested with reimbursement of costs and would seek to utilise the existing staff within the relevant Authority as appropriate but it is intended that this would be agreed on a Project by Project basis.

It is not intended that the Black Country Transport Team would deliver any Project after a Business Case is completed and approved and the construction phase would therefore move across to the relevant Authority to act as Development Authority and its team for delivery.

Black Country Transport Team



BCT Governance – January 2021



EXECUTED (but not delivered until the date hereof) as a **DEED**

by affixing of the **COMMON SEAL** of

WALSALL METROPOLITAN BOROUGH COUNCIL in the presence of:

Authorised Signatory

PRINT NAME

EXECUTED (but not delivered until the date hereof) as a **DEED**

by affixing of the **COMMON SEAL** of

DUDLEY METROPOLITAN BOROUGH COUNCIL in the presence of:

Authorised Signatory

PRINT NAME

EXECUTED (but not delivered until the date hereof) as a **DEED**

by affixing of the **COMMON SEAL** of

BOROUGH COUNCIL OF SANDWELL in the presence of:

Authorised Signatory

PRINT NAME

EXECUTED (but not delivered until the date hereof) as a **DEED**

by affixing of the **COMMON SEAL** of

WOLVERHAMPTON CITY COUNCIL in the presence of:

Authorised Signatory

PRINT NAME

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 17 March 2021
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Report title	Black Country Tenancy Strategy
Decision designation	AMBER
Cabinet member with lead responsibility	Councillor Jacqueline Sweetman City Assets and Housing
Key decision	Yes
In forward plan	Yes
Wards affected	All Wards
Accountable Director	Ross Cook, City Environment
Originating service	City Housing
Accountable employee	Michelle Garbett Housing Policy Officer Tel 01902 552954 Email michelle.garbett@wolverhampton.gov.uk
Report to be/has been considered by	City Environment Leadership 16 February 2021 Team

Recommendation for decision:

The Cabinet is recommended to:

1. Approve the adoption of the Black Country Tenancy Strategy.

1.0 Purpose

- 1.1 Approval is sought for the adoption of the revised Black Country Tenancy Strategy.
- 1.2 In conjunction with the neighbouring Black Country local authorities, the Council has participated in a review of the Black Country Tenancy Strategy 2013 to ensure it continues to be fit for purpose.
- 1.3 The Black Country Tenancy Strategy provides guidance to Registered Social Landlords and as such, updating the Strategy allows for a consistent approach to the use of Fixed Term Tenancies and Affordable Rents to be applied across the sub-region.

2.0 Background

- 2.1 The Localism Act 2011 introduced flexible secure tenancies, referred to as Fixed Term Tenancies, which could be used by Registered Social Housing Providers. These are tenancies which can be issued for a fixed period of time, typically five years and based on a set of fixed criteria, can either be renewed or terminated at the close of the term. These are different to secure tenancies which typically mean a tenant has the right to live in the property for the whole of their life.
- 2.2 The Localism Act 2011 also introduced Affordable Rents for social housing tenants. Affordable Rents are set at up to 80% of a local private rent (in accordance with set regulations).
- 2.3 Section 150(1) of the Localism Act 2011 states that a local authority must publish a Tenancy Strategy, which sets out the considerations that Registered Social Housing Providers in their area should 'have regard' for in their use Fixed Term Tenancies and Affordable Rents.
- 2.4 The production of a Tenancy Strategy remains a statutory responsibility, which the City of Wolverhampton Council has fulfilled in its joint production of the Black Country Tenancy Strategy, along with our Black Country partners.
- 2.5 In 2012 the Council worked in partnership with Dudley, Walsall and Sandwell Councils to produce the Black Country Tenancy Strategy, which sets out how Registered Social Housing Providers operating across the Black Country Region will be expected to administer both Fixed Term Tenancies and Affordable Rents. The development of regional strategies was encouraged by the government to provide consistency across a region.

3.0 The Review of the Black Country Tenancy Strategy

- 3.1 The statutory obligation to have a Tenancy Strategy is still in place and in partnership with the other Black Country local authorities the Council has recently concluded a review of the 2013 Black Country Tenancy Strategy.
- 3.2 The review included the opportunity for all the Registered Social Housing Providers operating in Wolverhampton, and who are signed up to the Nominations Agreement, to

become involved and has also been shared to officers of the Council who engage with the housing association sector. In addition, Dudley Council undertook a specific consultation exercise with housing providers operating across the wider Black Country Region. During the consultation exercise many Registered Social Housing Providers reported that they intended to reduce or discontinue with Fixed Term Tenancies largely on account of the administrative burden involved.

4.0 Revisions to the Black Country Tenancy Strategy

4.1 A revised strategy has been developed, which is attached at Appendix 1 of this report.

4.2 The following changes have been made:

A. Fixed Term Tenancies

- Extending the notice period provided to a tenant that a review of their fixed term tenancy will be conducted by their landlord; from a minimum of six months to a minimum of nine months prior to the end date of their fixed term tenancy.
- Tenants to be notified of the outcome of the review of their fixed term tenancy, at least six months prior to the end date of their fixed term tenancy, and increase from three months.
- To remove the current requirement for the participating Local Authorities to monitor Registered Social Housing Providers on their use of the strategy, as this has proved to be impracticable and difficult to administer. The City of Wolverhampton will develop its own local monitoring arrangements to be agreed with Registered Social Housing Providers.
- To add greater clarity on the reasons a fixed term tenancy may not be renewed and as such the tenancy ended. The reasons must relate to the housing needs of the household, for example:
 - The property is adapted and no-one residing at the property requires the adaptations.
 - The financial circumstances of the tenant have changed to such an extent that other housing options would be more appropriate.
 - The tenant and/or their advocate do not engage in the Fixed Term Tenancy review process.
 - The tenant comes into legal ownership of another home or property.

B. Affordable Rents

- Where new properties are built, without funding from the Affordable Housing Grant programme, the expectation is that a proportion of these will be social rented housing, which is lower than an Affordable Rent.

- Tenants who cannot afford Affordable Rented homes, should be supported to access social rented housing. This will enable tenants to access an appropriate tenancy, sustain the tenancy and not exclude the household from accessing housing provided by a Registered Social Housing Providers.
- Converting a property from a social rent to an affordable rent is not supported. To justify this conversion the Registered Social Housing Providers would need to demonstrate that they are providing additional social homes elsewhere in the region.

4.3 These changes are intended to provide a better period of time for tenants to secure a new home should it be recommended that their fixed term tenancy comes to an end, greater transparency as to why this could happen, as well as maintain a proportion of the most affordable properties; social rent, across the sub-region's social housing stock.

4.4 The strategy will come into effect from the 1 April 2021 across the Black Country.

5.0 Evaluation of alternative options

5.1 Option one would be to make no change to the existing strategy. Where Registered Providers are using fixed term tenancies, this would result in the continuation of short notice periods for those tenants facing an end to their tenancy. Where they continue to be eligible for social housing, this will make it difficult for them to secure another home that meets their needs in the short timescale given.

5.2 If there is an increase in homes for affordable rent with no encouragement of the provision of homes for social rent, it could add to the depletion of social rented homes, which is the most affordable tenure supporting many vulnerable households to maintain a tenancy and safe and healthy place to live.

6.0 Reasons for decision

6.1 The statutory obligation to have a Tenancy Strategy is still in place. It is therefore recommended to ensure the strategy in place is reviewed, amended and remains fit for purpose.

6.2 The city continues to experience a reduction in the number of social rented homes. The city loses around 300 properties per year through the Right to Buy. The Strategy reflects the need to maximise the replacement of these homes. The aim of which is to ensure a supply of the most affordable homes continue to be available to the households in the greatest housing need.

6.3 The strategy also provides greater notice to tenants of the intention to review and possibly end their fixed term tenancy. In extending the notice periods, the strategy aims to provide transparency, time to prepare and clear reasons for ending.

7.0 Financial implications

7.1 This report devolves the requirements on how and when to monitor Registered Social Housing Providers in their cooperation with this strategy from a sub-regional to a local

authority level. This will be picked up within existing resources of the Housing Strategy and Policy team. There are no financial implications arising from the report as it relates to properties owned and managed by Registered Social Housing Providers.

[JM/11022021/R]

8.0 Legal implications

8.1 Section 150(1) of the Localism Act states that all local authorities must publish a strategy that sets out the matters that registered providers of social housing operating in their district must '*have regard*' when formulating policies relating to Fixed Term Tenancies and Affordable Rents. The adoption of the Strategy will ensure that the Council is not open to any form of legal challenge and maintains its statutory obligations in this context.

The strategy will, at the latest, come into affective from 1 April 2021.

[DC/11022021/N]

9.0 Equalities implications

9.1 An Equality Impact Assessment has been completed and no adverse impacts were found on any of the protected characteristics.

10.0 All other implications

10.1 A decent affordable home is a central component from which to build a stable life and to participate more readily in all forms of daily life. The health benefits of living in a decent sustainable home are well documented in improving a wide range of both physical and mental health determinants.

11.0 Schedule of background papers

11.1 [Adoption of a Wolverhampton Tenancy Strategy and Overarching Black Country Tenancy Strategy](#), Cabinet, 3 January 2013

12.0 Appendices

12.1 Appendix 1 – The Black Country Tenancy Strategy

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Black Country Tenancy Strategy

Dudley MBC

Sandwell MBC

Walsall MBC

City of Wolverhampton Council

Effective from: 1 April 2021

Black Country Tenancy Strategy

Overview

This Black Country Tenancy Strategy has been developed in response to the Localism Act 2011. Section 150 (1) to (8) sets out the issues and administration procedures to be followed by local authorities with regard to their Tenancy Strategy. Section 150 (1) of the Act states that a local housing authority in England must prepare and publish a strategy (a “tenancy strategy”) setting out the matters to which the registered providers of social housing for its district are to have regard in formulating policies relating to—

- the kinds of tenancies that they grant;
- the circumstances in which they will grant a tenancy of a particular kind;
- where they grant tenancies for a certain term, the lengths of the terms; and,
- the circumstances in which they will grant a further tenancy at the end of an existing tenancy.

Section 150 (3) also states that local authorities must have regard to their tenancy strategy when delivering their housing management function.

The Localism Act introduced provision for a new flexible secure tenancy for registered providers of social housing referred to as a Fixed Term Tenancy (FTT). As the term suggests, these tenancies can be issued for fixed terms and, based on a set of fixed circumstances, can either be renewed (by way of ending the original tenancy and granting a new one) or terminated at the close of the term. The legislation also brings in the use of ‘Affordable Rents’ for social housing tenants that are set at up to 80% of the local private rented market level (in accordance with guidance set out in the relevant Affordable Homes Programme).

The purpose of this strategy is to indicate how these new freedoms will be used in a strategic way to make the best use of affordable housing¹ stock across the Black Country local authority areas consisting of Dudley, Sandwell, Walsall and Wolverhampton. All Registered Providers operating across the Black Country area will be expected to give regard to the objectives and principles set out in this strategy.

The overarching strategic objective of this strategy is to create a consistent and fair approach to the use of Fixed Term Tenancies and Affordable Rents across the Black Country Region in order to:

- help local households to meet their current and future housing needs;
- encourage Registered Providers to invest in the Black Country to provide more affordable housing options;
- create sustainable communities and continue to protect the vulnerable.

¹ See Glossary of Terms

We welcome the use of these powers, alongside the use of existing powers, where they can contribute to:

- Making the best use of social housing stock;
- Addressing issues such as under occupation or overcrowding;
- Assisting tenants to improve their employability prospects and improve the economic circumstances of their household (by supporting access to training, employment, mentoring etc) which will widen the range of housing options that are available to them;
- Encouraging and maintaining thriving sustainable communities.

Use of tenancies and their duration

Housing providers should, where possible, offer the most secure form of tenure that is compatible with the purpose of the accommodation, the needs of the household and helps to build sustainable communities.

Local authorities and Registered Providers have the powers to use a wide range of tenancy types. Registered Providers have a range of tenancy options, including, for example, Secure, Assured, Assured Shorthold, Starter, Non-Secure and Demoted tenancies that have been used to good effect over the years. These should still be used as appropriate and Fixed Term Tenancies should not necessarily be the default tenancy type.

Each Black Country authority that has its own housing stock has developed its approach to using fixed term tenancies and as such there are no plans to introduce the wide scale use of fixed term tenancies. However, each authority continues to retain the right to use such tenancies where circumstances dictate that this may be the most effective way to utilise their housing stock.

Administration of Fixed Term Tenancies

The use of fixed term tenancies must be considered very carefully in order to ensure that communities are sustainable and the most vulnerable tenants or prospective tenants are provided with an appropriate type and length of tenancy to provide them with the protection and stability that they require to live successfully within their local community.

In order to achieve that, we require that:

- In accordance with government advice, any fixed term tenancy is offered for a minimum of five years plus any introductory/probationary or starter period. Tenancies of any shorter duration should only be issued in exceptional circumstances.
- A longer minimum fixed term be considered for those vulnerable tenants that may benefit from an additional period of stability, for

example occupants of some supported housing schemes or households containing children of school age.

- Tenants in sheltered housing or Extra Care Housing will not be considered for fixed term tenancies.
- All prospective tenants be advised of the consequences of entering into a fixed term tenancy arrangement prior to the signing of the tenancy agreement.

Registered Providers will be expected to have procedures in place that will provide clear information to prospective tenants covering:

- the type of tenancy to be issued;
- the reasons for issuing such a tenancy;
- the grounds upon which a tenant may appeal the prospective landlord's decision;
- the circumstances where a fixed term tenancy will be issued, the length of the term and the criteria used for review.

Fixed term tenancy - review and termination

We expect that fixed term tenancies will be reviewed **at least nine months** prior to the tenancy end date.

The review process must give due regard to the need to create sustainable communities containing a range of households with mixed income levels. We have therefore not set any household income criteria within the tenancy review process. Each household should be assessed and advised on the range of housing options that are available to them and advice and assistance should be offered to higher income households so that they can consider staircasing into home ownership products if this is affordable and an expressed desire of the household.

We expect that there will be a **presumption that a new fixed term tenancy will be issued, upon review** unless the size or needs of the household are such that the property is unsuitable to continue to be occupied. Typically, though not exhaustive, the situations not to issue a further fixed term tenancy would include:

- The property is adapted and no-one residing at the property requires the adaptations
- The property is under-occupied
- The property is over-crowded
- The financial circumstances of the tenant have changed to such an extent that other housing options would be more appropriate.
- Breaches of tenancy or tenancy fraud are identified and legal proceedings have been commenced.
- The tenant and/or their advocate do not engage in the Fixed Term Tenancy review process.
- The tenant comes into legal ownership of another home or property.

- The tenant's behaviour during the fixed term of the tenancy has been unacceptable to the extent that they would not be accepted onto the council's housing register – for example sustained and documented anti-social behaviour.

In the circumstances where a tenancy may be terminated and no breach of tenancy has occurred, reasonable efforts must be made to offer suitable alternative accommodation.

The review should NOT be used as an alternative to using the legal remedies and proceedings that are available for the management of tenancies if there is sufficient time and evidence to commence the appropriate legal proceedings.

Existing tenants

We expect that in the main, all existing tenants who may wish to transfer to another social rented home will retain their existing level of security of tenure, even if the transfer is from one social landlord to another.

Review and appeal

Prior to the tenancy commencing, all tenants must be given information about the landlord's review process and the appeals process.

Summary

In summary, the Black Country Councils will expect Registered Providers to offer tenants before they issue a Fixed Term Tenancy, during the tenancy, and prior to the end of the tenancy the following:

Prior to tenancy:

- Timely information and advice services are available to help people understand their housing options which should include, where appropriate, opportunities to move within and outside the social and affordable rent sectors e.g., into market rent or home ownership (including low cost).
- Clear criteria against which the decision to offer a further tenancy, at point of review, will be made.

During the tenancy

- Tenancy support, for example help with financial planning and money management advice.
- Referral to external support agencies where required.
- Periodic reviews to monitor any change in circumstances.

Prior to end of the Fixed Term period

- A clear and transparent review process which is understood by the tenant at the time of tenancy sign up.
- Information sharing between Registered Providers and the council when the decision not to issue a new tenancy has been taken. This must ideally be provided six months before the tenancy ends, to help to prevent homelessness.
- To make tenants aware that advice agencies may be able to support tenants in the tenancy review process.

Administration of Affordable Rents

Affordable rents

We acknowledge that the use of Affordable Rents is essential to the delivery of new social housing, especially the homes delivered under the Homes England Affordable Housing Programme arrangements. However, householders within the Black Country generally have low incomes and we expect landlords to take this into account and take a responsible view when determining when and how Affordable Rents (new build and conversions) will be used. Additionally, we expect, where possible, a proportion of new build development to be for social rent where they are not funded through the Affordable Housing Grant programme.

We expect landlords to offer prospective tenants the opportunity to discuss and evaluate if a tenancy at an Affordable Rent level is a sustainable housing option for them. Where affordability is an issue, we expect the landlord to provide support to the tenant to enable them where possible to access and sustain the tenancy rather than exclude them in the first instance.

Affordable rent conversions

The relevant local authority must be involved at an early stage in discussions about stock conversions and provided with details regarding the property type, location and proposed rent level prior to conversions being implemented. The participating local authorities want to ensure that all conversions are suitable and appropriate for their local areas.

Any decisions on implementation must give careful consideration to the sustainability of local communities. Fundamentally, we expect all housing providers to ensure that any Affordable Rents are genuinely affordable for local tenants. The number of conversions in each locality must be carefully managed to ensure that local housing estates continue to contain households with a mix of incomes and that the local community is sustainable.

Consideration should also be given in special circumstances to de-converting Affordable Rents in tenancies where tenants are struggling to meet rent levels

on affordability grounds. Converting from social rent to affordable rent is not supported unless there is a direct link to the funding of additional affordable or social homes within the region.

Monitoring and Review

The Black Country authorities will review this strategy as and when required.

Further Information

This document should be read in conjunction with the relevant allocations, homelessness and other relevant policies.

A copy of this policy, or other related policies, is available for inspection, without charge to members of the public. Copies can be made available upon request. This information can be obtained from:

Dudley MBC

www.dudley.gov.uk

Dudley Council Plus 0300 555 2345

Sandwell MBC

www.sandwell.gov.uk

Housing Management – 0121 569 5190

Walsall MBC

http://cms.walsall.gov.uk/index/housing/housing_strategies_and_policies.htm

01922 655413 or HousingServices@walsall.gov.uk

City of Wolverhampton Council

www.wolverhampton.gov.uk/housing/strategy_performance/default.htm

01902 551155 or Housing.Strategy@wolverhampton.gov.uk

Glossary of Terms

Affordable Housing is defined in Annex 2 of the National Planning Policy Framework guidance – February 2019 MHCLG

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