

Time	5.00 pm	Public Meeting?	YES	Type of meeting	Executive
Venue	Council Chamber - 4th Floor - Civic Centre, St Peter's Square, Wolverhampton, WV1 1SH				

Membership

Chair	Cllr Ian Brookfield (Lab)
Vice-Chair	Cllr Stephen Simkins (Lab)

Labour

Cllr Obaida Ahmed
Cllr Paula Brookfield
Cllr Steve Evans
Cllr Bhupinder Gakhal
Cllr Dr Michael Hardacre
Cllr Jasbir Jaspal
Cllr Linda Leach
Cllr Beverley Momenabadi

Quorum for this meeting is three voting members.

Information for the Public

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

Contact	Dereck Francis
Tel/Email	Tel: 01902 555835 or dereck.francis@wolverhampton.gov.uk
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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**
- 2 **Declaration of interests**
- 3 **Minutes of the previous meeting** (Pages 5 - 16)
[For approval]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 4 **Youth Offending Team Inspection Outcome** (Pages 17 - 86)
[To present the outcome of the Youth Offending Team Inspection]
- 5 **Wolverhampton Homes Delivery Plan 2022-2023** (Pages 87 - 154)
[To approve the Wolverhampton Homes Delivery Plan 2022-2023]
- 6 **Oxley Health and Wellbeing facility and Residential Accommodation** (Pages 155 - 170)
[To approve a development proposal for the creation of a Health and Social Care Hub on the former Oxley Day Training Centre site]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 7 **Performance, Budget Monitoring and Budget Update 2021-2022** (Pages 171 - 236)
[To provide an integrated finance and performance update against the Relighting Our City priorities]
- 8 **Digital Wolverhampton Strategy** (Pages 237 - 278)
[To approve the Digital Wolverhampton Strategy]
- 9 **Open Space Strategy and Action Plan** (Pages 279 - 284)
[To approve the commissioning of a new Open Space Strategy and Action Plan]
- 10 **Financial Wellbeing Strategy**
[To approve the Financial Wellbeing Strategy] **[Report to follow]**
- 11 **Council Tax Discretionary Reduction** (Pages 285 - 290)
[To approve a proposal for a discretionary reduction in council tax to working age households in receipt of council tax support during 2021/2022]

- 12 **Investing in our Well Connected Communities - Transport Capital Programme 2022-2023** (Pages 291 - 336)
[To approve the Transport Capital Programme for 2022-2023].
- 13 **Former Wolverhampton Eye Infirmary: proposed in-principle compulsory purchase order** (Pages 337 - 346)
[To approve in-principle the making of a Compulsory Purchase Order to facilitate the redevelopment and beneficial used of the site in a timely manner]
- 14 **Exclusion of press and public**
[To pass the following resolution:
- That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below]

Part 2 - exempt items, closed to press and public

- 15 **Compulsory Purchase Order - 66-70 Lichfield Street** (Pages 347 - 354)
[To approve the making of a Compulsory Purchase Order]
- Information relating to the financial or business affairs of any particular person (including the authority holding that information) (3)

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 16 **Oxley Health and Wellbeing facility and Residential Accommodation** (Pages 355 - 388)
[To approve a development proposal for the creation of a Health and Social Care Hub on the former Oxley Day Training Centre site]
- Information relating to the financial or business affairs of any particular person (including the authority holding that information) (3)

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CITY OF WOLVERHAMPTON COUNCIL	Meeting of the Cabinet Minutes - 23 February 2022
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Attendance

Members of the Cabinet

Cllr Ian Brookfield (Chair)
Cllr Stephen Simkins (Vice-Chair)
Cllr Paula Brookfield
Cllr Steve Evans
Cllr Bhupinder Gakhal
Cllr Dr Michael Hardacre
Cllr Jasbir Jaspal
Cllr Linda Leach
Cllr Beverley Momenabadi (Virtually)

Employees

Tim Johnson	Chief Executive
Mark Taylor	Deputy Chief Executive
Emma Bennett	Executive Director of Families
John Denley	Director of Public Health
Charlotte Johns	Director of Strategy
Claire Nye	Director of Finance
David Pattison	Chief Operating Officer
John Roseblade	Director of City Housing and Environment
Alison Shannon	Chief Accountant
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 Obaida Ahmed. |
| 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 19 January 2022 be approved as a correct record and signed by the Chair. |

4 **Capital Programme 2021-2022 to 2025-2026 Quarter Three Review and 2022-2023 to 2026-2027 Budget Strategy**

Councillor Ian Brookfield presented the key points from the report on an update on the 2021-2022 financial performance of the General Revenue Account and Housing Revenue Account (HRA) capital programmes, that also provided a revised forecast for 2021-2022 to 2025-2026 as at quarter three of 2021-2022. The report also recommended revisions to the current approved capital programme covering the period 2021-2022 to 2026-2027 for approval and recommendation to Full Council.

Resolved:

That Council be recommended to approve:

1. The revised City of Wolverhampton Capital Strategy.
2. The revised, medium term General Revenue Account capital programme of £346.1 million, an increase of £47.7 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 £9.7 million;
 - ii. new projects totalling £6.3 million.
2. The amendments to the Collaboration Agreement in relation to the Black Country Executive Joint Committee City Deal and Growth Deal dated the 7 May 2014, the aim being to simplify the governance arrangements and reduce timeframes for project approvals.
3. Wolverhampton Council's entry into a Deed of Variation relating to the above Collaboration Agreement to these record changes as detailed within Appendix 6 to the report.
4. Delegated authority to the Deputy Leader: Inclusive City Economy in consultation with the Chief Operating Officer and Directors of Regeneration and Finance to conduct any negotiations and to agree any minor amendments and to subsequently authorise the sealing of this Deed of Variation.
5. The continued delegations to the Portfolio Holder responsible for Resources, in consultation with the Director of Finance, to approve the allocation of:
 - i. The Corporate Provision for Future Programmes (previously known as the Corporate Contingency) budget 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.

That Cabinet notes:

1. That description of the budget known as the Corporate Contingency was reviewed to better reflect its purpose. Therefore, it was renamed to the Corporate Provision for Future Programmes budget.
2. That Chartered Institute of Public Finance and Accountancy (CIPFA) have published changes to the Prudential Code for Capital Finance in Local Authorities. The Capital Strategy would be reviewed over the coming months in light of these changes and an update would be provided to Cabinet and Council for approval at a future meeting.

5 **Treasury Management Strategy 2022-2023**

Councillor Ian Brookfield presented the report on the Treasury Management Strategy 2022-2023 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 2022-2023 to support the capital strategy as required under Section 3(1) of the Local Government Act 2003 to be set at £1,163.3 million (PI3, Appendix 3 to this report). The authorised borrowing limit includes a forecast provision for potential business cases that may be brought forward during the year, additional borrowing would only be authorised if the business case proves to be affordable over the medium term. The forecast borrowing is below the authorised borrowing limit.
2. The Treasury Management Strategy Statement 2022-2023 as set out in Appendix 1 to this report.
3. The Annual Investment Strategy 2022-2023 as set out in Appendix 2 to this report.
4. The Prudential and Treasury Management Indicators as set out in Appendix 3 to this report.
5. The Annual Minimum Revenue Provision (MRP) Statement setting out the method used to calculate MRP for 2022-2023 as set out in Appendix 4 to this report.
6. The Treasury Management Policy Statement and Treasury Management Practices as set out in Appendix 6 to this report.
7. That authority be delegated to Cabinet to approve updates to the Treasury Management Strategy and corresponding practices during 2022-2023 to reflect the additional reporting requirements detailed in the most recent publication of the revised Treasury Management and Prudential Codes. It is important to note that, the Council complies with the principles of the codes however due to the

timing of the release of the new Codes, CIPFA has allowed reporting on the Codes to be deferred until 2023-2024.

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 Portfolio Holder 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 current economic climate.
10. That authority is delegated to the Portfolio Holder for Resources, in consultation with the Director of Finance, to amend the MRP statement should this be required following the outcome of the consultation.

That Cabinet approves:

1. That authority is delegated to the Portfolio Holder 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.

That Council be recommended to note:

1. That the MRP charge for the financial year 2022-2023 will be £19.8 million; it is forecast to increase to £21.1 million in 2023-2024 (paragraph 2.20 of the report).
2. That Cabinet or Cabinet (Resources) Panel and Council would receive regular Treasury Management reports during 2022-2023 on performance against the key targets and Prudential and Treasury Management Indicators in the Treasury Management Strategy and Investment Strategy, as set out in the paragraph 2.18 and Appendices 2 and 3 to this report.
3. That the new Treasury Management and Prudential Codes have been published and are effective immediately. However, due to the date of their release some elements, mainly changes to the capital strategy, prudential indicators and investment reporting can be deferred until 2023-2024. The documents covered in this report have been updated where possible to reflect the new Codes, any changes not reflected due to the timescales would be implemented and approval sought during 2022-2023.
4. That the documents covered in this report have been updated to reflect the latest interest rate forecasts available, however, due to uncertainties with the economy, should interest rates increase quicker than forecast, this may create a budget pressure on the treasury management budget. In the event that this were to occur, approval would be sought to accommodate the budget pressure by making a call on the Budget Contingency Reserve. This would

continue to be monitored and reviewed in light of the changing economic environment, with updates provided to Councillors throughout 2022-2023 as part of the quarterly update reports.

6 **2022-2023 Final Budget and Medium Term Financial Strategy 2022-2023 - 2025-2026**

Councillor Ian Brookfield presented the highlights from the report on a balanced budget for 2022-2023 aligned to the Council Plan priorities and an update on the Medium Term Financial Strategy (MTFS) 2022-2023 to 2025-2026, for recommendation to Full Council. Councillor Brookfield also reported on a correction to be made to the report. Figures for 'Projected Budget Annual Change in Budget Deficit/(Surplus)' had been transposed with the figures for 'Projected Cumulative Budget Deficit' in Table 5 (paragraph 1.16) and in Table 9 (paragraph 1.54) in the report and should be corrected accordingly.

Whilst supporting the budget, Cabinet members spoke about the budget proposals from the perspective of their cabinet portfolio.

Cabinet also placed on record its thanks to the Council's officers, particularly from the Finance and Treasury teams, who under political direction had enabled the Council to provide these levels of service.

Resolved:

That Council be recommended to approve:

1. The net budget requirement for 2022-2023 of £267.2 million for General Fund services.
2. The Medium Term Financial Strategy (MTFS) 2022-2023 to 2025-2026 as detailed in Table 5 and the key assumptions underpinning the MTFS as detailed in Appendix 1 to the report.
3. A Council Tax for Council services in 2022-2023 of £1,818.27 for a Band D property, being an increase of 2.99% on 2021-2022 levels, which incorporates the 1% in relation to Adult Social Care.

That Cabinet approves:

1. The updated assumptions used in the Budget 2022-2023 and the MTFS 2022-2023 to 2025-2026 as detailed in section 7 of the report.
2. That authority be delegated to the Portfolio Holder 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 2022-2023 and future years to be passported to the West Midlands Combined Authority (WMCA).
3. That authority be delegated to the Portfolio Holder for Resources and the Cabinet Member for Education, Skills and Work, in consultation with the Director of Finance and the Executive Director of Families, to approve changes to the local funding formula for Schools including method, principles and rules adopted.

4. That authority continues to be delegated to the Portfolio Holder for Resources in consultation with the Director of Finance to consider further opportunities to accelerate pension contribution payments to secure additional budget reductions.
5. The continuation of the policy to fully disregard income that claimants receive from the War Widows (Widowers), War Disablement Scheme and the Armed Forces Compensation Schemes in any housing benefit assessment.
6. That the Council enter into the Better Care Fund Section 75 Agreement along with the necessary ancillary agreements from the main agreement for 2022-2023 with the Black Country and West Birmingham Clinical Commissioning Group, and delegate authority to the Portfolio Holder for Resources, Cabinet Member for Adult Services and the Cabinet Member for Public Health and Wellbeing, in consultation with the Executive Director of Families and the Director of Finance to approve the final terms of the agreement.
7. That approval is given to build in supplementary budgets, fully funded by grant for the £150 council tax energy rebate for all households in England whose primary residence is valued in council tax bands A – D and delegate authority to the Portfolio Holder for Resources, in consultation with the Director of Finance to approve any changes to the Council Tax Discretionary Discount Scheme including the establishment of supplementary budgets as required.

That Cabinet notes:

1. That the budget for 2022-2023 is in balance without the use of general reserves.
2. 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.
3. That it is estimated that a further £12.6 million needs to be identified for 2023-2024, rising to £25.8 million over the medium term to 2025-2026 in order to address the projected budget deficit.
4. 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.
5. That, there continues to be considerable amount of uncertainty with regards to future funding streams for local authorities over the Spending Review period. At the point that further information is known it would 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.
6. That, the overall level of risk associated with the Medium Term Financial Strategy to 2025-2026 is assessed as Red.

7. That Councillors must have due regard to the public sector equality duty (Section 149 of the Equality Act 2010) when making budget reduction decisions.
8. That the Council continues to engage with residents, businesses and other key stakeholders throughout the year which focuses on understanding people's priorities for Wolverhampton.
9. The impact of related parties on the Medium Term Financial Strategy.

7 **Our City: Our Plan**

Councillor Ian Brookfield presented the report on a refreshed council plan, Our City: Our Plan for recommendation to Full Council for approval. The report also provided an update on the new Council performance framework and how progress towards delivering the city's priorities would be monitored. Councillor Ian Brookfield reported that at the base of the plan was people. The key actions: strong families; quality care; healthy, inclusive communities; good homes; local people into jobs; and thriving economy, were all about people. The Plan was an illustration of how you level up a community and a city as it was getting right into where support was needed more.

Resolved:

That Council be recommended to:

1. Approve the Our City: Our Plan, the City of Wolverhampton Council Plan.
2. Seek cross party engagement to deliver the priorities set out in Our City: Our Plan the strategic framework to level up our city.

That Cabinet notes:

1. That the priorities of Our City: Our Plan have been developed through a continuous conversation with our communities and partners with over 3,000 people engaged building on the Relighting Our City recovery commitment.
2. That a presentation and draft strategy of Our City: Our Plan was received by Scrutiny Board on 8 February 2022.

8 **Pay Policy Statement 2022 -2023**

Councillor Paula Brookfield presented the Council's Pay Policy Statement 2022-2023 for recommendation to Full Council for approval and publication in line with the requirements of the Localism Act 2011. She highlighted that the national pay award had not been agreed for 2021. This meant that if no action were taken, Council employees on pay scale points 1 and 2 would fall below the National Living Wage. To remedy this, from 1 April 2022 the pay to employees currently paid on those two pay points would be increased to £9.50 per hour and amended after the national pay settlement had been agreed. Councillor Brookfield also reported that the Council had a target of remuneration between its chief officer pay in relation to its lowest earners of no more than 10:1. The current rate was 9.39: 1.

Resolved:

That Council be recommended to approve:

1. The Pay Policy Statement for 2022 - 2023.

2. The publication of the Pay Policy Statement in line with the requirements of the Localism Act 2011.

That Council be recommended to note:

1. That the national pay award for National Joint Council (NJC) and Joint Negotiating Committee (JNC) Chief Officers and Chief Executives had not been agreed, at the time of writing the Pay Policy Statement.
2. That in the absence of the NJC having yet reached a pay agreement for 2021, SCPs 1 and 2 would fall below the statutory NLW. Organisations must therefore ensure that employees currently paid on those two pay points have their pay increased with effect from 1 April 2022 to £9.50 per hour. These updated figures would continue to be paid until NJC reaches a settlement on pay for 2021.

- 9 **Adoption of South Staffordshire District Council's delegated licensing function**
Councillor Steve Evans presented the report on a proposal to transfer the licensing function from South Staffordshire District Council (SSDC) to City of Wolverhampton (CWC) from 1 April 2022, with a review after three years, and to formally accept the delegated licensing functions subject to the signing of the finalised agreement. SSDC had been in conversations with CWC for some 18 months on the proposal to take over their licencing services. In exchange City of Wolverhampton Council would purchase a number of services from SSDC up to the value of £60,000 per year for three years. The proposal would be cost neutral to CWC.

Resolved:

That Council be recommended to approve:

1. The adoption of the executive licensing functions, as delegated, by South Staffordshire Council subject to the signing of the finalised agreement.
2. The adoption of the non-executive licensing functions, as delegated, by South Staffordshire Council subject to the signing of the finalised agreement.
3. Delegated authority for the signing of the final agreement to the Chief Operating Officer in consultation with the Director of City Housing and Environment.

- 10 **Gender Pay Gap Report - 2021**
Councillor Paula Brookfield presented the Gender Pay Gap Report 2021 as of the snapshot date 31 March 2021. It was a statutory requirement for all organisations with over 250 employees to publish information on the difference between their male and female employees' earnings. Councillor Paula Brookfield said that the report highlighted the extensive steps the Council had taken to reduce this historical anomaly and the work by the Council's HR and Equality Diversity and Inclusion teams. The national Gender Pay Gap was at 15.4% and growing. The report showed that the Council continued to have some of the best results in comparison to its neighbouring local authorities and in the country.

Resolved:

1. That the contents of the report on the Gender Pay Gap as of the snapshot date 31 March 2021 be noted.

2. That it be noted that the median Gender Pay Gap for 31 March 2021 is 0.64% and the mean is 4.04%.
3. That it be noted that the comparison with March 2020 data – the median Gender Pay Gap was 0.00% and the mean was 4.24%.
4. That the proportion of men and women in each quartile in the Council's pay structure as of 31 March 2021 be noted.
5. That the actions the Council had taken so far to improve equality, diversity and inclusion within the workplace be noted.
6. That the actions proposed to continue to remove inequality and further promote equality, diversity and inclusion be noted.
7. That it be noted that 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 would continue to expand this portfolio and hopes to include a review of the LGBTQ+ pay gap soon.

11

Cannock Chase Special Area of Conservation Partnership Memorandum of Understanding and Planning Guidance

Councillor Stephen Simkins presented the report on a proposal to introduce from 1 April 2022 a charge, to be paid by developers, on all net new homes proposed within City of Wolverhampton which fall within 15km of Cannock Chase Special Area of Conservation (SAC), to contribute towards the Cannock Chase SAC mitigation programme, in accordance with the Conservation of Habitats and Species Regulations 2017 (as amended). Approval was also requested for City of Wolverhampton Council to sign up to a new Cannock Chase SAC Partnership Memorandum of Understanding (MOU) and Cannock Chase SAC Financial Agreement and to adopt Planning Guidance to Mitigate the Impact of New Residential Development on Cannock Chase SAC to allow introduction of the new contributions system from 1 April 2022.

Resolved:

1. That the adoption of a new developer contribution charge of £290.58 (subject to an annual index linked increase) for each net new home within 15km of the Cannock Chase Special Area of Conservation, to apply to all planning applications for net new homes submitted to City of Wolverhampton Council from 1 April 2022 onwards be approved.
2. That authority be delegated to the Deputy Leader: Inclusive City Economy in consultation with the Director of Regeneration, to sign the final version of the draft Cannock Chase Special Area of Conservation Partnership Memorandum of Understanding attached at Appendix 1 to the report on behalf of City of Wolverhampton Council.
3. That authority be delegated to the Deputy Leader: Inclusive City Economy in consultation with the Director of Regeneration, to sign the final version of the draft Cannock Chase Special Area of Conservation Partnership Financial

Agreement attached at Appendix 2 to the report on behalf of City of Wolverhampton Council.

4. That the Planning Guidance to Mitigate the Impact of New Residential Development on Cannock Chase SAC attached at Appendix 3 to the report be approved.

12 **Business Rates Discretionary Relief**

Councillor Ian Brookfield presented the report on a proposal to extend the Council's local Scheme for Business Rates Discretionary Relief with effect from 1 April 2022 and to delegate authority to officers to award relief in individual cases which satisfy the criteria.

Resolved:

1. That the following extensions to the local Business Rates Discretionary Relief Policy be approved:
 - a. In respect of charitable and voluntary organisations for one year from 1 April 2022.
 - b. In respect of Retail, Hospitality and Leisure Business Rates relief scheme for one year from 1 April 2022
 - c. In respect of transitional relief for one year from 1 April 2022
 - d. In respect of supporting small businesses for one year from 1 April 2022
 - e. In respect of local newspaper relief for one year from 1 April 2022.
2. That authority be delegated to the Director of Finance in consultation with the Head of Revenues and Benefits to award relief in individual cases which satisfy the criteria for the categories of discretionary rate relief in accordance with Section 47 Local Government Finance Act 1988.

13 **Rainbow City**

Councillor Paula Brookfield presented for approval the Council's Rainbow City Commitment Document and Rainbow City Action Plan. Rainbow City was a collective term for a series of initiatives that would celebrate and put into practice the city's commitment to the values of equality, diversity and inclusivity.

Councillor Paula Brookfield also announced that today (23 February 2022) the Council had received a Silver Employer award from Stonewall, as part of its Bring Yourself to Work campaign, for the Council's commitment and efforts in being an LGBT+ inclusive employer. The award was testament not only to the work of the Council's Rainbow Staff Equality Forum and the Equality Diversity and Inclusion Team, but everyone within the Council. It was a public recognition that the Council's drive to embedding equalities across the piece for everybody in the city was working and on track. She expressed her thanks to all those involved for making this possible.

Cabinet also extended its congratulations to Wolverhampton Homes who had been awarded Bronze Employer for its LGBT+ inclusivity in the workplace by Stonewall.

Resolved:

1. That the Council's Rainbow City Commitment Document attached at Appendix 1 to the report be approved.
2. That the Council's Rainbow City Action Plan attached at Appendix 2 to the report be approved.

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 22 March 2022
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Report title	Youth Offending Team Inspection Outcome	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Beverley Momenabadi Children and Young People	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Emma Bennett, Executive Director of Families	
Originating service	Youth Offending Team	
Accountable employee	Rachel King	Head of Service
	Tel	07854943254
	Email	Rachel.king@wolverhampton.gov.uk
Report to be/has been considered by	Directorate Leadership Team	24 February 2022
	Strategic Executive Board	25 February 2022
	Scrutiny Board	18 February 2022 (via email)

Recommendation for decision:

That Cabinet recommends that Council:

1. Endorse the adoption of the Youth Offending Team (YOT) inspection action plan

Recommendation for noting:

The Cabinet is asked to note:

1. The 'Good' inspection rating of the YOT and how the positive work will continue to further improve services for young people in the city.

1.0 Purpose

- 1.1 The purpose of this report is to provide an overview of the recent Youth Offending Team inspection outcome which was rated as Good; to identify the areas of strength and the areas for development that will support Wolverhampton YOT to build on its strong foundations and ensure the team continues to deliver a high-quality service for young people. An action plan has been produced based on the inspection recommendations and progress will be overseen by the multi-agency YOT Management Board on a quarterly basis.

2.0 Background

- 2.1 Under the Crime and Disorder Act 1998, each Local Authority is required to have in place arrangements for the delivery of Youth Justice services. YOTs are statutory, multi-agency partnerships aimed at dealing with the needs of the whole child. YOTs are required to have staff from local authority social care and education services, the Police, the National Probation Service and local health services.
- 2.2 YOTs work with children aged 10 to 18 who have been sentenced by a court, or who have come to the attention of the Police but have not been charged – instead, they are dealt with out of court. The key focus of YOTs is to reduce the number of first-time entrants into the criminal justice system, to reduce re-offending rates and to reduce the number of young people who receive custodial sentences.
- 2.3 The YOT supports some of the most vulnerable young people and families within the city and has a clear focus on promoting community safety and protecting the public. The work of the YOT is aligned to the Council's priorities; by preventing offending this contributes to stronger families where children grow up well and achieve, and creates safer, more cohesive communities.
- 2.4 Her Majesty's Inspectorate of Probation (HMIP) inspects youth offending services with a focus on three key areas – organizational delivery (including partnership working, leadership and governance); the quality of court disposal work; and the quality of out of court disposal work.
- 2.5 More recently HMIP have included a separate judgement around resettlement support which specifically focuses on how well YOTs support young people being released from custody.
- 2.6 Wolverhampton YOT were inspected in October 2021 and the inspection report was published on 8 February 2022
- 2.7 Overall, Wolverhampton YOT was rated as 'Good', with five specific aspects judged to be 'Outstanding', six 'Good' and one 'Requiring Improvement'. The quality of resettlement policy and provision was also inspected and separately rated as 'Outstanding'.
- 2.8 The inspection found an effective service, with strengths across assessment and service delivery for both court and out-of-court disposals. Positively, inspectors found that the

YOT had adapted quickly to the impact of Covid-19 and ensured that children and their families continued to be supported through a creative approach to delivering interventions.

- 2.9 The dedication of staff was specifically noted in that case managers go 'over and above' what is required to engage children and families. Engagement is achieved through creative interventions that support the trauma-informed approach promoted by the YOT.
- 2.10 Whilst the inspection was overwhelmingly positive, there were some areas identified for improvement - the need for more effective contingency planning in order to manage and mitigate the risk of harm to others; the need for high quality provision for children with special educational needs and disabilities (SEND), especially for those with education, health and care plans (EHCPs); and more work required to better understand the experiences of Black Asian and other Minority Ethnic groups in the youth justice system.
- 2.11 As a result of the inspection findings, HMIP made three recommendations based on the areas identified for improvement. See appendix 1 for a copy of the full YOT inspection report.
- 2.12 In response to the inspection recommendations, an action plan has been produced to identify how areas for development will be addressed. This plan was submitted to HMIP on 25 February, following sign off from the YOT management board, which is the YOT's governing body. See appendix 2 for a copy of the YOT inspection action plan.
- 2.13 Progress against the action plan will be overseen by the YOT management board on a quarterly basis.
- 2.14 Members of the Children, Young People and Families Scrutiny Panel were consulted in relation to the draft action plan prior to it being submitted to HMIP on 25 February 2022. The feedback received was incorporated into the final version of the plan. A progress update on the inspection action plan will be presented to the Children, Young People and Families Scrutiny Panel in October 2022.

3.0 Progress

- 3.1 Overall, Wolverhampton YOT was rated as 'Good', with five specific aspects judged to be 'Outstanding', six 'Good' and one 'Requiring Improvement'. The quality of resettlement policy and provision was also inspected and separately rated as 'Outstanding'. Table 1 below outlines the judgements for the specific areas within each domain.

Overall rating	Good
Organisational delivery	
Governance and leadership	Good
Staff	Outstanding
Partnerships and services	Outstanding

Information and facilities	Outstanding
Court disposals	
Assessment	Good
Planning	Requires improvement
Implementation and delivery	Outstanding
Reviewing	Good
Out-of-court disposals	
Assessment	Good
Planning	Good
Implementation and delivery	Outstanding
Out-of-court disposal policy and provision	Good
Resettlement	
Resettlement policy and provision	Outstanding

- 3.2 Key findings about the quality of organisational delivery included YOT management board having good representation and members being fully involved; clear evidence of a trauma-informed approach being reflected in the range of interventions available; an impressive restorative justice unit which takes a holistic approach to working with children and victims; access to an excellent suite of data; and a strong integrated health offer in the team.
- 3.3 However, with regards to organisational delivery, inspector's felt that the YOT management board members' knowledge of the profile and needs of the children was not always evident; there was a gap in high quality provision for children with SEND, especially those with an EHCP; and the YOT management board needed to be confident that YOT staff are comfortable having conversations about children's lived experience when considering their ethnicity.
- 3.4 Key findings about the quality of the YOT's work around court disposals included high quality assessments; effective involvement of children and their parents/carers with planning and delivery taking account of the child's safety and wellbeing.
- 3.5 However, when auditing court disposal cases, inspectors found that there needed to be improvement when assessing a child's risk of harm to others too; staff do not regularly take account of a child's diversity needs when completing assessments; and staff do not consistently set out the contingency arrangements to manage the child's safety and wellbeing and their risk of harm to others.
- 3.6 Key findings about the quality of out of court disposal work included assessments being thorough and effective; victims' needs and wishes being taken into account; strong

planning including young people being supported to access mainstream services following completion of the out-of-court disposal work; and an effective deferred prosecution scheme giving children the opportunity to engage with an intervention and be diverted away from the criminal justice system.

- 3.7 However, with the out of court cases that were audited, inspectors found that the assessment of children's risk of harm to others needed further clarity and contingency planning needed to evidence how a child's risk towards other would be effectively managed.
- 3.8 Work around resettlement when young people leave custody, was found to be well coordinated across the partnership. Inspectors judged the resettlement work in Wolverhampton YOT as 'outstanding' and noted that the YOT's resettlement panels are well established.
- 3.9 With regards to contingency planning, there will be refresher training for all staff to focus on the risks a young person poses, the nature of these concerns and the views of victims. This will ensure that contingency plans are identified to manage the risk of serious harm, safety and well-being.
- 3.10 The access to high quality provision for children with SEND/ EHCPs is a citywide priority that was also identified within the SEND inspection September 2021. Therefore, the YOT will ensure it is engaged with the citywide system development work around SEND. In particular, the YOT management board will provide strategic oversight of the quality of SEND/ ECHP provision for the YOT cohort of young people. The YOT will ensure it is represented at all relevant SEND task and finish groups to ensure the disproportionate number of young people known to the YOT with SEND, and the quality of provision is addressed.
- 3.11 As part of the SEND development work, a vulnerability matrix is being developed to enable the monitoring of children and young people of school age, to track school attendance, SEND support, EHCPs, suspensions and exclusions along with other areas of vulnerability, for example, exploitation risks. The YOT will have access to this information to improve the monitoring of young people known to YOT and also help inform whether young people are in appropriate learning environments.
- 3.12 Another key development across the wider SEND system is to implement a co-produced quality assurance framework with parents/ carers, young people, health, education and social care. This framework will allow improved oversight of the quality of provision and will include themed audits with specific groups of young people. Young people working with the YOT will be one cohort specifically focused upon.
- 3.13 To improve the YOTs work around understanding disproportionality, YOT staff will be provided with refresher training around how to consider diversity within assessments and how this should influence interventions. Cultural competence training will also be completed to increase staff levels of confidence in having conversations with young

people about identity. There will be ongoing engagement with young people to provide a focus on young peoples' lived experience.

4.0 Evaluation of alternative options

4.1 Given the statutory requirements regarding the YOT and the report from HMIP inspection, the YOT management Board agreed the action plan for submission to HMIP on 25 February 2022 and alternative options were not considered to be appropriate in this instance.

5.0 Reasons for decision(s)

5.1 To have a YOT is a statutory function and this report and action plan represent a response to a recent Youth Offending Team inspection. The action plan is a requirement stipulated by HMIP following the inspection. The YOT management board approved the plan for submission to HMIP on 25 February 2022 in order to comply with HMIP timescales and deadline.

6.0 Financial implications

6.1 There are no direct financial implications arising from the recommendations of this report. Any costs associated with any actions will be met from existing budgets within Children's and Young People's Service.
[JG/22022022/T]

7.0 Legal implications

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

7.2 The Crime and Disorder Act 1998 requires each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOS responsibilities in relation to out of Court disposals, Court work, bail and remand, the assessment of young people who offend, the provision of Court reports, the delivery of community interventions, and custody and resettlement.

7.3 As a statutory plan, the Youth Justice Plan forms part of the Council's policy framework and as such requires approval of Cabinet and Full Council.
[TC/15022021/B]

8.0 Equalities implications

8.1 The YOT provides services for some of the most vulnerable young people both as offenders, but also as victims of youth crime. There is on-going work to address the potential for disproportionality in the Youth Justice System. The inspection noted that a significant amount of work has been undertaken by Wolverhampton YOT to develop a better understanding. However, more work is required to evidence how the child's lived experience is taken into consideration to inform the planning and delivery of interventions.

- 8.2 YOT performance data indicates a disproportionate representation of males from Black Asian and other Minority Ethnic groups. The YOT cannot solely influence and address this disproportionality as the police and the courts are also key in the decisions made when a Black Asian and other Minority Ethnic young person commits an offence. There is also a key role for universal services, e.g. health and education, to deliver early intervention support to prevent Black Asian and other Minority Ethnic young people entering the youth justice system. The YOT, as a multi-agency forum, will continue to coordinate a partnership response to disproportionality and the YOT's deferred prosecution scheme specifically aims to divert young people from the criminal justice system as well as identify unmet health needs.
- 8.3 The YOT is committed to developing practice and interventions that positively engage young people from Black Asian and other Minority Ethnic communities. Although there is a disproportionate representation of black males within the criminal justice system, Wolverhampton YOT data shows that black males have better engagement rates with the YOT than white males. Similarly, the re-offending rates for black males are lower than for white males. Staff will be provided with further training around cultural competence to improve confidence levels when having conversations with young people about their identity.

9.0 All other implications

- 9.1 There are no other implications arising from this report.

10.0 Schedule of background papers

- 10.1 There are no background papers pertaining to this report.

11.0 Appendices

- 11.1 Appendix 1: Full Youth Offending Team inspection report.
- 11.2 Appendix 2: Youth Offending Team inspection action plan.

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An inspection of youth offending services in
Wolverhampton

HM Inspectorate of Probation, February 2022

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The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

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Foreword

This inspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Wolverhampton Youth Offending Team (YOT) across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work. Overall, Wolverhampton YOT was rated as 'Good'. We also inspected the quality of resettlement policy and provision, which was separately rated as 'Outstanding'.

The inspection found an effective service, with strengths apparent across assessment and service delivery for both court and out-of-court disposals. Reviewing was also robust in post-court cases. The YOT has an excellent understanding of what is required to deliver services and interventions to children and families, and work to promote this was evident. However, improvements were required in planning for a child's risk of harm to others. Clearer analysis and improved contingency planning were considered necessary to manage and mitigate these risks.

The YOT's arrangements for staffing, partnerships and information and facilities are rated 'Outstanding' and its governance and leadership are 'Good'.

The inspection found that the YOT adapted quickly to the impact of Covid-19 and ensured that children and their families continued to be supported. The service was creative in its approach to delivering interventions and this was especially evident in how it made adaptations to the referral order panel to ensure children and families remained included and supported throughout the process.

The YOT benefits from sound provision from health services, including a full-time forensic and clinical psychologist. There is an excellent framework in place to support work with victims using restorative practices, and with children who are displaying harmful sexual behaviour. However, there is limited provision across the area for children with special educational needs and disabilities, especially for those with education, health and care plans. The board recognises further work is required to improve this.

Considerable work has been carried out to analyse disproportionality in the numbers of black, Asian and minority ethnic children known to the YOT. Although this is encouraging from a strategic perspective, the board needs to do more to understand the experiences of these children so that the services delivered effectively support their needs.

The YOT has a resettlement policy in place that includes guidance for the resettlement support panels. These have been operating for a number of years and have a multi-agency membership, which helps to meet the needs of children leaving custody.















Staff are offered the opportunity for development through their roles as champions in specific areas of practice, and training is prioritised. We found that case managers go 'over and above' what is required to engage children and families. They are creative when delivering interventions and use language and techniques that support the trauma-informed approach promoted by the YOT.

In this report, we make a number of recommendations which we hope will support Wolverhampton to build on their strong foundations and ensure they continue to deliver a high-quality service for children.



Justin Russell
HM Chief Inspector of Probation

Ratings

Wolverhampton Youth Offending Team		Score	28/36
Overall rating		Good	
1. Organisational delivery			
1.1	Governance and leadership	Good	
1.2	Staff	Outstanding	
1.3	Partnerships and services	Outstanding	
1.4	Information and facilities	Outstanding	
2. Court disposals			
2.1	Assessment	Good	
2.2	Planning	Requires improvement	
2.3	Implementation and delivery	Outstanding	
2.4	Reviewing	Good	
3. Out-of-court disposals			
3.1	Assessment	Good	
3.2	Planning	Good	
3.3	Implementation and delivery	Outstanding	
3.4	Out-of-court disposal policy and provision	Good	
4. Resettlement			
4.1	Resettlement policy and provision	Outstanding	

Executive summary

Overall, Wolverhampton YOT is rated as: 'Good'. This rating has been determined by inspecting the YOT in three areas of its work, referred to as 'domains'. We inspect against 12 core 'standards', shared between the domains. The standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with children who have offended.¹ Published scoring rules generate the overall YOT rating.² We inspected the quality of resettlement policy and provision separately and rated this work as: 'Outstanding'. The findings and subsequent ratings in those domains are described below.

Organisational delivery

The YOT's arrangements for partnership and services, staffing, and information and facilities are rated as 'Outstanding'. The arrangements for governance and leadership are rated as 'Good'.

Wolverhampton YOT management board members were actively involved in the National Standards audit and each has now been allocated a lead area with action plans to track and report on. The board is aware of the limited provision that is available across the area for children with special educational needs and disabilities (SEND), and especially for those with education, health and care plans (EHCPs). The YOT has access to speech and language services. Work has also been undertaken to train staff in recognising children's speech and language needs. However, the resources to develop this provision are limited and the YOT would benefit from increased capacity to ensure that all of the needs of YOT children are met effectively. Much work has been undertaken to analyse disproportionality in the numbers of black, Asian and minority ethnic children known to the YOT. This has resulted in partner agencies analysing their own data and action plans being developed. Although this is encouraging from a strategic perspective, the board needs to do more to understand the experiences of these children so that services are delivered which effectively support their needs.

Staff at the YOT report that they are comfortable with their workload and are offered the opportunity for development through their roles as champions in specific areas of practice. A trauma-informed approach to working with children and families is evident in the language used by staff and the creativity of the interventions that they deliver. Staff know the children very well and go 'over and above' what is expected of them to ensure children are engaged and receiving the appropriate provision. Training is prioritised and staff are encouraged to find new ways of working with children. The YOT has considered the views of staff regarding their working conditions and practice skills, and appropriately adapted their learning and development to ensure wherever possible the impact of Covid-19 has been minimised.

The YOT has a performance analyst who provides comprehensive performance reports. It has a strong offer from health services, including a full-time forensic and clinical psychologist. All children receive a health needs assessment. The YOT has access to an

¹ HM Inspectorate of Probation's standards can be found here:

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

² Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 to 36, which is banded to produce the overall rating, as follows: 0–6 = 'Inadequate', 7–18 = 'Requires improvement', 19–30 = 'Good', 31–36 = 'Outstanding'.

educational psychologist and a speech and language therapist, although it is noted that the speech and language therapist capacity is quite limited. YOT workers are trained in advocating for children with SEND and those with EHCPs. The YOT has an excellent restorative justice unit, which is victim-focused in both its direct and indirect reparation work.

The facilities available to YOT children at Retreat Street are a strength and offer high-quality provision, where children can access other agencies alongside the YOT. The children helped to design the premises and it is a welcoming, child-friendly space.

There is evidence that the service is continually learning and uses research to develop the services it provides. It has developed its use of technology to engage children and families and gathers feedback from them to improve the service offer.

Key findings about organisational delivery are as follows:

- Board members were fully involved with the Youth Justice Board (YJB) National Standards self-assessment and were allocated roles in specific areas of practice.
- The service manager is committed to delivering services that are research-led and evidence-based.
- Staff and managers go 'over and above' what is expected of them to ensure that children are engaged and receiving the appropriate provision.
- The process for referral orders is inclusive and encourages **engagement from the child and their family**.
- The trauma-informed approach is reflected in the range of interventions available. These were personalised to best meet the needs of the child.
- The YOT has its own dashboard, which gives it access to an excellent suite of data.
- The YOT has an impressive restorative justice unit, which takes a holistic approach to working with children and victims.
- Health provision to the YOT is good and staff consider the health needs of all of the children and decide who is best to work with them.
- The YOT reviews cases when serious incidents occur and learns from the outcomes of other areas' inspections in order to improve practice.
- The quality of management oversight in both post-court and out-of-court cases was a significant strength.

But:

- Although the board is presented with very comprehensive performance reports, some board members' knowledge of the profile and needs of the children was not always evident during the inspection.
- The partnership does not provide sufficient high-quality provision for children with SEND, especially those with an EHCP.
- The YOT has limited access to speech and language services, and although it accesses provision elsewhere, it has little capacity to develop the provision further.
- The YOT needs to be confident that staff are comfortable having conversations about children's lived experience when considering their ethnicity.

Court disposals

We took a detailed look at 11 community sentences managed by the YOT. We also conducted 11 interviews with the relevant case managers. We examined the quality of assessment, planning, implementation and delivery of services, and reviewing. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe, and to keep other people safe.

Our key findings about court disposals are as follows:

- Assessments were satisfactory in the areas of desistance and safety and wellbeing. They take account of the child's strengths and protective factors, as well as their ability and motivation to change.
- Case managers involved children and their parents or carers in planning.
- When planning for the child's safety and wellbeing, their risks were addressed, and other agencies were involved appropriately.
- In the great majority of cases, implementation and delivery of services were satisfactory in all three areas of desistance, safety and wellbeing, and risk of harm to others.
- Case managers focused on developing and maintaining an effective relationship with children and their parents or carers.
- Staff were creative when delivering interventions and used language and techniques that support the trauma-informed approach promoted by the YOT.

But:

- When assessing a child's risk of harm to others, staff need to identify and analyse more clearly the risks that the child poses, including who is at risk and the nature of that risk.
- Staff do not regularly take account of a child's diversity needs when completing assessments.
- The concerns and risks related to actual and potential victims are not consistently considered when planning to address the risk of harm to others.
- Staff did not consistently set out the contingency arrangements to manage the child's safety and wellbeing and their risk of harm to others in the cases inspected.

Out-of-court disposals

We inspected 13 cases managed by the YOT that had received an out-of-court disposal. These consisted of five youth conditional cautions, six youth cautions and two community resolutions. We interviewed the case managers in 12 cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe and to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Our key findings about out-of-court disposals are as follows:

- When carrying out an assessment, case managers considered the child's strengths and protective factors, as well as their level of maturity, ability and motivation to change.
- Where a victim had been identified, their needs and wishes were taken into account. The views of parents or carers were considered as part of the assessment and planning process.
- Planning was rated as a strength in the areas of desistance and safety and wellbeing. It effectively set out the opportunities for community integration and supported access to mainstream services following completion of the out-of-court disposal work.
- Implementation and delivery of services were excellent in all three areas of desistance, a child's safety and wellbeing and their risk of harm to others.
- Staff used creative methods to help children participate in the interventions and exceeded the expectations of their role to meet the needs of the children and their families.
- The YOT has an effective deferred prosecution scheme that gives children the opportunity to engage with an intervention and then be diverted away from the criminal justice system.

But:

- Assessments of children's risk of harm to others need to identify more clearly who is at risk and the nature of the risk.
- Contingency planning needs to be evident so that the arrangements for managing a child's risk of harm to others is clear.

Resettlement

We inspected the quality of policy and provision in place for resettlement work for children leaving custody, using evidence from documents, meetings and interviews. To evaluate that work, we inspected one case managed by the YOT that had received a custodial sentence.

The YOT has had a resettlement policy in place for a number of years, which includes guidance on the operation of resettlement panels. The policy has been reviewed and updated. There is a local agreement with children's social care that all children will be released into appropriate accommodation. There is a representative from the secure estate on the management board, and evidence that the YOT appropriately escalates concerns about children in custody.

Our key findings about resettlement work are as follows:

- The YOT has resettlement panels that are well established and considered effective by staff and managers.
- There is a commitment to these panels from partners to support effective joint working.
- YOT staff have taken parents and carers and siblings to visits and facilitated video calls and telephone calls so that families can stay in touch.

- The management board has a designated member with oversight for the secure estate.
- There is a local arrangement with children's social care to ensure that all children are released to suitable accommodation.

But:

- There had been no specific training for staff in managing resettlement cases.

Recommendations

As a result of our inspection findings, we have made three recommendations that we believe, if implemented, will have a positive impact on the quality of youth offending services in Wolverhampton. This will improve the lives of the children in contact with youth offending services, and better protect the public.

The YOT management board should:

1. make sure that all YOT children with SEND, and especially those with an EHCP, have access to high-quality education and training services that are matched to their needs
2. ensure that staff are appropriately trained and confident in having conversations to understand black, Asian and minority ethnic children's experiences in order to improve the quality and suitability of service provision.

The YOT service manager should:

3. improve the quality of contingency planning in all cases, when managing and mitigating a child's risk of harm to others.

Background

Youth offending teams (YOTs) work with children aged 10 to 18 who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour, but have not been charged – instead, they were dealt with out of court. HM Inspectorate of Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.³ Most YOTs are based within local authorities, although this can vary.

YOT work is governed and shaped by a range of legislation and guidance specific to the youth justice sector (such as the National Standards for Youth Justice) or else applicable across the criminal justice sector (for example, Multi-Agency Public Protection Arrangements guidance). The Youth Justice Board for England and Wales (YJB) provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Wolverhampton is part of the Black Country, which includes the four metropolitan district council areas of Dudley, Sandwell, Walsall and Wolverhampton. It is a city in the West Midlands and has a population of 262,000 based on 2018 mid-term estimates: an increase of almost five per cent from the 2011 census. As of 2019, children aged 10 to 17 years comprise 9.5 per cent of the population. In the 2015 Indices of Deprivation (IMD⁴) scale, Wolverhampton was ranked 17th (with one being the most deprived) of England's 326 local authorities, when ordered by 'rank of average score'.

The City of Wolverhampton has directorates with the relevant senior leadership team for Families, Organisations and Community and Place. The YOT's corporate governance structure sits within the children's social care division of the Families directorate. The YOT service manager is line managed by the Head of Specialist Support, who is accountable to the Deputy Director for Children's Services. The YOT's cohort of children for 2020-2021 showed that 90 per cent of all disposals and all custodial outcomes relate to boys and 10 per cent of the cohort are children in care. Black, Asian and minority ethnic children account for 52 per cent of all disposals and 83 per cent of custodial outcomes. Offences of violence against the person account for 48 per cent of all offences.

The fieldwork for the Wolverhampton YOT inspection started on 25 October 2021

³ The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

⁴ Index of Multiple Deprivation.

Contextual facts

Population information⁵

201	First-time entrant rate per 100,000 in Wolverhampton YOT ⁶
167	First-time entrant rate per 100,000 in England and Wales
40.6%	Reoffending rate in Wolverhampton ⁷
35.6%	Reoffending rate in England and Wales
264,407	Total population Wolverhampton
26,657	Total youth population (10–17 years) in Wolverhampton

Caseload information⁸

Age	10–14 years	15–17 years
Wolverhampton YOS	13%	87%
National average	22%	78%

Race/ethnicity	White	Black and minority ethnic	Unknown
Wolverhampton 10-17-year old population ⁹	61%	39%	0%
Wolverhampton YOS	53%	46%	1%
National average	69%	28%	3%

Gender	Male	Female
Wolverhampton YOS	88%	12%
National average	85%	15%

⁵ Office for National Statistics. (2021). *UK population estimates, mid-2020*.

⁶ Youth Justice Board. (2021). *First-time entrants, January to December 2020*.

⁷ Ministry of Justice. (2021). *Proven reoffending statistics, January to December 2019*.

⁸ Youth Justice Board. (2021). *Youth justice annual statistics: 2019 to 2020*.

⁹ Data supplied by the YOT.

Additional caseload data¹⁰ All supplied by YOT as standard data.

51	Total current caseload: community sentences
4	Total current caseload in custody
91	Total current caseload: out-of-court disposals
13.6%	Proportion of current caseload 'children in care'
4.7%	Percentage of current caseload with child protection plan
19.1%	Percentage of current caseload with child in need plan
8.9%	Percentage of children aged 16 and under in a pupil referral unit or alternative education
15.1%	Percentage of current caseload aged 17+ not in education, training or employment

For children subject to court disposals (including resettlement case):

Offence types ¹¹	%
Violence against the person	82%
Theft and handling stolen goods	9%
Other indictable offences	9%

¹⁰ Data supplied by the YOT, reflecting the caseload at the time of the inspection announcement.

¹¹ Data from the cases assessed during this inspection.

1. Organisational delivery

The YOT's corporate governance structure sits within the children's social care division of the council's Families directorate. The YOT's integration with partners is assisted by the Head of Service for Specialist Support having a broad portfolio, including edge of care services, a residential children's home and, more recently, the Partnership Exploitation and Missing Hub.

Wolverhampton YOT management board is well established, with many experienced members having attended over a sustained period of time. The chair has recently changed, although was the vice chair previously, and so this has provided consistency. Members were actively involved in the National Standards audit and now have lead areas with action plans on which they report progress. The management team is stable and provides an effective conduit between the strategic and operational elements of the service. Each manager has an action plan that links to the youth justice plan.

The board is aware of the limited provision that is available across the area for children with SEND, and especially for those with EHCPs. The YOT has limited access to speech and language services, and although it accesses provision elsewhere, it has little capacity to further develop the provision for YOT children. The YOT has undertaken work to analyse disproportionality in the numbers of black, Asian and minority ethnic children known to the YOT. This has resulted in partner agencies analysing their own data and action plans being developed.

Staff at the YOT report they are comfortable with their workload, receive regular supervision and are offered the opportunity for development, such as through their roles as champions in specific areas of practice. A trauma-informed approach to working with children and families is evident in the language used by staff and the creativity of the interventions that they deliver. Staff know the children very well and go beyond what is expected of them to ensure children are engaged and receiving the appropriate provision. Training is prioritised and staff are encouraged to find innovative ways of working with children. The YOT has considered the views of staff regarding their working conditions and practice skills. It has adapted its learning and development offer as a result of Covid-19 to ensure staff feel appropriately trained and supported. Staff development is also evidenced. The service has recruited practitioners to act-up into more senior positions, seen staff progress from practitioner level to management roles and supported practitioners to achieve external qualifications.

The YOT has a performance analyst who provides detailed performance reports. These allow the YOT to analyse the data on and profile of the children known to the service. The YOT has a strong offer from health services, including a full-time forensic and clinical psychologist, and all children receive a health needs assessment. The YOT has access to an educational psychologist and a speech and language therapist and YOT workers are trained in advocating for SEND children and those with EHCPs. The council recognises that Wolverhampton has high youth unemployment and that this impacts on the quality of provision for SEND children, especially those who are older than 16 and have an EHCP. The YOT has an excellent restorative justice unit that is victim-focused in both its direct and indirect reparation work.

The facilities available to children at Retreat Street are a strength and offer high-quality provision, where children can access other agencies alongside the YOT. The children helped to design the premises and it is a welcoming, child-friendly space.

There is evidence that the service is continually learning and uses research to develop the services it provides. It has developed its use of technology to engage children and families and gathers feedback from them to influence and inform how to improve the service provision.

The YOT has the appropriate policies in place and guidance on these is available. The YOT has had a resettlement policy in place for a number of years, which includes guidance on the operation of resettlement panels. The policy has been reviewed and updated. There is a local agreement with children's social care that all children will be released into appropriate accommodation. There is a representative from the secure estate on the management board, and evidence that the YOT appropriately escalates concerns regarding children in custody.

Strengths:

- Board members were fully involved with the YJB National Standards self-assessment and were allocated roles in specific areas of practice.
- The service manager is committed to delivering services that are research-led and evidence-based.
- Staff and managers go beyond what is expected of them to ensure that children are engaged and receiving the appropriate provision.
- The process for referral orders is inclusive and encourages **engagement from the child and their family**.
- The trauma-informed approach is reflected in the range of interventions that are available. These are personalised to best meet the needs of the child.
- The YOT has its own dashboard, which gives it access to an excellent suite of data.
- The YOT has an impressive restorative justice unit, which takes a holistic approach to working with children and victims.
- Health provision to the YOT is good and staff consider the health needs of all of the children known to the YOT and decide who is best to work with them.
- The YOT reviews cases when serious incidents occur and learns from the outcomes of other areas' inspections in order to improve practice.

Areas for improvement:

- The partnership does not provide sufficient high-quality provision for SEND children, especially those with an EHCP.
- The YOT has limited access to speech and language services, and although it accesses provision elsewhere, it has little capacity to continue to develop the provision further.
- The YOT needs to develop staff confidence to ensure they are comfortable having conversations to understand the child's experience when considering their ethnicity.

Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards.

1.1. Governance and leadership



The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children.

Good

Key data¹²

Total spend in previous financial year	£2,242,456
Total projected budget current for financial year	£2,365,837

In making a judgement about governance and leadership, we take into account the answers to the following three questions:

Is there an effective local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children?

The chair of the board is a superintendent from West Midlands Police, who has been a member of the board since January 2020. Until June 2021, the chair was from Public Health and the current chair was the vice chair. The board is attended by representatives with the right level of seniority and the chair is effective in managing the members' participation and engagement.

The board includes all statutory partners, as well as some non-statutory agencies, for example a representative from the voluntary and community sector, the court's youth bench chair and a person from HM Young Offender Institution (HMYOI) Werrington. The consistency of attendance by the probation service and the Child and Adolescent Mental Health Service (CAMHS) was challenged by the chair and has now improved.

New board members receive an induction into their role from the chair and/or the service manager. The board's terms of reference were reviewed in March 2021 and standing agenda items were agreed as follows: staffing, partnership update, youth justice plan progress, performance report, disproportionality, safeguarding update and a 'spotlight on practice' section. At a meeting recently, the board heard directly from a child on a YOT order. Listening to the child's experiences had such an impact that some board members met with the child, following the board meeting, to learn more.

Although there have not been any specific development days, one meeting included a workshop to discuss priorities for the YOT. Another meeting focused on the role of each of the members, including an outline of what they can offer the board. The youth justice plan for 2021-2022 was developed following a number of events with the management board. Children, staff, and community panel volunteers were also consulted to gain their views.

Board members were fully involved with the YJB National Standards self-assessment and were allocated roles in specific areas of practice. This led to the board members and staff working together to complete the self-assessment. One board member was allocated the national standard relating to court services. To increase their knowledge of this area of practice, the board member attended a number of court sessions alongside YOT staff.

¹² Data supplied by the YOT.

Do the partnership arrangements actively support effective service delivery?

Issues impacting on youth offending are prominent on the agendas of other key strategic groups within the City of Wolverhampton. These include the Safer Wolverhampton Partnership, the Health and Wellbeing board, the Safeguarding Together board and the police's local Tactical Delivery Board.

The number of looked after children on an out-of-court disposal or a court order is in line with the number of looked after children generally in the Wolverhampton area. The YOT regularly monitors arrangements between children's homes and the police to ensure that policies and practices do not result in children being criminalised unnecessarily.

The management board escalated safeguarding concerns regarding two children in HMYOI Werrington. These concerns were raised by the management board to the Wolverhampton safeguarding manager and then to the safeguarding board for Werrington and assurances were received from the establishment.

The partnership does not provide sufficient high-quality provision for children with SEND children, especially those with an EHCP. The board has acknowledged this and will develop an action plan that also takes account of the findings from the local authority's recent SEND inspection.

Does the leadership of the YOT support effective service delivery?

The service manager has held various roles within the YOT and has been in their current role since 2018. The service manager, the team leader and the operational managers are knowledgeable about youth justice and work well together in supporting the team.

The service manager attends the management board, and operational managers will attend to present on specific pieces of work as part of the 'spotlight on practice' item on the agenda. Communication from the board is shared through the management and team meetings. Each manager is responsible for an action plan linked to the priorities in the youth justice plan based on their roles and responsibilities.

The service manager is committed to delivering services that are research-led and evidence-based. Staff are encouraged to contribute ideas on how their practice with children and families can be changed and/or improved.

The staff survey was completed by 39 staff members, and 71 per cent of these understood the vision and mission of the YOT very well. Alongside this, 54 per cent were 'very aware' of the activities of the management board and understand its role and 43 per cent were 'quite aware'. Most staff who completed the survey felt they were updated on strategic issues.

Covid-19 meant that the YOT had to adapt its service delivery. It moved to a range of digital platforms, using new technologies, while also maintaining face-to-face contact with children and families. The YOT has delivered out-of-court disposals and referral order panels virtually. The restorative justice offer introduced a range of home-based activities for reparation and victim work was also completed virtually. Throughout the pandemic, face-to-face contact has been maintained with children through utilising outdoor spaces for sessions. This has allowed staff to maintain relationships and manage risks and safeguarding concerns appropriately. It also further embedded the whole family service delivery model, with contacts happening within family households.

1.2. Staff



Staff within the YOT are empowered to deliver a high-quality, personalised and responsive service for all children.

Outstanding

Key staffing data¹³

Total staff headcount	45
Vacancy rate (total unfilled posts as percentage of total staff headcount)	10.1%
Average caseload case managers ¹⁴	8
Average annual working days sickness (all staff) ¹⁵	3.2%

In making a judgement about staffing, we take into account the answers to the following four questions:

Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children?

The YOT has a team of 45 staff. The team structure sits under the local authority's head of specialist support, alongside edge of care services, a residential children's home and, more recently, the Partnership Exploitation and Missing Hub. There is a service manager, one team leader, three operational managers, and two assessment and development officers. The main case management team has a total of nine qualified social workers and 13 YOT officers.

YOT social workers have case responsibility for all the statutory work within the service. They complete the referral order reports and pre-sentence reports for court and any custody and resettlement assessments or parole reports. Due to the increase in the number of out-of-court disposals, they are now involved in assessing and delivering these. YOT officers have case responsibility for out-of-court disposals. All the YOT officer staff are trained in AssetPlus and deliver a range of activities. They have practice lead areas, including participation (mentoring), resettlement provision and support for children who are subject to the Intensive Supervision and Surveillance programme.

The YOT team leader is responsible for allocating cases, taking into consideration the caseload numbers held by case managers and their specific skills and knowledge. The YOT team leader completes a number of enquiries before deciding who would be best to supervise the case and discusses the case with the case manager to ensure any sensitive issues are considered. Out-of-court disposals are triaged to identify the most complex and serious offences, which are then allocated to a YOT social worker. If a case allocated to an YOT officer requires support from a social worker because of any risks identified, co-working arrangements are put in place. Allocation also considers which staff have previously been involved with the family so that consistency of worker is prioritised.

¹³ Data supplied by YOT and reflecting staffing at the time of the inspection announcement.

¹⁴ Data supplied by YOT; based on staffing and workload at the time of the inspection announcement.

¹⁵ Data supplied by YOT; average days lost up to October 2021.

On average, case managers had approximately eight cases each at the time of the inspection, although this has been affected by Covid-19 and it is anticipated that this will rise. The staff survey was completed by 39 members of staff and 97 per cent of respondents said that they find their workload or caseload manageable.

There was evidence in the inspected cases that staff and managers know the children very well and go 'over and above' what is expected of them to ensure children are engaged and receiving the appropriate provision.

Do the skills of YOT staff support the delivery of a high-quality, personalised and responsive service for all children?

For a number of years, the YOT has been developing its trauma-informed practice approach to working with children. YOT interventions have been designed within the ARC (Attachment, Regulation and Competency) framework of trauma-informed practice. Programmes such as sports, theatre and creative arts build attachments, provide opportunities for co-regulation and assist children in developing their thinking skills and confidence. This approach also includes a 15-day interventions meeting following a child's order or disposal starting. At this meeting, managers chair a review of the planned interventions to ensure they are appropriate, timely and trauma-informed, and that relevant staff and resources are available.

The trauma-informed approach is reflected in the range of interventions that are available. These are personalised to best meet the needs of the child. For example, YOT workers carry games with them, such as UNO and Jenga, to support engagement with children. The YOT also has access to the 'gazebo theatre' (drama and art), boxing and gym facilities, and resources for creating music and music videos.

Staff are involved in working groups to develop specific areas of practice. They can volunteer to be the 'champion' for particular initiatives. These include child exploitation and trauma-informed practice.

Service volunteers feel well supported, receive regular one-to-one supervision, attend quarterly meetings and can access relevant ongoing training. Training has recently included adverse childhood experiences, trauma-informed practice and disproportionality. The YOT has tried to ensure the panel members represent the diversity of the local community, and currently volunteers reflect a range of ages, backgrounds and cultural heritage. The YOT aims to have the same panel members on the initial referral order panel and the review panels in order for them to develop a relationship with the child and their family. YOT staff spend time with volunteers both before and after the panel to discuss any issues that have arisen.

During Covid-19, the YOT changed the way the referral panels were run in order to ensure the child remained engaged and the required technology was available to everybody. For each panel a YOT staff member visited the child's home before the panel began and used their technology to log into MS Teams. This offered the staff member the opportunity to explain the process to the child and their family, which encouraged engagement and inclusivity. The staff member guides the child and their family through the virtual panel and checks that they understand what has happened after the panel has finished. The views of the child and their family are captured after the panel. Because of this, attendance at panels has increased and there is less need for them to be rearranged.

There is a seconded police officer who leads on out-of-court disposals. This person shares information and intelligence between the police and the YOT and attends relevant risk panels. The seconded YOT probation officer post is vacant, and during the period of the vacancy the Probation Service has offered funding to cover the gap. Unfortunately, it has been difficult to recruit to the role, as it is for three days per week. It has now been

agreed that the role be full-time, and the recruitment process is underway. Although the service manager takes the strategic lead for Multi-Agency Public Protection Arrangements in the absence of a probation officer, inspectors noted that staff knowledge of the processes is limited and needs further development. Cases appropriate for transition to the Probation Service have been dealt with on a case-by-case basis during this time.

Feedback from the courts highlights that input from officers in the YOT's court team, and information in their pre-sentence reports, demonstrates that they have a detailed understanding of children's health and educational needs. It states that, in recent years, the courts have been impressed with the YOT's understanding of trauma and how it impacts children. Courts also identify how the YOT uses this understanding of trauma to inform its interventions and programmes. There is good communication between the YOT and the courts, and the chair of the Youth Court Bench is a member of the YOT management board.

Does the oversight of work support high-quality delivery and professional development?

Staff receive regular monthly supervision, which covers case load (if appropriate), workload, any challenges to their emotional and mental health, the quality of work and areas of improvement and professional development. Annual appraisals (called professional conversations) are completed, and procedures are in place for addressing staff competency. An induction process for all new staff members is in place. Seconded staff are supervised by their home agency, which completes an appraisal, as well as by their YOT line manager.

Management oversight met the needs of the case in 91 per cent of post-court cases and in all of the out-of-court disposals and this is a significant achievement. Staff reported feeling supported by both their managers and peers.

Are arrangements for learning and development comprehensive and responsive?

The YOT has a training and development plan in place for 2021-2022. Recent training has included Structured Assessment of Violence Risk in Youth (SAVRY) training and AssetPlus, as well as Assessment, Intervention and Moving On (AIM3) training for working with harmful sexual behaviour cases, and briefings on contextual safeguarding and exploitation.

Staff have access to a mandatory training programme across children's services, which includes safeguarding courses, and feel encouraged to take up training opportunities. The YOT actively promotes staff development through offering management opportunities within the service and supporting staff to complete external qualifications.

Do managers pay sufficient attention to staff engagement?

Staff reported feeling very well supported by both Wolverhampton Council and the YOT throughout the Covid-19 pandemic. During the first lockdowns there were regular virtual meetings and 'check-ins' from both managers and peers.

The YOT has completed a learning and development report based on a number of surveys of staff's opinions on their practice skills, learning and development, and working conditions during the Covid-19 pandemic. Going forward, staff will have a blended model of home-based working and working within the office and in community venues.

Staff receive praise and appreciation emails from senior leaders and through supervision with their line managers. Team meetings encourage the sharing of positive news and recognition of good practice and the council also circulates a newsletter that recognises effective practice.

1.3. Partnerships and services



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.

Outstanding

Caseload characteristics¹⁶

Percentage of current caseload with emotional wellbeing or mental health issues	37%
Percentage of current caseload with substance misuse issues	41.8%
Percentage of current caseload with a learning disability, a learning difficulty or subject to an education, health and care plan	32.2%

In making a judgement about partnerships and services, we take into account the answers to the following questions:

Is there a sufficiently comprehensive and up-to-date analysis of the profile of children, used by the YOT to deliver well-targeted services?

The YOT has its own dashboard, which gives it access to an excellent suite of data. Comprehensive performance management reports are provided for the YOT management board. These include national and local indicators and very detailed profiling and analysis.

Regular monitoring reports presented to the management board include a quarterly health report, victim engagement report and a participation report. Further in-depth analysis reports are also provided, and these have recently included reports on serious youth violence, disproportionality and a review of vulnerable learners, including children with EHCPs.

The YOT's performance is monitored across the partnership, and the performance reports are shared with other partners, including the Wolverhampton Children's Senior Leadership Team, Strategic Executive Board and the Safeguarding Together Partnership.

The YJB published data, which is time delayed, indicates that the number of first-time entrants and the rate of reoffending are higher than the national average, while the number of children in custody is lower than the national average. More recent local data shows that the first-time entrant rate for 2020-2021 has fallen, both in the number of entrants to the system and the number of offences committed compared with the previous year. The reoffending live tracker toolkit showed that the frequency of reoffending and the number of offences committed were lower in Wolverhampton than the national rate. The number of children receiving a custodial sentence was also decreasing.

The number of cases on the YOT caseload in October 2021 was 146, of which 11 per cent were female, 50.7 per cent were black, Asian and minority ethnic (an increase from the annual YJB statistics quoted above), 33.6 per cent had a disability, 37 per cent had emotional, mental health and wellbeing needs, and 32.2 per cent had learning needs, including special educational needs, or had an EHCP. The YOT is proactively monitoring these figures and the management board recently received a report about girls in the youth justice system.

¹⁶ Data supplied by the YOT

Does the YOT partnership provide the volume, range and quality of services and interventions required to meet the needs of all children?

The YOT has strong partnership arrangements with children's services and community safety areas of work. This is assisted by the Head of Service for Specialist Support having a broad portfolio, including edge of care services, a residential children's home and, more recently, the Partnership Exploitation and Missing Hub.

The YOT uses a number of screening tools to identify risk, whether it is the risk to a child's safety and wellbeing or the risk they pose to others. These include the SAVRY (violence), AIM3 (sexual harmful behaviour) and Trauma Symptom Checklists (TSC), which is linked to a trauma-informed approach to practice. There are Risk Management and Safety and Wellbeing panels, where areas of high concern are highlighted and managed. These are multi-agency meetings chaired by a YOT operational manager. The YOT is represented at Multi-Agency Criminal Exploitation (MACE) meetings, the Partnership Exploitation and Missing Hub and the Partnership Gang Forum.

The YOT has a good relationship with the children's homes in the local area, and the staff from these attend meetings at the YOT. Restorative practice work has been delivered to staff in placements and the success of these interventions reflected in the low number of looked after children (20 out of 146) on out-of-court disposals and post-court orders.

The YOT has an impressive restorative justice unit (RJU) and all YOT staff are trained in restorative practice. The Witness Care Service provides victim contact details for cases that have been heard in court, and the police provide the details for out-of-court disposals. The YOT sends a letter to set up a meeting within seven days, unless the victim decides to opt out of the process. This is followed up with a telephone call to see what support is needed and what can be offered in terms of the different options for restorative practice. Victims are given the opportunity to complete a statement so that their experience can inform the referral order panel, out-of-court decision-making, and the pre-sentence report. There is a weekly case discussion meeting that decides which is the best way to work with the victims in order to promote a victim-centred approach. A number of restorative practices are available, including letters of explanation and letters of apology, shuttle mediation and face-to-face meetings. There is a desire for all children to take part in victim empathy work, as the RJU believes it is vital that victims' views are understood, even if the victim does not wish to take part.

The YOT has held a number of face-to-face restorative meetings, some of which have included corporate victims. Restorative justice staff work with the child and the injured person and feel that working with both parties, knowing the case and understanding the different perspectives, provides a more holistic approach to restorative practice. The victim workers will also share information with case managers regarding what licence conditions the victim has requested.

Reparation projects are discussed at the RJU's weekly meetings. They include the 'Bladed Angel of Change' (creative arts project that deals with the dangers of knife crime), 'Let's Get Cooking', the 'Get Outdoors Project' (developed as a response to Covid-19), 'The Endz' project (dealing with anti-social behaviour), social media and online safety, 'SHUZ' (a victim empathy project), photography, working on allotments, and making cards and jewellery. Some of these had to stop during lockdown, although most are now available again. The YOT also offers the opportunity for children to obtain Award Scheme Accreditation and Development Network (ASDAN) qualifications for each activity.

The YOT has links with the voluntary and community sector, including Catch22 and the Kitchen Table Talks service delivered by First Class Foundation, which uses creative and

innovative ways to support parents and families through face-to-face or online communication.

The YOT has set up a peer mentoring service, but due to the restrictions of Covid-19 the service has yet to see the impact of this. Its intention is that children previously known to the service will be trained to provide a mentoring intervention to YOT children.

Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?

Health provision to the YOT is of a high standard. There is a regular 'Health Summit' meeting, which includes all health staff and partnership managers, chaired by the YOT operations manager. It considers the health needs of children, decides who is best to work with them, and is a platform for operational planning to deliver health services. It also provides the opportunity to quality assure the work of the team. Every child known to the YOT is triaged to identify their health needs. The YOT nurse completes a full health assessment, which includes GP registration, dental care and emotional wellbeing. The nurse also works directly with children, including to provide a 'sleep' intervention, which helps children to regulate their sleep patterns, and refers them on to wider health provision, including sexual health services as appropriate.

The YOT has a full-time forensic and clinical psychologist, who provides consultations with staff, as well as psychological assessments and intervention work with children. They also signpost children to wider emotional mental health and wellbeing services. The YOT also has access to a liaison and diversion worker for children in police custody, who completes health background checks and makes referrals, where relevant.

The YOT has a seconded speech and language therapist for two days a week, who provides assessments where needed and offers consultations to YOT staff. They also work with looked after children and the pupil referral unit. This is a limited provision and does not allow for developments in this area of work to meet the specific needs of children known to the YOT. There is a commissioned service to support children with substance misuse, which includes a worker who is seconded for three days per week. This post is currently vacant but interim arrangements are in place.

The YOT is represented on the Education Inclusion Support and Alternative Provision Panel, which focuses on reducing school exclusions. This is helped by the Back on Track project, which is available in some schools and identifies and works with Year seven, eight and nine pupils who are at risk of exclusion and of offending. For one day a week, the YOT has access to an educational psychologist, who will complete assessments as well as collaborate with schools to ensure that the child's educational needs are being met. They provide consultation and training for YOT staff who are working with SEND children and children with an EHCP.

Previously the YOT had a Connexions worker, who provided intensive support to children so that they could access the most appropriate provision for them. At the time of the inspection this post was vacant, and recruitment was underway. The YOT is also currently recruiting for an education, training and employment (ETE) adviser. The YOT can also access the Impact Project. This supports 16- to 18-year-olds and finds suitable ETE opportunities for them, although it is subject to short-term funding. The YOT acknowledges that ETE provision for children over 16 years old, especially those with an EHCP, is limited. This is reflected in the council's £3 million investment to reduce youth unemployment across Wolverhampton.

The YOT's relationship with children's social care is good, and staff are invited to and attend all meetings regarding children in need, children on a child protection plan and looked after children. Staff trained in AIM3 work jointly on cases where there has been harmful sexual behaviour. This follows the model of good practice.

Involvement of children and their parents or carers

The YOT facilitates and supports a Voices from Youth Justice forum, which was set up in August 2019. These are participation sessions that enable children to meet and work together throughout the year and gain awards. The forum also links with the local authority participation officer and the Youth Council.

As part of the inspection process, children are invited to participate in a text survey, and those whose cases are inspected are offered the opportunity to speak to an inspector, to give their feedback.

Seven children returned the text survey, with all rating the YOT as eight or more out of 10 (with 10 being 'fantastic').

Inspectors spoke to three children, and one parent. They all knew the aims of the YOT and felt that their workers had the right skills to do the work.

One child said:

"The best thing about my YOT worker was that they didn't make me feel like a bad person and listened to me."

A parent said:

"We wish our kids could be perfect. I try my best, but it's not perfect, my child's YOT workers understand this, don't judge us or me as a mother they just support us and my child's journey to change".

1.4. Information and facilities



Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children.

Outstanding

In making a judgement about information and facilities, we take into account the answers to the following four questions:

Do the policies and guidance in place enable staff to deliver a high-quality service, meeting the needs of all children?

There is a full range of policies and guidance in place, which are accessible to staff. People are kept up to date with any changes through emails and team meetings. Information-sharing protocols are in place and understood across the partnership. There is an escalation process for all partners to help in challenging another agency and staff feel supported by managers in raising concerns.

Does the YOT's delivery environment(s) meet the needs of all children and enable staff to deliver a high-quality service?

The plan in 2020 had been to move the YOT from the premises where it had been for 20 years, as the building had deteriorated. This happened quicker than expected, as the

office was closed during the first Covid-19 lockdown in March 2020. The YOT moved into its new premises (Retreat Street) in June 2021, which is a set of offices attached to the fire station. Children known to the YOT designed the décor and decided on the type of furniture and what security was needed at the premises. They also chose motivational quotes to have on the walls around the building. Staff and partner agencies can base themselves at Retreat Street, where they can see children and deliver interventions in child-friendly rooms. After the Covid-19 restrictions are lifted, the YOT envisages that staff will balance their time between working in the office, in community venues and at home.

Do the information and communications technology (ICT) systems enable staff to deliver a high-quality service, meeting the needs of all children?

YOT staff are able to share information through access to children's social care systems and relevant partners have their own access to the YOT case management system. The YOT case management system enables the YOT to produce data on performance. As a result of Covid-19, all staff, including those who are normally office-based, were issued with laptops and phones. The YOT has developed the Viewpoint Hub for gathering feedback from children and families. It has hosted Microsoft Teams live events during lockdown and is developing a web-based intervention site that children will be able to access to complete a range of offence-related programme activities.

Are analysis, evidence and learning used effectively to drive improvement?

The YOT has a monitoring system in place for quality assuring work. Managers review all AssetPlus assessments at every stage, and there is a gatekeeping process for pre-sentence reports and referral order reports. Managers complete regular audits and benchmarking exercises, and these are supported by staff across all grades. One day every three months is set aside for the auditing process.

The YOT was recently part of a multi-agency community risk meeting audit, which looked at five cases from different agencies' perspectives. The service has also completed a number of thematic audits looking at specific areas of practice, including a restorative justice and victim audit and a report on the Back on Track project.

A participation report is produced and reported to the management board. It outlines the feedback that has been collated from children through forums, self-assessments and the Viewpoint Hub. The feedback includes the different activities that children have been involved in, for example their experience of the referral order panel, reparation, the out-of-court disposal panel and workshops.

There is evidence that the YOT reviews cases when serious incidents occur and learns from the outcomes of other areas' inspections in order to improve practice.

Diversity

Throughout our standards, we expect a personalised and responsive approach for all children, which includes taking account of their diversity and protected characteristics. Those factors may influence our judgements in specific standards. Here, we present an overall summary of the approach to diversity that we found in this YOT.

Based on the 2011 census data, 61 per cent of 10–17-year-olds in Wolverhampton are white and 39 per cent are from a black, Asian or minority ethnic background. Of staff at the YOT, 34 per cent are from a black, Asian or minority ethnic background and 20 per cent are male. Black, Asian and minority ethnic children are over-represented in the YOT.

In 2020-2021, 90 per cent of all disposals and 100 per cent of custodial outcomes related to boys. In particular, 52 per cent of all disposals and 83 per cent of custodial outcomes related to black, Asian and minority ethnic children. Of children known to the YOT, 37 per cent were assessed as having emotional, mental health and wellbeing concerns and 32 per cent had a learning disability, learning difficulty or were subject to an education, health and care plan.

The trauma-informed approach is reflected in the range of interventions that are available to meet the diverse needs of children. The YOT has access to an educational psychologist and a forensic and clinical psychologist, who work alongside YOT practitioners to help identify the appropriate interventions that should be delivered to meet the individual needs of the child.

There was evidence that the YOT has tried to ensure the panel members represent the diversity of the local community, and currently volunteers reflect a range of ages, backgrounds and cultural heritage.

The YOT uses the YJB disproportionality toolkit and the management board commissioned a report to analyse performance from December 2019 to December 2020. An action plan was implemented, and this is regularly reviewed. Actions included setting up a YOT equality forum, completing cultural competency training and peer mentoring training, setting up the YJB Levelling the Playing Field project and recruiting panel members from more diverse backgrounds. A number of changes have also been made to the out-of-court disposal arrangements to try to address disproportionality. The YOT is adapting the children's feedback questionnaire to capture the child's lived experience when considering their ethnicity. However, the YOT needs to be confident that staff are comfortable in having conversations with children about their diversity and know what is expected of them. It can then ensure that it has appropriate provision in place to support the identity and cultural heritage of black, Asian and minority ethnic children.

2. Court disposals

We took a detailed look at 11 community sentences managed by the YOT. We also conducted 11 interviews with the relevant case managers. We examined the quality of assessment, planning, implementation and delivery of services, and reviewing. Each of these elements was inspected in respect of work done to address desistance, keep the child safe and keep other people safe.

HM Inspectorate of Probation's ratings panel applied professional discretion in relation to the ratings given to our standards for the quality of assessment and reviewing. The case data was reviewed and identifying contingency arrangements when considering a child's risk of harm to others was judged by inspectors to be insufficient. There was evidence, however, that practice was strong when case managers assessed and reviewed a child's desistance and their safety and wellbeing. After considering all of the evidence in the round and the views of the lead inspector, the panel agreed to move the judgement on both these standards from 'Requires improvement' to 'Good'.

The great majority of assessments were strong in the areas of desistance and safety and wellbeing. Case managers considered the child's personal circumstances, including the wider familial and social context, and information from other agencies. They took account of the child's strengths and protective factors, and their ability and motivation to change. Analysing the child's diversity, however, needs developing. We found that most cases were sufficient when assessing a child's risk of harm to others; however, there was room for improvement. Although case managers used different sources of information and involved other agencies when appropriate, they needed to identify and analyse more clearly the risks that children pose to others, including who is at risk and the nature of that risk.

Nearly all of the cases we inspected were satisfactory for planning in relation to desistance, and in most cases the manager appropriately planned for the child's safety and wellbeing. Case managers took account of the child's personal circumstances, and considered their strengths and protective factors, as well as their level of maturity and motivation to change. We found that case managers involved children and their parents or carers in the planning. When planning for the child's safety and wellbeing, case managers addressed their risks, and involved other agencies appropriately. However, planning could have given more consideration to the needs and wishes of victims. The concerns and risks related to actual and potential victims were not consistently considered when planning to address the risk of harm to others. Work to set out contingency arrangements to manage the child's safety and wellbeing and their risk of harm to others should be improved.

Implementation and delivery of services was satisfactory in the great majority of cases in all three areas of desistance, safety and wellbeing, and risk of harm to others. Case managers focused on developing and maintaining an effective relationship with children and their parents or carers and they encouraged and enabled the child's compliance with the court order. We found that case managers went beyond what was required to engage children and families. They were creative when delivering interventions and used language and techniques that support the trauma-informed approach promoted by the YOT.

The great majority of reviews were satisfactory in the areas of desistance and safety and wellbeing. Case managers identified and responded to changes in the child's circumstances and took account of their strengths and protective factors. They considered the child's motivation and included the parents or carers in the reviewing process. When case managers reviewed safety and wellbeing, they included information from other

agencies and adjusted the ongoing plan accordingly. Although most of the cases inspectors reviewed were satisfactory, contingency planning could be improved. Staff must ensure that any necessary adjustments in the ongoing plan of work to manage and minimise the risk of harm to others are made. Planning to keep other people safe was the weakest area of practice across both post-court orders and out-of-court disposals.

Strengths:

- Assessments were strong in the areas of desistance and safety and wellbeing. They took account of the child's strengths and protective factors, and their ability and motivation to change
- Case managers involved children and their parents or carers in planning.
- When planning for the child's safety and wellbeing, their risks were addressed, and other agencies are involved appropriately.
- Delivery of services was strong in the great majority of cases in all three areas of desistance, safety and wellbeing, and risk of harm to others.
- Case managers focused on developing and maintaining an effective relationship with children and their parents or carers. Staff went 'over and above' what is required to engage children and families.
- Staff were creative when delivering interventions and used language and techniques that support the trauma-informed approach promoted by the YOT.

Areas for improvement:

- When assessing a child's risk of harm to others, staff need to identify and analyse more clearly the risks that the child poses, including who is at risk and the nature of that risk.
- Staff do not regularly take account of a child's diversity needs when completing assessments.
- The concerns and risks related to actual and potential victims are not consistently considered when planning to address the risk of harm to others.
- Staff did not consistently set out the contingency arrangements to manage the child's safety and wellbeing and their risk of harm to others in the cases inspected.

Work with children sentenced by the courts will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases, we inspect against four standards.

2.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating¹⁷ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	82%
Does assessment sufficiently analyse how to keep the child safe?	73%
Does assessment sufficiently analyse how to keep other people safe?	64%

Does assessment sufficiently analyse how to support the child's desistance?

In seven out of the 11 cases inspected, the assessment had sufficient analysis of offending behaviour, including the child's attitudes towards, and motivation for, their offending. Staff considered the child's diversity issues in seven out of 11 cases and their personal circumstances, including the wider familial and social context, in all cases. The assessment was informed by information from other agencies in all cases. In all but one case, the assessment focused on the child's strengths and their protective factors, and recognised their level of maturity, ability and motivation to change.

The child's views were considered in all cases, and those of their parents or carers were included in all relevant cases. The needs and wishes of the victim were taken into account in all but one of the relevant cases.

The factors that are most related to a child's offending are self-identity, learning and education, training and employment, and their living arrangements. In nine out of the 11 cases, the assessment analysed sufficiently how to address these factors and support desistance.

One inspector noted:

"The assessment describes a supportive home and structured lifestyle, including good attendance at school and community activities, such as links to sports clubs and positive peer associates."

Does assessment sufficiently analyse how to keep the child safe?

In seven out of the 11 cases, staff identified and analysed the risks to a child's safety and wellbeing. In nine out of 11 cases, assessments drew appropriately on assessments or information held by other agencies. In eight out of 11 cases, staff had given enough attention to analysing the controls or interventions that best promoted the child's safety and wellbeing. Inspectors judged the safety and wellbeing risk classification as reasonable in all but one case. Overall, the assessment analysed sufficiently how to keep the child safe in eight out of 11 cases inspected.

¹⁷ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

This was evidenced by one inspector, who said:

“The assessment discussed concerns around the child’s possible exploitation and the level of risk they may be experiencing. This has been supported by children’s social care and discussions with the parents, informing a contextual picture of the level of potential harm the child could be facing.”

Does assessment sufficiently analyse how to keep other people safe?

Professional discretion was applied to this area of practice as outlined above. In eight of the 11 cases, assessments identified and analysed any risk of harm to others posed by the child, including who was at risk and the nature of that risk. In all but one case, staff used available sources of information, including past behaviour and convictions, and involved other agencies, where appropriate, in the assessments. In four out of 11 cases, however, the assessment did not analyse controls and interventions to manage and minimise the risk of harm presented by the child.

Inspectors judged the case manager’s assessment of the level of risk of serious harm as reasonable in all but one case. Case managers analysed how to keep other people safe in seven out of 11 cases.

2.2. Planning



Planning is well-informed, holistic and personalised, actively involving the child and their parents or carers.	Requires improvement
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Our rating¹⁸ for planning is based on the following key questions:

	% ‘Yes’
Does planning focus sufficiently on supporting the child’s desistance?	91%
Does planning focus sufficiently on keeping the child safe?	73%
Does planning focus sufficiently on keeping other people safe?	64%

Does planning focus on supporting the child’s desistance?

Overall, planning supported the child’s desistance in all but one of the cases inspected.

In 10 out of 11 cases, staff set out the services most likely to support desistance, paying attention to the available timescales and the need for sequencing. It took account of the child’s personal circumstances, including the wider familial and social context. Although planning considered the child’s strengths and protective factors in nine out of 11 cases, it did not address the child’s diversity issues in six out of 11 cases. Staff took account of the child’s level of maturity, ability and motivation to change in all but one case.

Planning did not give appropriate attention to the needs and wishes of the victim in three out of seven relevant cases, therefore missing opportunities for restorative practice. In 10 out of 11 cases, there was evidence that the child and their parents or carers had been involved in the planning, and their views taken into account.

¹⁸ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does planning focus sufficiently on keeping the child safe?

In eight out of 11 cases, the risks to a child’s safety and wellbeing were addressed as part of the planning. Case managers involved other agencies and aligned their plans in all but one of the relevant cases. Planning adequately outlined the controls and interventions necessary to promote the child’s safety and wellbeing in seven of the relevant cases. However, contingency arrangements to manage identified risks were set out in only four of the 11 cases.

Overall, planning focused on keeping the child safe in eight of the 11 cases inspected.

One inspector noted:

“Given the complex nature of this case and the classification of high risk of potential harm, I would have expected to see a much more detailed multi agency plan to protect the child”.

Does planning focus sufficiently on keeping other people safe?

There was sufficient planning to promote the safety of others in only seven of the 11 cases inspected. All cases involved other agencies, where appropriate. Planning to address any specific concerns and risks related to actual and potential victims was not evident in six of the nine relevant cases. This is disappointing, as case managers have access to the restorative justice unit and this information is available.

Planning set out the necessary controls and interventions to promote the safety of other people in only half of the cases inspected. Effective contingency arrangements to manage the risks that had been identified were not evident in seven out of the relevant 11 cases inspected. Planning to keep other people safe was the weakest area of practice across both post-court orders and out-of-court disposals.

One inspector noted:

“Insufficient attention was given to the risks to specific individuals and what may be needed to mitigate that risk. The contingency planning does not reference any need for monitoring or undertaking actions where risk is seen to increase”.

2.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Outstanding

Our rating¹⁹ for implementation and delivery is based on the following key questions:

	% 'Yes'
Does the implementation and delivery of services effectively support the child’s desistance?	100%
Does the implementation and delivery of services effectively support the safety of the child?	91%
Does the implementation and delivery of services effectively support the safety of other people?	82%

¹⁹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does the implementation and delivery of services effectively support the child's desistance?

Overall, the delivery of services supported the child's desistance in all of the cases inspected. In all cases, the services delivered reflected the wider familial and social context of the child, involving the parents, carers or significant others, and in all but one case service delivery built on the child's strengths and protective factors. Service delivery took account of the child's diversity issues in only seven of the 11 cases.

In every case, it was clear that staff focused on developing and maintaining an effective working relationship with the child and their parents or carers. This reflects the comments made by inspectors that staff went 'over and above' the expectations of their role when working with children and families.

The following comment from an inspector demonstrates this:

"A significant amount of intervention work has taken place throughout this order, including attempts to support both parents with complex needs, in the hope that this provides stability for the child. Interventions are delivered in respect of the child's education and it is clear that the case manager has built a good, trusting relationship which supports desistance factors in a complex case".

In all but one case, opportunities to access services post-supervision had been promoted. Case managers had encouraged and enabled the child's compliance with the work of the YOT in every case. Enforcement actions were taken when appropriate and the interventions delivered were proportionate to the disposal and completed within the required timescales in all cases inspected.

Does the implementation and delivery of services effectively support the safety of the child?

The delivery of services to promote the child's safety and wellbeing was evident in eight of the 10 relevant cases, and the case manager had coordinated the involvement of other organisations in all but one of the relevant cases. Overall, the implementation and delivery of services supported the safety of the child effectively in 10 out of the 11 cases inspected.

One inspector noted:

"In order to keep the child safe, priority was given to the child's mental health and wellbeing through an early referral to CAMHS and joint work with the social worker. There was a well-coordinated multi-professional approach to jointly address the child's needs whilst supporting the safety of the child".

Does the implementation and delivery of services effectively support the safety of other people?

Services delivered to keep other people safe, by managing and minimising the risk of harm, were evident in nine of the 11 cases inspected. In all of the relevant cases, staff had coordinated the involvement of other agencies. Overall, the service delivery effectively supported the safety of other people, and this was evidenced in nine out of the 11 cases inspected. However, sufficient attention to the protection of actual and potential victims had only been given in a small number of cases (four of the nine relevant cases) and this is an area for development.

2.4. Reviewing



Reviewing of progress is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating²⁰ for reviewing is based on the following key questions:

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	100%
Does reviewing focus sufficiently on keeping the child safe?	73%
Does reviewing focus sufficiently on keeping other people safe?	64%

Does reviewing focus sufficiently on supporting the child's desistance?

Case managers are aware that children's circumstances can change rapidly, and that this can result in an increase, or sometimes decrease, in the likelihood of reoffending, risk of harm to others or risks to their safety and wellbeing.

Reviews resulted in the identification of, and a subsequent response to, changes in the factors linked to desistance in all of the cases inspected. They built on the child's strengths and considered the personal circumstances, including the wider familial and social context of the child in every case. The review included an analysis of, and a response to, the child's diversity factors in six of the nine relevant cases and considered their motivation and engagement levels in all cases. The child and their parents or carers had been involved meaningfully in the process, and their views taken into account, in all but one case.

In all cases, the review led to changes in the plan of work and, overall, every case inspected focused sufficiently on supporting the child's desistance.

One inspector noted:

"Regular reviews have been completed and a number of services informed the reviews including the YOT nurse, school, police and a restorative justice worker. Intervention actions were updated, and the child was praised for the good progress they were making, further supporting desistance".

Does reviewing focus sufficiently on keeping the child safe?

Case managers identified and responded to changes in a child's safety and wellbeing in eight out of 10 relevant cases. When reviewing, case managers had considered information from other agencies in all relevant cases, and the reviewing process had led to the necessary changes in the ongoing plan in seven of the 10 relevant cases. Overall, reviewing focused on keeping the child safe in eight out of 11 cases inspected.

This is demonstrated in the case below, where an inspector noted:

"Regular reviews took place involving parents and a number of services. Progress was noted and further barriers identified which needed to be addressed. There was evidence

²⁰ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

that the case manager listened to the child's wishes and feelings and understood that trust needed to be built before the child would open up and be able to engage in some of the interventions to be delivered."

Does reviewing focus sufficiently on keeping other people safe?

As referred to above, professional discretion was applied to this area of practice. The case manager had identified, and responded to, changes in risk in six of the nine relevant cases. Reviewing was informed by information gathered from other agencies in all relevant cases. In eight out of 10 relevant cases, the child and their parents or carers had been involved meaningfully in reviewing the risk of harm to others, and had their views considered. The reviewing process led to necessary adjustments in the ongoing plan of work to manage and minimise these risks in only five of the nine relevant cases. Overall, reviewing focused on keeping other people safe in seven of the 11 cases inspected.

3. Out-of-court disposals

We inspected 13 cases managed by the YOT that had received an out-of-court disposal. These consisted of five youth conditional cautions, six youth cautions and two community resolutions. We interviewed the case managers in 12 cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, keep the child safe and keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Assessment was satisfactory in most of the out-of-court cases assessed in the areas of desistance and a child's safety and wellbeing. Case managers considered the child's strengths and protective factors, and their level of maturity, and ability and motivation to change. Where a victim had been identified, their needs and wishes were taken into account, and the views of parents or carers were considered as part of the assessment. Although assessments of children's risk of harm to others were strong, they should be improved by identifying more clearly who is at risk and the nature of the risk.

Planning was a significant strength in the areas of desistance and safety and wellbeing. Case managers took account of the child's personal circumstances, their strengths and protective factors and their level of motivation to change. Planning set out the opportunities for community integration and access to mainstream services following completion of the out-of-court disposal work. Case managers considered the needs and wishes of victims and included the child and parents or carers in the planning process. Planning for the child's risk of harm to others was positive and, in most cases, involved other agencies where appropriate. However, setting out the contingency arrangements to manage the risks presented would improve this area of work.

Implementation and delivery of services were also particularly strong in all three areas of desistance, a child's safety and wellbeing and their risk of harm to others. Case managers identified the factors that were most likely to support the child's desistance. They took account of the child's diversity issues and involved parents, carers or significant others. They focused on developing and maintaining a good working relationship with children and families and encouraged and enabled the child's compliance with the work. Inspectors noted that staff used creative methods to help children participate in the interventions and exceeded the expectations of their role to meet the needs of the children and their families.

The YOT had a good process in place for out-of-court disposals, which included completion of the AssetPlus assessment and a panel to determine the outcomes. Following its involvement in a YJB Pathfinder project, the YOT has worked with another YOT to further develop its provision by introducing the DIVERT scheme. This is a deferred prosecution scheme that gives children the opportunity to engage with an intervention and then be diverted away from the criminal justice system. There has been joint work with the police and policies have been updated. A new joint decision-making panel has been introduced to decide between an out-of-court disposal and DIVERT. This new process had not been fully implemented at the time of the inspection and so inspectors could not judge whether the outcomes anticipated had been achieved.

Strengths:

- When carrying out an assessment, case managers considered the child's strengths and protective factors, and their level of maturity, ability and motivation to change.
- Where a victim had been identified, their needs and wishes were taken into account. The views of parents or carers were considered as part of the assessment and planning process.
- Planning was rated as a strength in the areas of desistance and safety and wellbeing. It set out the opportunities for community integration and access to mainstream services following completion of the out-of-court disposal work.
- Implementation and delivery of services were excellent in all three areas of desistance, a child's safety and wellbeing and their risk of harm to others.
- Staff used creative methods to help children participate in the interventions and exceeded the expectations of their role to meet the needs of the children and their families.
- The YOT has a deferred prosecution scheme that gives children the opportunity to engage with an intervention and then be diverted away from the criminal justice system.

Areas for improvement:

- Assessing a child's risk of harm to others needs clearer identification of who is at risk and the nature of the risk.
- Contingency planning needs to be evident so that the arrangements for managing a child's risk of harm to others is clear.

Work with children receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases, we inspect against four standards.

3.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating²¹ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	85%
Does assessment sufficiently analyse how to keep the child safe?	85%

²¹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does assessment sufficiently analyse how to keep other people safe?

77%

Does assessment sufficiently analyse how to support the child's desistance?

There was sufficient analysis of offending behaviour in all but one of the 13 cases. Case managers took account of the child's personal circumstances and used information from other agencies in 12 out of 13 cases. The case manager considered the child's strengths and protective factors in every case, although they did not appropriately analyse the child's diversity issues in six of the 13 cases.

Case managers had involved the child and their parents or carers in the assessment and taken their views into account in all cases. The child's level of maturity, ability and motivation to change were considered in 11 out of 13 cases. The needs and wishes of victims had been taken into account in nine of the 10 relevant cases.

The factors in out-of-court disposals that relate most to a child's offending are self-identity, lifestyle, substance misuse, learning and education, training and employment; and in 11 of the 13 cases the assessment analysed sufficiently how to address these factors and support desistance.

In one case, the inspector noted:

"A range of sources were used to inform the assessment, including information from children's social care, police and the family and consideration was given to any language barriers. The offence analysis was good and explored all factors contributing to the offence".

Does assessment sufficiently analyse how to keep the child safe?

In 10 of the 13 cases, the risk to the child's safety and wellbeing had been identified and analysed appropriately by the case manager. The assessment used sources of information, including other assessments, and involved other agencies where appropriate in 10 out of 13 cases.

Inspectors judged the case manager's assessment of the level of safety and wellbeing as reasonable in all but one case. Overall, the assessment was judged to have analysed sufficiently how to keep the child safe in 11 out of 13 of the inspected cases.

One inspector noted:

"There is recognition in the assessment of the loss the child has experienced in family relationships and the impact of the verbal and physical abuse they have experienced. The case manager considers concerns relating to possible exploitation and identifies the impact that all this is having on the child's emotional and mental health and wellbeing".

Does assessment sufficiently analyse how to keep other people safe?

In 10 out of 13 cases, the assessment identified and analysed the risk of harm to others, including who is at risk and the nature of the risk. Similarly, in the same number of cases the case manager had used available sources of information, including other assessments, to inform their own judgement. Inspectors judged the case manager's assessment of the level of risk of serious harm to others as reasonable in all but one case and, overall, the assessment sufficiently analysed how to keep other people safe in 10 out of 13 of the cases inspected.

3.2. Planning



Planning is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating²² for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child's desistance?	100%
Does planning focus sufficiently on keeping the child safe?	85%
Does planning focus sufficiently on keeping other people safe?	69%

Does planning focus sufficiently on supporting the child's desistance?

Overall, planning supported the child's desistance sufficiently in every case inspected. In all cases, staff planned the services most likely to support desistance, paying attention to appropriate timescales and sequencing. In all 13 cases, staff took account of the child's wider familial and social context. However, in six out of 13 cases, planning did not address the child's diversity issues well enough. In 11 out of 13 cases, staff had taken account of the child's strengths and protective factors. The child's level of maturity and motivation to change were considered by the case manager in 12 out of 13 cases.

Case managers had taken account of opportunities for community integration and access to mainstream services for the child after completing their out-of-court disposal in all but two cases. Planning was proportionate to the disposal type, which meant that interventions could be completed within the timescales, in all cases.

In all cases, staff had involved the child and their parents or carers in the planning process, and in all but one of the relevant cases the needs and wishes of victims had been considered.

Does planning focus sufficiently on keeping the child safe?

In 11 out of the relevant 13 cases, planning promoted the safety and wellbeing of the child, and in all but two relevant cases information from other agencies was included. Contingency arrangements for any changes to the level of risk were not evident in seven out of 13 cases but, overall, planning focused on keeping the child safe in 11 out of 13 cases inspected.

This was demonstrated in the case below, where an inspector noted:

"The planning meeting evidences consideration of the child's sense of belonging, acceptance, emotional regulation, sexual and general health. There is a detailed plan to support them to access counselling and sessions on understanding healthy relationships as well as awareness of exploitation".

Does planning focus sufficiently on keeping other people safe?

Overall, planning that focused on keeping people safe was evident in nine of the 13 cases inspected. Planning to promote the safety of others by addressing the factors related to

²² The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

the risk of harm to others was evident in all but three relevant cases but planning for contingency arrangements to manage those risks was not identified in seven out of 12 relevant cases.

One inspector noted:

“When discussing the safety of others, the plan lacked focus as to who is going to deliver critical work, why and when, and the contingency planning lacked sufficient detail”.

Case managers involved other agencies in seven out of 10 relevant cases and planning to address concerns related to actual and potential victims was evident in seven out of the 11 relevant cases inspected.

3.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Outstanding

Our rating²³ for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child's desistance?	100%
Does service delivery effectively support the safety of the child?	92%
Does service delivery effectively support the safety of other people?	85%

Does service delivery focus sufficiently on supporting the child's desistance?

Overall, support for the child's desistance was evident in all of the 13 cases inspected. Interventions to support desistance had been delivered in good time in every case. The case manager had accounted for any diversity issues in all but three cases and had considered the child's social context, involving parents or carers in all of the cases.

The delivery of the interventions promoted opportunities for community integration and access to mainstream services in all but one case. Case managers developed and maintained an effective working relationship with the child and their parents or carers. They encouraged and enabled the child's compliance in every case. Similar to court orders, inspectors noted that staff used creative methods to help children participate in the interventions and exceeded the expectations of their role to meet the needs of the children and their families.

One inspector noted:

“There was evidence that the child did not want to be labelled and was reluctant to talk about the details of the offence. This was managed well by the case manager, who took a strengths-based approach and focused on the positives”.

Does service delivery focus sufficiently on keeping the child safe?

Promoting the safety and wellbeing of the child through service delivery was evident in all but one of the relevant cases, and case managers involved other agencies in keeping

²³ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

children safe in nine out of 10 of the cases. Overall, service delivery supported the safety of the child in all but one of the cases inspected.

One inspector noted:

“The case manager has linked well with children’s social services and the child’s family in order to monitor any ongoing gang-related activity, developing relationships in order to gain knowledge of the child’s activities and experiences”.

Does service delivery focus sufficiently on keeping other people safe?

For keeping other people safe, case managers had considered the protection of actual and potential victims in nine out of the 11 relevant cases.

This was evidenced in one case, where the inspector noted:

“Discussions were held with the victim and victim’s family about the proposed outcome for the child. There was also a targeted piece of work to address the impact on the victim as well as the wider community”.

The services delivered, managed and minimised the risk of harm in all but one of the relevant cases, and, overall, inspectors judged that the safety of other people was sufficiently supported in 11 out of the 13 cases inspected.

3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Good

In making a judgement about out-of-court disposal policy and provision, we take into account the answers to the following questions:

Is there a policy in place for out-of-court provision that promotes appropriate diversion and supports sustainable desistance?

There is a Wolverhampton out-of-court disposal policy, which is agreed between West Midlands Police and the YOT. This was updated in March 2021 to include the arrangements for the new DIVERT processes that were to be introduced from September 2021.

There is also a joint working agreement which outlines the provision for a joint decision-making panel that offers two alternative routes rather than a referral to court. One of these is a formal out-of-court disposal; the other route, which avoids a criminal record, is the DIVERT pathway using Outcome 22. This means prosecution is deferred until the child has been given the opportunity to engage with an intervention, diverting the child away from the youth justice system.

Does out-of-court disposal provision promote diversion and support sustainable desistance?

When a child is referred to the YOT by the police, the YOT screens partners’ databases, including children’s social care. Where a victim has consented to involvement, a member of the restorative justice unit makes contact with them. The case is allocated to a YOT

worker to complete an AssetPlus assessment. Every child is referred to the YOT health worker, who assesses their health needs.

The YOT had an out-of-court decision-making panel in place, which offered out-of-court disposals, including community resolution, youth caution and youth conditional caution. However, since September 2021, the YOT has introduced a DIVERT pathway, which means that some children can receive a police Outcome 22. As a result of the implementation of DIVERT, a new joint decision-making panel has been introduced to determine whether the child should receive DIVERT or an out-of-court disposal. The joint decision-making panel includes representatives from early help, liaison and diversion, the restorative justice unit and education services. Other practitioners, such as children's social care, attend as necessary.

There is no fixed number of out-of-court disposals that a child can receive. The decision depends on the type of offence, acceptance of responsibility or agreement to a voluntary intervention, what is right for the community and what will meet the child's needs. The YOT worker presents the assessment to the panel. If there are any disagreements on the appropriate outcome, this is escalated to the service manager and relevant police sergeant.

It is expected that an out-of-court disposal will be completed within three months, although an additional three months can be added with management approval where there is a need. If a child does not comply with their disposal, case managers make efforts to support their engagement. Where risks are identified, the YOT will refer the case to other services, including the Multi-agency Safeguarding Hub and the Partnership Exploitation Hub.

YOT staff carry out exit interviews to support learning and provide feedback to police. Provision for out-of-court disposals before the introduction of DIVERT was good and it is agreed that the new process will offer children more opportunities avoid becoming criminalised unnecessarily. At the time of the inspection, however, this process had not been fully implemented and so inspectors could not determine whether these outcomes had been achieved.

Are the out-of-court disposal policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?

The out-of-court disposal process was reviewed and has been changed to include DIVERT and the deferred prosecution option of Outcome 22. This offers children an opportunity to engage with an intervention even if they have not admitted responsibility for the offence. The evidential test has to be applied to ensure that children who would not have been charged due to lack of evidence are not being included.

The YOT policy refers to the need for DIVERT in order to ensure that children are not being unnecessarily criminalised. It also refers to the Lammy review²⁴ and the scheme aims to ensure black, Asian and minority ethnic children are offered the opportunity to be diverted away from the criminal justice system.

The performance and analysis of out-of-court disposals are included in the performance report to the management board.

²⁴ Ministry of Justice. (2016). Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System.

4. Resettlement

4.1. Resettlement policy and provision



There is a high-quality, evidence-based resettlement service for children leaving custody.

Outstanding

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings and interviews. To illustrate that work, we inspected one case managed by the YOT that had received a custodial sentence. Our key findings were as follows.

Strengths:

- The YOT has resettlement panels that are well established and considered effective by staff and managers.
- There is a commitment to these panels from partners to support effective joint working.
- YOT staff have taken parents, carers and siblings to visits and facilitated video and telephone calls so that families can stay in touch.
- The management board has a designated member with oversight of the secure estate.
- There is a local arrangement with children's social care to ensure that all children are released to suitable accommodation.

Areas for improvement

- There had been no specific training for staff managing resettlement cases.

We gathered evidence for this standard from documents and meetings and inspected one case to allow us to illustrate the qualitative standards. In making a judgement about resettlement policy and provision, we take into account the answers to the following three questions:

Is there a resettlement policy in place that promotes a high-quality, constructive and personalised resettlement service for all children?

The YOT has a resettlement policy in place, dated 2019, which introduced resettlement panels. These panels are well established and are considered effective by staff and managers. They are held every six weeks and chaired by a YOT operational manager or the service manager. An example was given where the panel was able to address a child's accommodation needs at an early stage in their sentence and this resulted in accommodation being secured before the child's release. There is also a commitment to resettlement panels from partners to support effective joint working.

YOT staff described communication with the secure estate as very good. Each child is allocated a resettlement worker and there are weekly conversations between the YOT and the establishment. Information exchange with the secure establishment is timely, and any adjudication outcomes are usually received within 24 hours.

During Covid-19, most children have been kept in bubbles and those children who are most vulnerable have struggled with less time out of their cells. Direct work has also been limited and so YOT workers have been attending establishments to deliver interventions. Where possible, and when restrictions were lifted, YOT workers attended establishments with partner agencies. YOT staff have also taken parents, carers and siblings to visits and facilitated video and telephone calls so that families can stay in touch.

The management board has a designated member with oversight of the secure estate. They are routinely invited to the YOT resettlement panels. The HMYOI Werrington Resettlement Manager also attends the panels.

There is a process in place for escalating concerns about issues in the secure estate. In the first instance, the YOT operations manager and the secure estate resettlement manager will attempt to resolve the matter. If this does not resolve the issue, then there is the option to escalate to the YOT team leader.

Does resettlement provision promote a high-quality, constructive and personalised resettlement service for all children?

Finding accommodation for children leaving custodial establishments can be particularly difficult, as it is difficult to source timely, good-quality placements with appropriate support. The YOT has a local arrangement with children's social care to ensure that all children are released to suitable accommodation. If a child is a child in care or has leaving care status when in custody, then a member of the Children and Young People in Care Team is invited to the resettlement support panels so that they remain up to date with the circumstances of the child in custody and their needs on release.

The YOT had one resettlement case in the inspection. In this case, discussions and planning around accommodation started at the beginning of the sentence and indicated that the family's circumstances would be monitored to ensure that the child was released to appropriate provision. Planning and provision for ETE and health were not needed at that stage of the child's sentence.

The case showed that initial contact was made with the child in custody and their family within appropriate timescales following the custodial sentence. However, due to Covid-19, contact between YOT case manager and the child was initially hampered. The case manager wrote to the child and kept in touch with key workers at the establishment. Once restrictions were lifted, face-to-face contact took place approximately monthly, followed up by telephone calls. The case manager helped with virtual visits for the family and formal planning meetings were attended by the YOT and the child's family, as well as key professionals from the establishment. The case manager considered approaching the restorative justice unit to provide some family mediation work.

The case showed evidence of escalation as the case manager raised concerns about the child's safeguarding and the lack of access to meaningful interventions. These concerns were raised with the YOI Head of Safeguarding and the Wolverhampton safeguarding lead. Key senior managers sent them formally to the YOI and the relevant safeguarding partnership in the area. The response highlighted the safeguarding measures in place and the interventions that would be provided. This was recorded by the resettlement support panels chaired by the service manager.

There is evidence in the resettlement case that appropriate information was shared between the custodial establishment and the YOT case manager and vice versa. There was also a good level of contact between the YOT case manager, the child and their family.

At the time of the inspection there had been no specific training for resettlement work, although staff felt that trauma-informed practice training was especially relevant to resettlement cases.

Are resettlement policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?

The YOT resettlement policy and guidance were reviewed and updated for 2021-2022. Initially, resettlement support panels were being convened monthly, but following a review of the process with secure estate colleagues, it was reduced to bi-monthly, although this depends on the child's circumstances.

In addition to resettlement support panels, the review developed a risk review process. The risk review indicates the primary risk factors for the child in custody and in the community, and also collates the views of the child, their carers, community and custody case managers and other professionals working with the child.

Annexe 1: Methodology

HM Inspectorate of Probation standards

The standards against which we inspect youth offending services are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with children who have offended.²⁵

The inspection methodology is summarised below, linked to the three domains in our standards framework. We focused on obtaining evidence against the standards, key questions and prompts in our inspection framework.

Domain one: organisational delivery

The youth offending service submitted evidence in advance and the Executive Director of Families delivered a presentation covering the following areas:

- How do organisational delivery arrangements in this area make sure that the work of your YOS is as effective as it can be, and that the life chances of children who have offended are improved?
- What are your priorities for further improving these arrangements?

During the main fieldwork phase, we conducted 23 interviews with case managers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings, which allowed us to triangulate evidence and information. In total, we conducted 12 meetings, which included meetings with managers, partner organisations and staff. The evidence collected under this domain was judged against our published ratings characteristics.²⁶

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Forty per cent of the cases selected were those of children who had received court disposals six to nine months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 11 court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Domain three: out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of cases selected were those of children who had received out-of-court disposals three to five months earlier. This enabled us to

²⁵ HM Inspectorate's standards are available here:

<https://www.justiceinspectors.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

examine work in relation to assessing, planning, and implementation and delivery. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 13 out-of-court disposals. The sample size was set based on the proportion of out-of-court disposal cases in the YOT.

Resettlement

We completed case assessments over a one-week period, examining one case file and interviewing the case manager in the case where the child had received a custodial sentence or been released from custodial sentences four to 12 months earlier. This enabled us to gather information to illustrate the impact of resettlement policy and provision on service delivery. Where necessary, interviews with other people significantly involved in the case also took place.

In some areas of this report, data may have been split into smaller sub-samples – for example, male/female cases. Where this is the case, the margin of error for the sub-sample findings may be higher than five.

Annexe 2: Inspection data

In this inspection, we conducted a detailed examination of a sample 11 court disposals and 13 out-of-court disposals. In each of those cases, we inspect against standards regarding assessment, planning and implementation/delivery. For court disposals, we also look at reviewing. For each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed, and to manage that risk. We reviewed a further one case to obtain data to illustrate our findings about resettlement policy and provision.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'. Resettlement cases are not separately rated; the data is for illustrative purposes only.

The rating at the standard level is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate', the overall rating for that standard is 'Inadequate'.

Lowest banding (key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding ☆

Additional scoring rules are used to generate the overall YOT rating. Each of the 12 standards are scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; and 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 to 36, which is banded to produce the overall rating, as follows:

- 0–6 = Inadequate
- 7–18 = Requires improvement
- 19–30 = Good
- 31–36 = Outstanding.

Domain one standards, the qualitative standard in domain three (standard 3.4) and the resettlement standard (standard 4.1) are judged using predominantly qualitative evidence.

The resettlement standard is rated separately and does not influence the overall YOT rating. We apply a limiting judgement, whereby any YOT that receives an 'Inadequate' rating for the resettlement standard is unable to receive an overall 'Outstanding' rating, regardless of how they are rated against the core standards. Where there are no relevant resettlement cases, we do not apply a rating to resettlement work.

Data from inspected cases:²⁷

2.1. Assessment (court disposals)	
Does assessment sufficiently analyse how to support the child's desistance?	% yes
a) Is there sufficient analysis of offending behaviour, including the child's attitudes towards and motivations for their offending?	64%
b) Does assessment sufficiently analyse diversity issues?	64%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	100%
d) Does assessment utilise information held by other agencies?	100%
e) Does assessment focus on the child's strengths and protective factors?	91%
f) Does assessment analyse the key structural barriers facing the child?	73%
g) Is enough attention given to understanding the child's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal?	91%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	55%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	91%
Does assessment sufficiently analyse how to keep the child safe?	% yes
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	64%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	82%
c) Does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	73%
Does assessment sufficiently analyse how to keep other people safe?	% yes
a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	73%

²⁷ Some questions do not apply in all cases.

b) Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	91%
c) Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	64%

2.2. Planning (court disposals)

Does planning focus sufficiently on supporting the child's desistance?	% yes
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	91%
b) Does planning sufficiently address diversity issues?	45%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	82%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	82%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	91%
f) Does planning give sufficient attention to the needs and wishes of victims?	36%
g) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	91%
Does planning focus sufficiently on keeping the child safe?	% yes
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	73%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	82%
c) Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	64%
d) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	36%
Does planning focus sufficiently on keeping other people safe?	% yes
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	73%

b) Does planning involve other agencies where appropriate?	91%
c) Does planning address any specific concerns and risks related to actual and potential victims?	27%
d) Does planning set out the necessary controls and interventions to promote the safety of other people?	45%
e) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	36%

2.3. Implementation and delivery (court disposals)

Does the implementation and delivery of services effectively support the child's desistance?	% yes
a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	100%
b) Does service delivery account for the diversity issues of the child?	64%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	100%
d) Does service delivery build upon the child's strengths and enhance protective factors?	91%
e) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	100%
f) Does service delivery promote opportunities for community integration, including access to services post-supervision?	91%
g) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	100%
h) Are enforcement actions taken when appropriate?	45%
Does the implementation and delivery of services effectively support the safety of the child?	% yes
a) Does service delivery promote the safety and wellbeing of the child?	73%
b) Is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	73%
Does the implementation and delivery of services effectively support the safety of other people?	% yes
a) Are the delivered services sufficient to manage and minimise the risk of harm?	82%

b) Is sufficient attention given to the protection of actual and potential victims?	36%
c) Is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	73%

2. 4. Reviewing (court disposals)

Does reviewing focus sufficiently on supporting the child's desistance?	% yes
a) Does reviewing identify and respond to changes in factors linked to desistance?	100%
b) Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	100%
c) Does reviewing include analysis of, and respond to, diversity factors?	55%
d) Does reviewing consider the personal circumstances, including the wider familial and social context of the child?	100%
d) Does reviewing consider motivation and engagement levels and any relevant barriers?	100%
e) Are the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	91%
f) Does reviewing lead to the necessary adjustments in the ongoing plan of work to support desistance?	100%
Does reviewing focus sufficiently on keeping the child safe?	% yes
a) Does reviewing identify and respond to changes in factors related to safety and wellbeing?	73%
b) Is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	73%
c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	64%
Does reviewing focus sufficiently on keeping other people safe?	% yes
a) Does reviewing identify and respond to changes in factors related to risk of harm?	55%
b) Is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	64%

c) Does reviewing lead to the necessary adjustments in the ongoing plan all of work to manage and minimise the risk of harm?	45%
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3.1. Assessment (out-of-court disposals)

Does assessment sufficiently analyse how to support the child's desistance?	% yes
a) Is there sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivations for their offending?	92%
b) Does assessment sufficiently analyse diversity issues?	54%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	92%
d) Does assessment utilise information held by other agencies?	92%
e) Does assessment focus on the child's strengths and protective factors?	100%
f) Does assessment analyse the key structural barriers facing the child?	54%
g) Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	85%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	69%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	100%
Does assessment sufficiently analyse how to keep the child safe?	% yes
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	77%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	77%
Does assessment sufficiently analyse how to keep other people safe?	% yes
a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	77%
b) Does assessment draw sufficiently on available sources of information, including any other assessments that have been completed, and other evidence of behaviour by the child?	77%

3.2. Planning (out-of-court disposals)	
Does planning focus on supporting the child's desistance?	% yes
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	100%
b) Does planning sufficiently address diversity issues?	54%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	100%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	85%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	92%
f) Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	85%
g) Does planning give sufficient attention to the needs and wishes of the victims?	62%
h) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	100%
Does planning focus sufficiently on keeping the child safe?	% yes
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	85%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	69%
c) Does planning include necessary contingency arrangements for those risks that have been identified?	46%
Does planning focus sufficiently on keeping other people safe?	% yes
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	69%
b) Does planning involve other agencies where appropriate?	54%
c) Does planning address any specific concerns and risks related to actual and potential victims?	54%
d) Does planning include necessary contingency arrangements for those risks that have been identified?	38%

3.3. Implementation and delivery (out-of-court disposals)	
Does service delivery effectively support the child's desistance?	% yes
a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	100%
b) Does service delivery account for the diversity issues of the child?	77%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	100%
d) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	100%
e) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	100%
f) Does service delivery promote opportunities for community integration, including access to mainstream services?	92%
Does service delivery effectively support the safety of the child?	% yes
a) Does service delivery promote the safety and wellbeing of the child?	92%
b) Is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	69%
Does service delivery effectively support the safety of other people?	% yes
a) Are the delivered services sufficient to manage and minimise the risk of harm?	83%
b) Is sufficient attention given to the protection of actual and potential victims?	69%

Appendix 2: Action Plan name: Wolverhampton YOT Inspection Action Plan 2022-23

Directorate/Service Area:

Children's Services: Youth Offending Team

WOO

Lead officer: Celia Payne / Rachel King v.7



Action Title	Responsible Officer	Anticipated Outcome/Result	Timescales		Performance Measures	Progress Update	RAG Rating
			Proposed Start Date	Proposed End Date			
<p>HMIP Recommendations:</p> <p>The YOT management board should:</p> <ol style="list-style-type: none"> 1. make sure that all YOT children with SEND, and especially those with an EHCP, have access to high quality education and training services that are matched to needs. (HMIP1) 2. ensure that staff are appropriately trained and confident in having conversations to understand black, Asian and minority ethnic children's experiences in order to improve the quality and suitability of service provision. (HMIP2) <p>The YOT service Manager should:</p> <ol style="list-style-type: none"> 3. improve the quality of contingency planning in all cases, when managing and mitigating a child's risk of harm to others. (HMIP3) 							
<p>Organisation Delivery – Domain 1</p>							
Review the terms of reference for YMB in light of the YJB "Practice Guidance for Youth Offending Teams Management Boards in England and Wales" (HMIP1,2,3)	SI/BK/KL/SM /CP	To ensure ToR are fit for purpose and aligned to YJB guidance.	February 2022	April 2022	ToR reviewed and updated if required.		



Redesign the YMB data performance dashboard to ensure that key trends and YP needs are clearly identified & understood. (HMIP1 & 2)	AS/CP/BK	To ensure the YMB members have a detailed knowledge of the profile and needs of the children.	February 2022	July 2022	Redesigned YMB dashboard available for YMB 2022-23		
YMB standing agenda item for SEND/EHCP cohort analysis at each meeting. (HMIP1)	SI/BK/DM	Provide a strategic focus on the quality of provision for children with SEND & EHCP. Ensure YMB has a 2-way strategic link with the Culture of Inclusion project and the written statement of action for the recent SEND inspection.	April 22	On-going	Agenda item on quarterly boards and minutes from meeting recording analysis and progress.		
YMB to monitor development and implementation of the vulnerability Matrix to be developed across the council by Head of Inclusion & Empowerment. (HMIP1)	Helen Bakewell (HoS Inclusion & Empowerment / YMB chair (BK)	YMB chair (BK) sitting member of the SEND Partnership Board and to provide the strategic link between both boards. Linkage to be developed with the SEND Strategic Commissioning Group. The vulnerability Matrix database enables the monitoring of children and young people with or without EHCP's to track attendance, SEND support, EHCP, suspension and exclusion. In addition, identifies those at risk of other vulnerability risks.	Commenced February 2022	On-going Sept 2022	Request updates from Head of Inclusion and Empowerment (Helen Bakewell & BK) Evidence the use of the vulnerability matrix within YOT reviews and practice.		

		<p>YOT to access the vulnerability matrix for use during reviews and to help inform if children are in appropriate learning environments</p> <p>YOS workers to contribute to EHCP assessment and annual reviews and where required request TAC meetings with the schools SENCO and the SEN Officer should there be concerns about the placement</p>					
<p>YOT to be included within the SEND provision quality assurance framework. This will be co-produced with young person, parent carers, health, education and social care colleagues. This will include requirements for audit and moderation panels and include a themed audit test cycle (HMIP1)</p>	<p>Helen Bakewell / YMB</p>	<p>Themed audits to include children and young people involved with social care, youth offending, mainstream settings, specialist, alternative provision and independent providers.</p> <p>Ensure that provision for young people on EHCP and in alternative placements are in receipt of appropriate and high-quality provision. Reflecting the positive impact of co-production.</p> <p>Gaps in services, provision and plans are</p>	<p>April 2022</p>	<p>April 2023</p>	<p>Audit outcomes evidence, moderation panels and monitoring of improvements.</p>		

		responded to by services through the moderation process and improvements monitored by the audit team.					
Devise a role in SENSTART for a specific SEND officer to have an operational link to YOS for a single point of contact for all reviews. (HMIP1)	Deborah Beasley (SEND Service Manager)	<p>Improve the operational practice between YOT and SENSTART.</p> <p>Improved outcomes for young people, especially for EHCP reviews.</p>	July 2022	Sept 2022	<p>Revised Job Description for SEND Officer to include this new function.</p> <p>Recruitment to position for start of summer term.</p> <p>Evidence of improved outcomes for YOT young people via EHCP reviews.</p>		
Review PRU and Alternative Provision to consider Early Intervention options and therapeutic educational placements to reduce the number of young people requiring longer term placements in AP and PRU placements (HMIP1)	Helen Bakewell	<p>Early education options are available to support children and young people access the interventions needed to retain mainstream educational placements</p> <p>Specialist placements work collaboratively with partner agencies to meet the needs of children and young people</p>	April 2022	Sept 2023	<p>ISAP Panel ToR updated</p> <p>Alternative Provision SLA's reflect wider short term/part-time intervention support options</p> <p>Reduction in long-term placements at the PRU</p> <p>Improved educational outcomes for children and young people who attend specialist placements</p>		
YMB to receive quarterly updates from Head of Skills on progress of the 18-24 Wolves at Work initiative to address youth unemployment in the city.(HMIP1)	Julie Obada (head of Skills) /NK/DM	Post 16 provision for vulnerable learners and links with new initiative reviewed at YMB to ensure YOT cohort issues are addressed.	April 2022	On-going	Engagement levels with post 16 in provision and monitoring of data on levels of youth employment.		

YMB to explore potential funding streams to increase SLT provision within the YOT. (HMIP1)	YMB	Capacity increased to provide a greater range of developmental opportunities for further embedding SLT into YOT Practice	April 2022	September 2022	Increase in funding pathways for SLT future provision.		
Addressing areas of disproportionality and promoting wider partnership engagement to reduce areas of significant disproportionality. (HMIP2)	YMB/ Partnership	<p>Tackle issues further “upstream” which impact on risks associated with a young person’s involvement in the CJS, including SEND.</p> <p>Integrated partnership analysis and action planning for any identified areas of disproportionality.</p> <p>Increase life opportunities for Black Asian & Minority young people and prevent them entering the CJS.</p>	February 2022	On-going	<p>Reduction in the areas of disproportionality within identified practice areas.</p> <p>Ensuring interventions/support met the diverse needs of our young people.</p> <p>YMB oversight of delivery of Disproportionality Action Plan.</p>		
YMB to commission the delivery of whole team training on cultural competency. Including input from those with lived experience. (HMIP2)	YMB	<p>To promote confidence with staff to have the conversations about children’s lived experiences when considering their ethnicity.</p> <p>Participation forum and activity to provide a focus on young people’s lived experiences and provide input into selected forums and team learning to promote further understanding.</p>	February 2022	September 2022	<p>Evidence within assessment, planning and delivery of these “conversations” being had and impacting on practice.</p> <p>Thematic case audit to evidence practice.</p> <p>Young people feedback gathered from a range of participation activities.</p>		

		<p>YOT Equality Forum to provide the platform for the development, learning and practice in this area.</p> <p>Operationally, staff supervision to ensure that this practice development is a standing agenda item.</p>			Regular YMB updates on progress on developing the culture and confidence in this practice area.		
YMB to use the HMIP thematic report on the "Experience of Black & Mixed Heritage Boys in the Youth Justice System" as a basis for systemic review and implementation of the key findings. (HMIP2)	YMB	Embed best practice from the HMIP Effective Practice Guide	February 2022	September 2022			
Court Disposals – Domain 2 Out of Court – Domain 3							
Refresher training for assessment authors team on risk management assessment and practice. (HMIP)	CP/LE	<p>Training with specific focus on improving the following practice:</p> <p>ROSH – risk child poses; risk and nature of that risk.</p> <p>Victims – Concerns & risks when planning to address the ROSH</p> <p>Contingency – Ensure arrangements for SWB/ROSH are specific and detailed.</p>	May 2022	June 2022	<p>Training commissioned with Lyla Ward</p> <p>Thematic case audits focusing on these specific practice areas.</p> <p>Quality assurance processes for assessments.</p>	Assetplus Training : Learning and practice improvement from HMIP booked for delivery on 4 th /11 th /16 th /23 rd May 2022.	

Refresher training for assessment authors on improving how diversity considerations are included in all assessments. (HMIP3)	CP/LE	<p>Assessment improvement in the identification of diversity issues.</p> <p>Evidence that once identified how they contribute the assessment and analysis. How diversity consideration influence and shape delivery of interventions.</p> <p>How the above is captured and evidenced in the above</p>	May 2022	June 2022	<p>Training commissioned with Lyla Ward</p> <p>Thematic case audits focusing on these specific practice areas.</p> <p>Quality assurance processes for assessments.</p>	Assetplus Training : Learning and practice improvement from HMIP booked for delivery on 4 th /11 th /16 th /23 rd May 2022.	
Review of managerial Quality Assurance processes for Assessment / reports and Risk Management. (HMIP3)	YOT Management Team.	Improve QA and gatekeeping processes to ensure specific areas of practice identified above are key focus.	February 2022	May 2022	<p>Development of redesigned QA processes.</p> <p>Impact of revised QA on raising standards.</p>		
Management team training on QA practices for ASSETPLUS and risk management practice. (HMIP3)	CP	Improve quality of management oversight on ROSH/ Victim/Contingency planning and Diversity.	June 2022	June 2022	Training commissioned with Lyla Ward	Assetplus Training : Learning and practice improvement from HMIP booked for delivery on /23 rd May 2022.	
Improve Case Managers and Managers understanding of MAPPA processes and practice.	CP/Angie Batham	Improve team understanding on MAPPA	July 2022	July 2022	MAPPA training to be delivered by West Midlands Regional MAPPA co-ordinator.		
Provide specialist resettlement training for practitioners working with young people in the secure estate.	CP	Further improve practitioner knowledge of the best resettlement practice.	June 2022	September 2022	<p>Training to be identified.</p> <p>Resettlement Guidance/workshops/ reflective practice circles to be established.</p>	ASSETPLUS resettlement training identified for SW staff (23.05.22)	

RAG Rating:

Significant Risk that it will not be achieved



Some risk that it may not be achieved although this may be corrected by remedial action



On target to complete on or before its target date



Completed



CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Wolverhampton Homes Delivery Plan 2022-2023	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Bhupinder Gakhal City Assents and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	John Roseblade Director of City Housing and 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 Housing and Environment Leadership Team Strategic Executive Board Cabinet Member Briefing	1 February 2022 3 March 2022 9 March 2022

Recommendations for decision:

The Cabinet recommends that Council approves:

1. The Wolverhampton Homes Delivery Plan 2022-2023.
2. The arrangements for monitoring the delivery of the Wolverhampton Homes Delivery Plan to be reported to Cabinet.

1.0 Purpose

- 1.1 The purpose of this report is to seek Cabinet acceptance of the Wolverhampton Homes Annual Delivery Plan 2022-2023 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 2021-2022 Business

- 3.1 Whilst remaining aligned to the overarching four-year Business Plan, the annual delivery plan has been developed in the context of the Charter for Social Housing Residents and the changing operating environment, particularly in relation to regulatory requirements. Following the publication of the charter, WH recognises the new regulatory changes alongside increased expectations from the Regulator of Social Housing and the importance of the customer voice. WH have embraced the requirements of the charter in relation to customer expectations with the annual delivery plan focused on the key core priorities for WH.
- 3.2 The impact of the pandemic has brought significant challenges to all sectors but in particular to housing providers, with increased demands upon its services. The changing landscape for housing providers and landlords alongside the pandemic, has meant WH has had to adapt quickly and deliver differently taking into account not only the impact and expectations of its customers but ensuring continued support for its stakeholder the City of Wolverhampton Council.
- 3.3 There has been increased focus on support services and compliance, whilst WH took the opportunity to curb expenditure to maximise efficiencies to ensure services were delivered against a balanced budget. This had to be done in a way that continued to support the business while meeting the changing needs and expectations of its customers.

- 3.4 The forecast outturn position for Q2 2021 - 2022 has been produced following a review of pay and non-pay budgets, to identify efficiencies to support the Medium Term Financial Planning for the future.
- 3.5 Current year 2021–2022 forecasts show a predicted underspend against the budget. Despite operational challenges, there have been some key improvement areas which impact as follows:
- 3.6 The People Deal: A review of terms and conditions across the company was undertaken following staff feedback with Phase 2 being completed in 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 which are underway, although there have been significant issues with recruitment and retention, both locally and nationally, particularly in relation to specialist posts.
- 3.7 Repairs & Maintenance: WH has maintained their focus on repairs and compliance, despite the challenges of Covid-19. Work continued post lockdown to address the pandemic backlog created due to a reduction of productivity throughout the periods of lockdown. The increase in costs seen the first year of the pandemic of around £300,000 have continued in relation to the provision of personal protective equipment (PPE) which is required to ensure the safety of staff and customers, in line with government guidance.
- 3.8 Office Accommodation: The changes in ways of working have been fully supported by the approach WH took pre pandemic, towards equipping the workforce to have the ability to work from anywhere. Where possible, staff have continued to work from home, with services provided in new and innovative ways. Due to the change in demand, WH are currently working with the City of Wolverhampton Council to review existing accommodation to reflect the requirements and rationalisation of space across the city going forward.
- 3.9 Acquisitions: During the financial year 2020-2021, WH supported the city's housing strategy with the purchase of 19 properties from WV Living, with the use of its reserves. The rental incomes generate an annual rental surplus which is currently put back into company reserves. The company will continue to explore the opportunity to maximise its income, with invest to save opportunities, and expansion of its commercial activity where this aligns to the core offer of WH.
- 3.10 One City: WH supported the City Council in providing volunteers, and also contributed to the Council's fund-raising initiatives during the period of the pandemic. Work is now being undertaken to support the Relight our City priorities particularly in relation to 18-24 youth employment across the city which will continue throughout the next financial year for the benefit of the city's residents.

4.0 Annual Delivery Plan 2022-2023

- 4.1 Wolverhampton Homes Delivery Plan 2022–2023 at appendix 1 has been developed with the City of Wolverhampton’s Housing Strategy Team, WH Senior Management Team and WH Senior Leadership Team
- 4.2 The Delivery Plan ensures Wolverhampton Homes deliver services on behalf of the Council to support the Council’s vision and priorities as set out in the Council Plan 2019-2024. Within the Council Plan one of the six key priorities is to deliver **Good homes in well-connected neighbourhoods**, with four key outcomes:
1. Work together to deliver more homes
 2. Safe and healthy homes for all
 3. Access to a secure home
 4. Clean, green neighbourhoods and public space
- 4.3 In line with the key outcomes listed in 4.2, the services to be delivered by Wolverhampton Homes as shown in appendix 1, will contribute to these outcomes and include activities such as the continuation of the supply of new builds on infill sites, the development of new single/couples accommodation for former rough sleepers, providing safe and secure homes and environments, supporting residents to live independently in their own home and maintaining housing stock and asset standards.
- 4.4 The Delivery Plan also aligns to the seven pillars of the Charter for Social Housing Residents and the Council’s Relight our City priorities and aims to contribute to improving housing across the City by offering better quality housing choices and safe and secure housing for all.
- 4.5 The delivery plan 2022–2023 is themed by WH service areas: Housing Management, Housing Options, Property and Corporate Services. There is a focus on WH’s core service offering and in line with the Our Future service redesign to ensure the company continues to:
- Enhance community and customer focus
 - Provide safe and secure homes
 - Support people to sustain their tenancies and homes
- 4.6 WH remain committed to responding proactively to the Charter for Social Housing Residents and to deliver the requirements of the national Building Safety Programme, Fire Safety requirements and remains resolute in achieving the highest standards of governance.
- 4.7 The Delivery Plan includes some detail on how the plan will be achieved within the financial and human resources available.
- 4.8 WH draft budget for 2022–2023 is being prepared for presentation to WH Board in March 2022 and will make some assumptions about achievable efficiencies to deliver against a

balanced budget during 2022–2023. Value for Money initiatives are continually sought in line with the Value for Money strategy which was launched in 2021. This will aim to 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 pandemic.

5.0 Monitoring

- 5.1 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, progress made against the annual delivery is reported to Cabinet.
- 5.2 CWC Housing Strategy have conducted a review of tenant engagement and a new contract has been tendered for the delivery of this function. This will bolster the role of tenant scrutiny of WH in the delivery of housing management services.
- 5.3 Housing Strategy and Policy will continue to monitor WH's performance against agreed key performance indicators, at appendix 2, 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 2022-2023, at Appendix 2, both of which have been developed in conjunction with the Council. Appendix 3 sets out WH's procurement plan for 2022-2023 as required by the management agreement.
- 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 2022-2023 including Rents and Service Charges', to deliver services as contracted in the Management Agreement and receive additional income from trading activities. A balanced budget to deliver the annual delivery plan is approved by the Wolverhampton Homes Board on an annual basis.
[JM/21012022/D]

9.0 Legal implications

- 9.1 In accordance with the management agreement the Council's in-house Legal Services has provided legal support to Wolverhampton Homes with efficiencies for a considerable number of years. The arrangements for monitoring the delivery of the Wolverhampton Homes Delivery Plan should be robust and ensure that there are good governance arrangements in place.
[JA/25012022/C]

10.0 Equalities implications

- 10.1 WH annual delivery plan has equalities implications in terms of the workstreams that the plan describes. Where appropriate any equalities implications have been or will be the subject of equality analysis within WH. This is governed through a schedule of equality analysis which is presented to WH Equality Circle Forum to inform the equality agenda, providing a platform to assess the impact of planned service delivery. As a result of these considerations and analyses Councillors can be assured that Wolverhampton Homes is fully committed to meeting 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 19 January 2022, [Housing Revenue Account Business Plan 2022-2023 including Rents and Service Charges](#), Cabinet

13.0 Appendices

- 13.1 Appendix 1 – Wolverhampton Homes Delivery Plan 2022-2023
- 13.2 Appendix 2 – Wolverhampton Homes Suite of Key Performance Indicators 2022-2023
- 13.3 Appendix 3 – Wolverhampton Homes Procurement Plan 2022-2023
- 13.4 Appendix 4 – Wolverhampton Homes Contracts Let 2021-2022
- 13.5 Appendix 5 – Wolverhampton Homes Capital Programme 2022-2023

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Appendix 1

Annual Delivery Plan – 2022 – 2023

Wolverhampton Homes will in the delivery of its business priorities be aligned to the City of Wolverhampton Council's Relight our City priorities:

- a. Support people who need us most
- b. Create more opportunities for young people
- c. Create more jobs and learning opportunities
- d. Grow our vital local businesses
- e. Stimulate vibrant high streets and communities

The seven pillars of the Charter for Social Housing Residents (CSHR) sets out what our customers can expect from Wolverhampton Homes:

1. To be safe in your home. The government will work with industry and landlords to ensure every home is safe and secure.
2. To know how your landlord is performing including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
3. To have your complaints dealt with promptly and fairly, with access to a strong Ombudsman.
4. To be treated with respect, backed by a strong consumer regulator and improved consumer standards for tenants.
5. To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board.
6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair.
7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.

Housing – Darren Baggs, Assistant Director

Service Area: Tenancies and Communities							
Ref.	No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
	1.	Sustaining tenancies	<p>Identify and respond to customers in need of support to look after themselves or their home.</p> <p>Promotion of sustainable tenancies through early intervention and support.</p> <p>Prevent failure of tenancies and potential impact upon homelessness</p> <p>Reduce the cost to the public purse associated with tenancies ending (the cost of supporting a household to find new housing,</p>	<p>Company-wide approach to 'see it, report it' with every tenancy visited, at least once every 12 months by a WH officer or contractor.</p> <p>Wider integration within WH teams to enable swift and early intervention to provide support and stop a tenancy from failing.</p> <p>Further and sustained company-wide working to be undertaken to recover tenancies at risk of failure. Development of the Tenancy Sustainment Strategy</p> <p>Build capacity of staff to meet the demands of a customer base with ever increasingly complex lives and housing circumstances</p>	H-TM8 % of Tenancies where no contact has been made within 12 months	4 & 6	Heads of Service – Tenancies and Communities, Housing Operations, Income Sustainment

		offering temporary accommodation and costs associated with repairs/rent loss)				
2.	Provide safe and secure homes and neighbourhoods that are well managed and maintained.	<p>Enhance or maintain clean, safe and secure environments for all customers.</p> <p>Delivery of an effective tenure blind anti-social behaviour service across Wolverhampton</p> <p>Visually attractive and safe communal open spaces through the delivery of an effective ground's maintenance services</p>	<p>Improved local awareness and communication around estate issues, ownership and swift actions to resolve issues, publicise success stories.</p> <p>Redefine the 'Estate Custodian' model bringing forward a whole company approach in identifying and responding to issues affecting customers and communities.</p> <p>Embed CWC's vision of 'Restorative Practice' and support customers to enhance their resilience to low level matters.</p> <p>Serious incidents of ASB to be responded to by a specialist ASB team, together with building trust in communities to address perceived under reported incidents in priority areas, in conjunction with partner agencies.</p> <p>Build and monitor the level of resilience within communities and as far as is reasonably practical ensure customer expectations are managed effectively.</p> <p>Reports of low-level ASB/nuisance are dealt with and resolved quickly before they escalate.</p>	H-ASB1 % of Customers satisfied with the way their ASB complaint was dealt with	1,3,4,5 & 6	<p>Heads of Service – Tenancies and Communities, Housing Operations</p> <p>Senior Leadership Team</p>

			<p>Increase community safety and public reassurance.</p> <p>Increase partnership working with all stakeholders, WH Teams and communities, enhancing the appearance and safety in our 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 and metrics.</p>			
Page 98	Effective management of none HRA Assets	<p>Management of a portfolio of community-based shops</p> <p>Review the Private Sector Leasing offer</p>	<p>To monitor and audit the portfolio of businesses are acting in line with lease agreement.</p> <p>To maximise income collection levels from commercial businesses.</p> <p>Joint review of the purpose, aims and objectives including financial viability of a PSL offer.</p>		2,4, 5, & 6	<p>Head of Tenancies and Communities</p> <p>CWC Housing Strategy</p>
4.	Income Management	<p>Deliver an efficient and effective service that maximises all Income streams for CWC and WH</p> <p>Managing and support the impact</p>	<p>Robust collection of all income streams - rent, recharges, court costs, insurance, former tenant arrears, Leaseholder service charges, leaseholder ground rents, Shop rents.</p> <p>Support all tenancies faced with financial challenges via Money Smart or Income Officers, and other support agencies at all times.</p>	<p>H-HSL1 % of Service charges collected from Leaseholders</p> <p>H-IM5 % of Current Tenant Rent Arrears</p>	2 & 4,5,7	Head of Tenancies and Communities

		of Universal Credit on our customers.	<p>Money Smart team – early intervention offering advice on budgeting, advance payments, debt management, income maximisation.</p> <p>Minimise evictions, maintaining our focus upon sustaining tenancies.</p> <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>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 etc.</p> <p>Ensure full costs are retrieved from leaseholders to eliminate the HRA subsidising leaseholders.</p>			
5.	To administer the Right to Buy process	<p>To ensure compliance with RTB legislation.</p> <p>Capital receipt following the RTB process are received by CWC and are</p>	To meet statutory time limits with regards to the serving of Notices and the processing of Right to Buy applications.		2, 4 & 7	Head of Tenancies and Communities

		subsequently available for new build project across the City.				
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Housing Options – Angela Barnes, Assistant Director

Ref.	Service Area: Housing Solutions					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
7.	Ensure there is a portfolio of property available to use for the purpose of temporary accommodation	<p>All TA is suitable under Part 7 of the Housing Act 1996</p> <p>There is sufficient, suitable accommodation to meet the needs of households likely to require TA</p> <p>That B&B and hotel accommodation is used only in an emergency</p>	<p>Focus will be put on accommodation that is affordable for the customer and value for money for the City of Wolverhampton Council.</p> <p>Service Level Agreement with PSL who provide spot purchase TA</p> <p>Void Standard for TA</p> <p>Clear strategic vision for temporary accommodation, including the potential to maximise use of CWC stock and emerging opportunities in the PRS</p>	<p>HO-HS1 Temporary Accommodation spend against budget</p> <p>HO-HS2 Average time spent in Temporary Accommodation</p>	1 & 6	Head of Housing Solutions
8.	Assist CWC with the delivery of the service in line with the Housing Allocations Policy	Provide advice, guidance and support to CWC to assist them to delivery of the service.	<p>A legal and effective Allocations Policy that enables WH to house those in the greatest housing need while offering choice to applicants.</p> <p>An Allocations Policy that enables WH to allocate homes quickly and contributes to creating sustainable tenancies.</p>	CI-LT5 - Average days taken to relet empty properties	1, 4, 5 & 6	Head of Housing Solutions

			Northgate System rebuild with consideration of longer-term objectives around an Accessible Homes Solution (including full stock survey information).			
9.	Charging policies related to temporary accommodation	<p>To mitigate the risk of a household not being able to access temporary accommodation on the basis that it is unaffordable</p> <p>To mitigate the risk of a household experiencing DA not being able to access temporary accommodation and a place of safety on the basis that it is unaffordable</p>	Charging arrangements that are fair, equitable and consistently applied across all service users regardless of access into temporary accommodation.		2, 4 & 5	Head of Housing Solutions
Page 101						
Ref.	Service Area: Homelessness Team					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
10.	Contribute to the development	Provision of a multi-agency service access point,	Working in partnership with CWC, P3 and other agencies to determine exact service offer from WH		1, 4, 5 & 6	

	and delivery of new service specifically for singles/couples with complex needs who are homeless	assessment centre and accommodation for the most complex single/couple homeless households	Adequate resources to ensure co-location of appropriate staff at location (dependent on continuation of HF funding or mainstreaming)			Head of Homelessness Head of Sustainment & Support
11. Page 102	Internal and External monitoring	Housing management system able to collect household case level data which will provide detailed information on the causes and impacts of homelessness, long term outcomes and what works to prevent it. Is compliant with HCLIC requirements	Development of NEC housing options module that is able to hold the required information and that can be extracted to enable upload to HCLIC For the module to be developed sufficiently to reduce (as far as possible) the need for manual intervention to enable upload to HCLIC		2, 3 & 5	Head of Homeless Services
12.	Homeless prevention activity	Reduce the risk of homelessness among the general population	Homelessness Strategy – including new communities and general housing needs		1, 4, & 6	Head of Homeless Services

		<p>Prevent future homelessness from occurring – focused on those at high potential risk of homelessness due to (e.g. institutional care background, eviction, DA)</p> <p>Targeted prevention at people who have already been effected by homelessness / repeat homelessness and rough sleeping</p>	<p>Development of WH Tenancy Sustainment Strategy</p> <p>Further collaboration with education, health, social care and criminal justice sectors to embed duty to refer and look to mitigate the risk of homelessness as an earlier point</p> <p>Continuation of Housing First programme/funding</p> <p>Development of 'Housing First' model suitable for households living with domestic abuse</p> <p>Closer working with landlords in the PRS – development of Call Before You Serve, landlords initiatives /Rent with Confidence</p> <p>16/17 year old homeless protocol</p> <p>Commitment to the provision of floating support to assist households with housing issues/options</p> <p>Access to specialist support for those households with higher risk of homelessness – poor mental health, DA, care leavers</p>			
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<p>13.</p>	<p>Joint Protocol – Meeting the needs of Homeless 16/17 year olds</p>	<p>Promotes cooperation between all partners</p> <p>Keeps families together</p> <p>Ensuring those at risk get the right assistance as soon as they need it;</p> <ul style="list-style-type: none"> • Build a trusting relationship to allow the young people to explore their housing options and make informed decisions. • Giving young people good, clear information about what help is out there and how to access it; • Support to access safe, stable and affordable accommodation; • Support to maintain connection to family; 	<p>16/17 year old pathway which is clearly defined and embedded in all relevant agencies and ensures a partnership approach</p> <p>Continual improvement in the relationship with CSC</p>		<p>1, 4, 5 & 6</p>	<p>Head of Homelessness</p>
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		<ul style="list-style-type: none"> • Support to stay connected with their communities and support networks <p>Pathway is compliant with Southwark judgement and good practice guidelines</p>				
Ref:	Service Area: Sustainment & Support					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
Page 105	Review and refresh all safeguarding and domestic violence pathways and accompanying training packages	<p>WH has robust safeguarding and domestic violence pathways that support victims and their family to:</p> <ul style="list-style-type: none"> • Reduce risk • Support safety planning • Sustain their tenancy • (where required) access a place of safety • (where required) support access 	<p>Domestic Abuse policies and procedures for both customers and tenants</p> <p>Completion of the DAHA accreditation programme</p> <p>Awareness of services that can be accessed and pathway to other specialist services via WH</p> <p>Training for staff at level appropriate to their job role including general training on homelessness, new communities.</p> <p>Continued engagement in the multi-agency response to DA</p> <p>Working with agencies such as the police to promote the policy of safety planning to enable the</p>		1, 4 & 5	Head of Sustainment & Support

		<p>to alternative accommodation</p> <p>Homeless prevention</p> <p>Reduce crisis intervention and burden on statutory services</p> <p>Reduce housing management costs</p> <p>Reduce impact on other households and communities in terms of anti-social behaviour</p>	<p>victim to remain safely in their homes and to use (where appropriate) Sanctuary Scheme</p> <p>Resources to deliver specialist support (including IDVA) with the opportunity to access funding where appropriate to support service delivery</p>			
15.	<p>Review and implement a fit for purpose Home Improvement Agency that supports residents to live independently in their own home</p>	<p>Increasing the number of people who are able to remain at home and prevent inappropriate admission to hospital, residential and care homes</p> <p>Preventing delayed release from</p>	<p>Strategic approach to ensuring the housing stock meets the immediate and long term needs of the population</p> <p>Embedding of early intervention - housing options is most effective discussed at an early stage in the process</p> <p>Efficiency in terms of processes and practices—better use of technology can reduce time on visits, speeds up the process and is more customer friendly.</p>		1, 4, 5 & 6	Head of Sustainment & Support

		<p>hospital or other types of care</p> <p>Reducing the number of persons and particularly vulnerable persons living in homes that have category 1 and serious category 2 hazards (as set out within the Housing Act 2004)</p> <p>Improving the health of customers by reducing the number of households in fuel poverty</p> <p>Facilitating a range of housing options to help people move at an earlier stage to avoid unnecessary DFG spend and care/support costs.</p> <p>It will be available to all at the point of need</p>	<p>Integration across and between agencies involved will present a unified message to the customer</p> <p>Effective joint working across housing, social care and health</p> <p>Adequate staffing resources across the partnership</p> <p>Earliest possible identification of budget available (including for staffing)</p> <p>Continued awareness raising with partners (especially children's services) to allow greater access to grants</p> <p>Effective procurement strategies that support contractors who wish to deliver specialist adaptation works, including procurement of local SME businesses where possible.</p> <p>Responsibility for it is shared by the whole system- shared accountability through shared budget</p> <p>Promotion of independent living solutions by development of HIA/Telecare hub which is joint funded</p>			
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	<p>Continue to deliver the lifeline element of the Telecare service</p> <p>In collaboration with CWC work up an options appraisal to review Telecare services</p>	<p>Provide access to households who require telecare services that will enable them to live independently</p> <p>Reduce the risk of hospital admission</p> <p>Reduce the risk of bed blocking by allowing hospital discharge</p> <p>It will be available to all at the point of need</p> <p>Understanding of WH's future role in terms of the delivery of Telecare service</p> <p>Support for CWC in evaluating different models of delivery including the provision of data in relation to current service delivery</p>	<p>Adequate staffing resources</p> <p>Effective joint working across housing, social care and health</p> <p>Responsibility for it is shared by the whole system- shared accountability through shared budget</p> <p>Embed a 'technology first' approach so that using telecare and telehealth technology is considered at the very least as a supplement to more traditional care and support,</p> <p>Understanding of the strategic vision for telecare services</p> <p>Capacity to support the options appraisal project</p>		<p>1, 4, 5 & 6</p>	<p>Head of Sustainment & Support</p>
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Property – Ian Gardner, Assistant Director

Service Area: Construction and Compliance						
Ref.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
16.	Regulatory Health and Safety Compliance	<p>Ensure that WH complies with all relevant Health & Safety property related compliance requirements.</p> <p>To ensure that all mandatory and legislative requirements covering all compliance activities are enforced and evidenced, including:</p> <ul style="list-style-type: none"> - Gas Safety - Electrical Safety - Water Safety - Asbestos - Fire - Lifts - Facilities Management 	<p>A range of legal duties and guidance exists to ensure WH effectively delivers its range of services to protect its customers, colleagues and the public.</p> <p>WH will demonstrate ensure compliance with all prescribed mandatory regulations, legislation, codes of practice etc through effective performance management and audits.</p> <p>WH internally reviews and audits its policies and procedures.</p> <p>KPI's are used to manage and report on health, safety, environmental and compliance related activities and are reported to Board and/or, relevant committees and other stakeholders.</p> <p>Health & safety forums and the Fire Safety Group provide oversight and ensure a cohesive corporate approach to deliver the Golden Thread</p>	<p>COM1 - Gas Safety</p> <p>COM2 – EICR Checks</p> <p>COM3 – Passenger Lift Safety</p> <p>COM4 – Legionella water checks</p> <p>COM5 – High Risk Fire Assessments</p> <p>COM6 – Duty to manage Asbestos</p>	1, 2, 3, 4, 5 & 6	<p>Head of Compliance</p> <p>Head of Assets & Stock Investment</p> <p>Head of Repairs & Maintenance</p> <p>Head of Building Solutions</p> <p>Head of Capital Works</p>

		- Control of Contractors Building Safety team develops, implements and monitors compliance				
17.	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 support CWC on the delivery of new build units and support the Council in the delivery of its strategic housing plans.		1, 6, 7	Head of Capital Works
Page Ref.	Service Area: Stock Investment					
	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
18.	Delivery of the Housing Capital Programme	Delivery of a range of large estate regeneration, refurbishment and Building Safety projects and estate remodelling.	Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the: - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan - Long Term		1, 2, 5 & 6	Head of Assets and Stock Investment
19.	To develop, review and	Cleanse and repopulate the	To have robust information to support the ongoing development of the asset management strategy and to support effective investment planning.		1, 2, 5 & 6	Head of Assets and Stock Investment

	update stock condition data	<p>Asset Management database.</p> <p>Improve the efficacy of our Asbestos Management System.</p> <p>Support CWC in the development of the Affordable Housing Conversion Policy strategic and regeneration plans.</p>	<p>To provide stock condition data to inform the 30-year business plan and component accounting.</p> <p>To review opportunities for disinvestment for example, non-traditional housing linked to the Asset Management Group.</p>			
20.	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 2050 target.	<p>To review energy efficiency and carbon reduction programmes of work.</p> <p>Develop a Carbon Reduction Strategy</p>		1, 2, 4 5 & 6	<p>Head of Assets and Stock Investment</p> <p>Senior Management Team</p>
21.	Respond to Grenfell investigation recommendations in terms of Building Safety management	<p>Develop work programmes to ensure that national recommendations are implemented.</p> <p>Building Safety team develops,</p>	<p>Key delivery outcomes are reported to CWC/WH Asset Management Group meetings and associated capital programme finance meetings in line with the:</p> <ul style="list-style-type: none"> - Annual Capital Programme - 5 Year Asset Management Plan - Medium Term - 30 Year Business Plan – Long Term 		1, 2, 4 5 & 6	Head of Assets and Stock Investment

		implements and monitors compliance	Fire Safety Group provide oversight and ensure a cohesive corporate approach to deliver the Golden Thread			
Ref.	Repairs and Maintenance / Operations (Building Solutions; Response Repairs)					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
22.	<p>Maintaining housing stock standards</p> <p>Delivery of a robust and responsive 24/7 repairs service</p> <p>Refurbish/repair voids swiftly to make best use of stock and reduce void rent loss</p>	Delivery of MAGNUS transformation programme	<p>Delivery of a high standard service to our customers.</p> <p>Review Value for Money in terms of cost, quality and performance.</p> <p>Increase performance and the collection and use of analytical data.</p> <p>Delivery of an efficient and swift Voids Management Service.</p> <p>Develop services based on customer feedback.</p> <p>Improve efficiency and flexible deployment of colleagues.</p> <p>Improve customer satisfaction.</p>	<p>P-R4 % of Tenants Satisfied with the response repairs service</p> <p>P-R5 Repairs completed right first time</p>	1, 2, 3, 4, 5 & 6	<p>Head of Repairs & Maintenance</p> <p>Head of Building Solutions</p> <p>Head of Capital Works</p>
23.	Commercial Agenda	To develop and maximise commercial opportunities	Review productivity, trading and external market opportunities.		1, 2, 6	Head of Repairs & Maintenance

			Review call-down contracts to explore commercial opportunities for bringing specific services in-house subject to VFM and capacity			Head of Building Solutions
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Corporate Services – Julie Haydon, Assistant Director

Ref. Service Area: Business Services

No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
24.	<p>Embed the company- wide project management approach for all areas of change</p> <p>A full review of existing company-wide processes in line with regulatory, statutory, operational compliance</p>	<p>A robust project and change management approach across the company will oversee the implementation of the Business Plan with particular focus around culture change and continuous improvement.</p>	<p>A robust change management is put in place with relevant training for SMT, SLT and managers across the business to support and challenge priority areas of work.</p> <p>Ownership and understanding for managers and staff.</p> <p>To identify issues that could lead to non-compliance or identify efficiencies along with the required remedial action.</p>		1, 2 & 5	<p>Head of Business Services</p> <p>Head of People</p> <p>Head of OD&EE</p>
25.	<p>A full review of business wide systems and system development opportunities</p>	<p>Existing IT systems are fit for purpose.</p> <p>Automated processes and high digital update.</p>	<p>A full review of business productivity linked to system options appraisals.</p> <p>Cross service joined-up approach, supporting the customer experience.</p>		1, 2, 3, 4 & 5	<p>Head of Business Services</p>

						Head of Customer Experience
26.	Delivery of robust governance arrangements	<p>A robust performance management framework support the delivery of shared services with City of Wolverhampton Council.</p> <p>Key business assurance processes in place.</p> <p>To improve the availability and use of performance data to inform service delivery.</p>	<p>A review of current performance management framework across this business to provide a gap analysis and action plan.</p> <p>Review of arrangements to support the delivery of shared services with City of Wolverhampton Council.</p> <p>Risk management framework, internal audit and quality assurance programmes to be embedded.</p> <p>System Dashboards to be introduced as part of our performance framework.</p> <p>Implement system changes to improve our approach to collating and analysing data performance.</p>		1, 2, 3, 4 & 5	<p>Head of Business Services</p> <p>Head of People</p> <p>Head of Customer Experience</p>
27.	To ensure WH is resilient to periods of disruptive challenge and is able to respond to major emergencies.	Up to date Risk Registers, BCP and WH emergency response arrangements that are understood and fit for purpose.	<p>Continuation of an effective relationship with CWC Housing Strategy Team and the Resilience Team.</p> <p>Compliance with the Consumer Standards.</p> <p>Bi-annual review of the BCP Strategic Plan.</p>		1, 2, 3, 4 & 5	<p>Head of Business Services</p> <p>Head of Customer Experience</p>

	To demonstrate compliance with regulatory standards.	Compliance is monitored effectively with CWC where necessary. Compliance of the Consumer Standards.	<p>Regular monitoring and review of the Corporate Risk Register.</p> <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> <p>To improve the quality of performance data to interpret and enable the company to identify and manage risk, and to implement opportunities for improvements.</p>			
Page 115	Ensure that WH complies with and delivers on relevant Health and Safety requirements.	Mandatory and legislative requirements are evidenced and enforced.	<p>Continued development of Health and Safety function and collaborative working with CWC.</p> <p>Implement and embed the Health and Safety action plan.</p>		1, 2, 3, 4 & 5	Head of Business Services
29.	Full review of accommodation and WH facilities.	Fit for purpose working environment and customer offer.	<p>To undertake site based accommodation reviews.</p> <p>To realign facilities activity across the business.</p> <p>To work collaboratively with CWC to align the delivery of our customer offer.</p>		2, 4 & 5	<p>Head of Business Services</p> <p>Head of Customer Experience</p>

Ref.	Service Area: Customer Experience					
No.	Action	Outcome	What is required	Link to KPI	Link to CSHR	Responsible Officer
30.	Increase the use of the digital offer to support the customer journey.	<p>Effective and efficient website for customer access including automated processes.</p> <p>Customers are empowered to access digital services.</p> <p>To continue to meet accessibility compliance requirements.</p>	<p>To develop the website, driven from a marketing and engagement perspective including the review of content.</p> <p>Profile customers and their usage to be able to deliver automated processes.</p> <p>Promote the use of current self-service on-line services.</p>		1, 3, 4 & 5	Head of Customer Experience
31.	Support the delivery of the overarching customer experience strategy and action plans	<p>WH meets and exceeds where possible the changing regulations, in particular the Charter for Social Housing Residents.</p>	<p>Launch the Customer Experience Strategy and action plan.</p> <p>Gather direct customer feedback including comprehensive data about our customers' circumstances, preferences and aspirations.</p>	<p>BS-CF1 Percentage of complaints handled within target time</p> <p>H-HD4 Percentage of</p>	1, 2, 3, 4, 5, 6 & 7	<p>Head of Customer Experience</p> <p>Head of OD & EE</p>

		<p>WH staff are committed to delivery of great services to every single customer, every single time.</p> <p>Low-effort, high quality methods which maximise accessibly for all customer groups.</p> <p>New and more effective ways to capture and respond to the customer voice.</p>	<p>Use this intelligence to deliver personalised services which reflect individual needs.</p> <p>Provide our customers with a choice of how and when they access our services.</p> <p>Analyse reasons for customer repeat contacts.</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>Work with CWC to develop customer insight and scrutiny.</p> <p>A review of the themes from customer feedback to recognise and support staff to understand and respond to customer needs.</p> <p>Integration of solution focussed outcomes into business delivery – by ensuring learning from complaints is identified and addressed across the company.</p>	<p>Tenants satisfied with Homes Direct Call Handling</p> <p>BS-SAT1 Percentage of tenants satisfied with the overall service the landlord provides</p>		
32.	Consistent advice & service	Identify barriers to delivering excellent front-line services.	Aim to reduce customer contact for basic enquiries that can be answered online by promoting self-serve options.	H-HD1 Calls answered	2, 3, 4 & 5	Head of Business Services

	at all front-line touchpoints	<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>Focus on those customers requiring more intensive support and those who present as homeless.</p> <p>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>Use learning from customer feedback, insight and data to inform the customer offer. Improve call waiting times for customers.</p> <p>Introduction of community based hubs.</p> <p>Streamline the routes have available to contact WH.</p> <p>Improve the self-service offer and continually review with customers, benchmarking against other housing providers.</p>			<p>Heads of Service – Tenancies and Communities, Housing Operations</p> <p>Head of Repairs and Maintenance</p> <p>Head of Customer Experience Head of Organisational Development and Employee Engagement</p> <p>Head of Homelessness</p>
Ref.	Service Area: People and Organisational Development					
No.	Action	Outcomes	What's required	Link to KPI	Link to CSHR	Responsible Officer
33.	Embed a range of people strategies.	WH is an employer of choice, with the ability to attract and retain the right	<p>Overall responsibility for:</p> <ul style="list-style-type: none"> - EDI Strategy and action plans (including BLM) 		2, 3, 4 & 5	<p>Head of People</p> <p>Head of OD & EE</p>

	Develop a modern workforce to recognise the diverse needs of all customers.	<p>people to enable the delivery of high quality services.</p> <p>WH is a diverse and values driven company.</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>	<ul style="list-style-type: none"> - Employee Health & Wellbeing Strategy - Organisational Development Strategy - Applicant tracking system - a range of policies and processes to affect the culture and environment ensuring the wellbeing, happiness and safety of staff - bespoke and targeted recruitment campaigns or internal development programmes which are designed to recruit to our workforce plans - knowledge and understanding of unconscious bias from our recruitment process, including blind shortlisting and diverse recruitment panels. - recruitment to support the local economy and young people in line with CWC priorities - Development of a work force plan that is reviewed annually - Create the business wide Learning Needs Analysis to provide the skills required and skills gaps. - Ensuring that all staff know and exude the company values; they know and understand the organisation KPIs and how they contribute to achieving them. - Increase the profiles of women and Black and Minority Ethnic staff in senior posts. 			
34.	Ensure effective leadership and management	WH has a community of supportive, empathetic leaders	Implement the talent management model, development and succession planning including the Board Development Programme.		2, 3, 4 & 5	Head of OD & EE Head of People

	<p>across the company</p> <p>Develop Wolverhampton Homes staff and Board members so that they positively contribute to the success of the organisation</p>	<p>and managers who ensure an inclusive environment. WH leaders will constantly epitomise our values and have the capability and confidence to engage, develop, challenge, and reward our staff, with kind leadership while taking measured risks and deliver excellence.</p>	<p>Implementation of Strategic Leadership Programme and Accredited Management Development Programme.</p> <p>Deliver effective talent management and succession planning to align individual development and career aspirations.</p> <p>Develop our people leaders to:</p> <ul style="list-style-type: none"> - continue to champion a positive inclusive and innovative culture. - listen to and respond to our staff. - have the skills and confidence to successfully challenge the status quo, management change, and tackle unfairness in workload, contribution, inequality and inappropriate behaviour. - Be a part an active part of leadership action teams, with cross-directorate leaders who will flexibly and agilely to problem solve and to coach, mentor and support staff and new leaders. - be strong dynamic and inspirational leaders with clear direction across the business. 			
35.	<p>Create a thriving environment where all where staff feel they belong</p>	<p>WH is an inclusive, diverse and people-orientated organisation where all staff are appropriately and</p>	<p>Implementation of the:</p> <ul style="list-style-type: none"> - Employee Health & Wellbeing strategy and action plan. - work/life balance through agile working and the use of technology as an enabler. 	<p>H-HR1 Average number of working days lost through sickness</p>	<p>2, 3, 4 & 5</p>	<p>Head of People</p>

		constructively challenged.	<ul style="list-style-type: none"> - people and performance policies that are socially progressive, and people orientated to support our elite workforce. - Equality Forum to support the delivery of the EDI Strategy and to implement a best in class Equality, Diversity, and Inclusion action plan. 			
36.	Maximise employee engagement for all staff	<p>WH staff are fully engaged and feel safe and secure in speaking up.</p> <p>Conduct regular employee surveys to highlight themes for development.</p>	<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>Link to the development of the change management process from a people perspective.</p>		2, 3, 4 & 5	Head of OD & EE

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Wolverhampton Homes Suite of Key Performance Indicators

Appendix 2

Department	Housemark	White Paper	Consumer Standard	PI Code	Compliance Indicators - Infographic
Contracts & Compliance	✓	✓	Home	COM1	% of valid Landlord Gas Safety Records for tenanted properties
	✓	✓	Home	COM2	% of domestic properties with EICR certificates up to five years old.
				COM3a	% of Passenger lifts serviced within timescale
		✓	Home	COM3b	% of Passenger lifts availability
		✓		COM4	% of Sites where a risk assessment has been carried out for control of Legionella Bacteria in domestic water systems within a 2 year period

		✓		COM5	The management of fire risk assessments; the percentage re-inspected within timescale (Regulatory Reform (Fire Safety) Order 2005)
		✓		COM6	The Duty to Manage Asbestos – the percentage re-inspected within timescales (Regulation 4 - Non Domestic Premises - Control of Asbestos Regulations (CAR) 2012)

Department	HM	WP	CS	PI Code	Key Performance Indicators - Infographic
Homes Direct				H-HD1	Homes Direct: % of Customers calls answered within 80 seconds
Human Resources	✓			BS-HR1	Average number of working days lost through sickness
Customer Experience	✓	✓	Involvement and Empowerment	BS-CF1	% of complaints enquiries responded to within timescales
Tenancy Management			Tenancy	H-TM8	No contact in 12 months
Home Sales & Leases				H-HSL1	% of Service Charges inc Ground Rent collected from Leaseholders
Income Management				H-IM2	% rent arrears of current tenants as a proportion of rent roll (GNPI 29) (WH only)

ASB			Neighbourhood	H-ASB1	% satisfied with the way their ASB complaint was dealt with
Homelessness			Tenancy	HO-HS2	Average time spent in temp - no of days (across all forms)
Repairs	✓		Home	P-R1	% Responsive repairs during period for which an appointment was made/kept
	✓		Home	P-R3	% Total response repairs completed within target
	✓		Home	P-R4	Satisfaction with repairs completed right first time (To replace P-R1 once available)
	✓		Home	P-R5	Satisfaction with response repairs (To replace P-R3 when available)
Voids			Tenancy	P-V3	Void Key to Key Performance (from Void Start Date to Tenancy Start Date)

Department	HM	WP	CS	PI Code	Performance Indicators
Homes Direct				H-HD2	Homes Direct - % of Customer calls answered
				H-HD3	Homes Direct: % of calls abandoned
Communications	✓			BS-SAT1	% of tenants satisfied with the overall service their landlord provides
Income Management				H-IM1a	% of rent collected (City Wide)
				H-IM3	% rent arrears of former tenants as a proportion of rent roll
	✓			STATISTIC	Tenants Evicted for Rent Arrears
Neighbourhood Services			Home & Neighbourhood	H-NS1	% of Fire Safety Checks completed

			Involvement and Empowerment	H-NS3	% of Telecare calls answered within 60 Seconds (SLA)
				H-NS5	Out of hours calls answered
Housing Solutions			Tenancy	CI-LT1	Average time taken to relet properties (ready to let to new Tenancy Start)
			Tenancy	CI-LT3	% rent lost from empty properties
Repairs			Home	P-R2	% of Planned repairs completed within timescales
Voids				P-V1	Average time taken to repair voids: In House - Standard (Minor) voids
				P-V2	Average time taken to repair voids: In House - Major Voids

Key

	HM
	WP
	CS

Indicators with a tick against them are shared with Housemark Benchmarking

Indicators with a tick against them are linked to Housing White Paper

Indicators in this column are linked to RSH Consumer Standards. The initial in the box identify which standard the indicator supports:

H	H = Home Standard
T	T = Tenancy Standard
I	I = Tenancy Involvement and Empowerment Standard
N	N = Neighbourhood Standard

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Appendix 3: Procurement Plan 2022 - 2023 – Approval to Tender

Contract Title	Empty Property Care (Void Properties)
Contract Description	Wolverhampton Homes requires a suitably qualified contractor to provide house clearance, garden clearance, garage and shed clearance, vermin control, removal of sharps/needles, boarding up properties in order to make them secure until they become fit for tenancy again.
Existing Contractor / Supplier / Service Provider	Orbis
Proposed Contract Term	5 years with a break clause at year 2
Total Value of Contract (approx.)	£1,300,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU Tender
Status	To be re-tendered as existing financial budget advertised in the previous tender has been exceeded. Preparation of tender documents with officers to review.

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Contract Title	Asbestos Removal
Contract Description	Asbestos removal services to support the inhouse team in peak times and to also provide an out of hours service
Existing Contractor / Supplier / Service Provider	Axiom Building Solutions Limited
Proposed Contract Term	4 years with a break clause at year 2
Total Value of Contract (approx.)	£400,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU Tender
Status	To be re-tendered as existing financial budget advertised in the previous tender has been exceeded. Preparation of tender documents complete, awaiting publication on Due North.

Contract Title	Wolverhampton Homes Asbestos Surveying, Air Monitoring, Bulk Analysis & Consultancy
Contract Description	To provide specialist technical services relating to asbestos surveys, air clearance testing and materials sampling works on a responsive basis as and when required. To support the activities of the in-house team by providing a fully integrated and flexible service that is seamless from the customer's perspective and that ensures that value for money is achieved. To include all technical asbestos related works including surveys, air clearance testing and materials sampling works for Responsive Repairs and Building Solutions.
Existing Contractor / Supplier / Service Provider	Lucion
Proposed Contract Term	4 years with a break clause at year 2
Total Value of Contract (approx.)	£2,300,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU Tender
Status	Current contract end date 31/03/2023. Preparation of tender documentation including establishing contract value required Autumn 2022.

Contract Title	Biomass Heath Town Fuel / Repairs & Maintenance
Contract Description	Fuel, repairs and maintenance to the Heath Town Energy Centre Boiler System
Existing Contractor / Supplier / Service Provider	AMP Clean Energy
Proposed Contract Term	4 years with a break clause at year 2
Total Value of Contract (approx.)	£500,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	YPO Framework
Status	Awaiting preparation of tender documentation – CWC to lead.
Contract Title	Damp Condensation and Structural Surveys

Contract Description	A qualified Chartered Surveyor is required to support the in-house team by undertaking damp, condensation, and structural surveys where it is deemed the damp conditions are serious enough to potentially affect the structural integrity of parts of the building. An independent Chartered Surveyor is required to provide an unbiased report of any potential remedial works required and to represent Wolverhampton Homes in court as an expert witness when required to do so.
Existing Contractor / Supplier /Service Provider	PPC Ltd
Proposed Contract Term	6 years with a break clause at year 2 and 4
Total Value of Contract (approx.)	£300,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU Tender
Status	Finalising preparation of tender documentation to enable tender submission.
Contract Title	Floor Finishing Services
Contract Description	The scope of works for the Responsive Repairs, Building Solutions and Voids teams covers the repairs and replacement of flexible floor finishes such as thermoplastic floor tiles and vinyl sheet flooring, including associated works such as nosing, trims and the like and occasional soft flooring. Scope of works specifically covers the installation and repairs of flexible proprietary vinyl safety flooring to bathrooms and kitchens of dwellings occupied by disabled persons
Existing Contractor / Supplier / Service Provider	Multifloor (Walsall) Limited
Proposed Contract Term	6 years with a break clause at year 2 and 4
Total Value of Contract (approx.)	£900,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Non – FTS / OJEU Open Tender
Status	Awaiting confirmation that contract can be delivered as part of the General Builder contract (Morgan & Bond). If this service proves not to be satisfactory will reconsider tendering as a separate contractor arrangement.

Contract Title**Gas Supply Contract**

Contract Description	Contract for the supply of Gas. This contract does not expire until 31 March 2023, however, with energy contracts, it is required to sign up to a deal at least 12 months before expiry date.
Existing Contractor / Supplier / Service Provider	Total Gas & Power
Proposed Contract Term	4 years
Total Value of Contract (approx.)	£1,600,000
Directorate	Asset Management
WH Lead Officer	Ian Gardner
Procurement Route	ESPO Framework
Status	Awaiting information from City Council around new tariff rate. Electricity tariff rates showing unprecedented increases which will impact should it be the same for the gas rates.

Contract Title	Void Management Scheme
Contract Description	The Void Management Scheme ensures timely turnaround of the metering arrangements for void properties by the appointed energy provider offering free void period energy to WH for repairs and maintenance and instant access to gas and electricity for residents.
Existing Contractor / Supplier / Service Provider	Energy Angels
Proposed Contract Term	4 years with a break clause at year 2
Total Value of Contract (approx.)	£0 cost to WH. Despite there being nil cost to the company the services to be procured are defined as a concession contract, due to the company receiving a benefit, i.e. it will receive an indirect financial benefit to a limited value of 'free energy' during the void period. Based on approximately 1,500 voids per year, the annual benefit could be up to £45,000 or up to £180,000 over a 4-year period.
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Non – FTS / OJEU – Open Tender (Concession Contract)
Status	Awaiting preparation of tender documentation and review needed of current performance to ensure this contract provides a robust service to Wolverhampton Homes.

Contract Title	Drainage
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Contract Description	To provide a specialist drainage CCTV surveys, jetting, and other related works service during normal working hours, on occasions the contractor will be expected to provide an immediate emergency service outside of normal working hours including evenings, weekends and Bank Holidays.
Existing Contractor / Supplier / Service Provider	Metro Rod Limited
Proposed Contract Term	4 years with optional break clause at year 2
Total Value of Contract (approx.)	£1,200,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open Tender
Status	Current contract extended to 31/03/22. Needs to be re-tendered as existing financial budget advertised in the previous tender has been exceeded. Preparation of tender documents commenced and awaiting team input to then be uploaded on Due North.

Contract Title	Gas Servicing
Contract Description	To provide gas servicing services
Existing Contractor / Supplier / Service Provider	Dodds Group via Solihull Framework
Proposed Contract Term	5 years with break clause at year 3
Total Value of Contract (approx.)	£5,000,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Framework
Status	Contract expires March 2023 – need to commence ITT strategy summer 2022.

Contract Title	Domestic Periodic Testing
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Contract Description	To provide an electrical testing and inspection programme plus category 1 output repairs to tenanted properties
Existing Contractor / Supplier / Service Provider	Dodds Group
Proposed Contract Term	5 years with break clause at year 3
Total Value of Contract (approx.)	4,200,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU tender
Status	Contract Expires 30/06/22 – ITT needs to be commenced January 2022.

Contract Title	Painting & Decorating
Contract Description	To provide external redecoration to houses, low rise flats and garages to include elements such as rendered wall areas, doors, gates, canopies, fascia's, fencing and other external elements. Internal redecoration of communal areas to low-rise, medium-rise and high-rise blocks will also form part of the planned painting programme. Internal redecoration to domestic houses and flats both tenanted and void, will be requested on a response basis.
Existing Contractor / Supplier / Service Provider	Tony Davies & Partners Limited
Proposed Contract Term	5 years with a break clause at year 2
Total Value of Contract (approx.)	£3,000,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open Market Competitive Tender
Status	To be re-tendered as existing financial budget advertised in the previous tender has been exceeded. Preparation of tender documents needs to be commenced by WH officers ASAP.

Contract Title	Structural surveys of system-built properties.
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Contract Description	Periodic surveys of non-traditionally constructed system-built properties, incorporating visual and intrusive surveys of each archetype. This includes houses, low rise flats and tower blocks.
Existing Contractor / Supplier / Service Provider	Michael Dyson & Associates
Proposed Contract Term	5 years
Total Value of Contract (approx.)	£1,000,000
Directorate	Property Services
WH Lead Officer	Ian Gardner / Simon Bamfield
Procurement Route	Framework
Status	Existing contract expires December 2022

Contract Title	Design services of system-built properties.
Contract Description	Design of projects to refurbish system-built properties e.g. Cornish, BISF. To undertake any necessary structural repairs and improvements to safeguard the fabric and enhance thermal properties to meet net zero carbon objectives.
Existing Contractor / Supplier / Service Provider	New contract
Proposed Contract Term	5 years
Total Value of Contract (approx.)	£1,250,000
Directorate	Property Services
WH Lead Officer	Ian Gardner / Simon Bamfield
Procurement Route	Framework
Status	New contract

Contract Title	Building / Stock condition surveys.
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Contract Description	Provision of dilapidation, party wall, stock condition and other specialist surveys (boundary disputes) to support the strategic asset management of the stock portfolio.
Existing Contractor / Supplier / Service Provider	New contract
Proposed Contract Term	3 years
Total Value of Contract (approx.)	£1,000,000
Directorate	Property Services
WH Lead Officer	Ian Gardner / Simon Bamfield
Procurement Route	Framework
Status	Provide interim support as a result of recruitment issues within Stock Investment Team.

Contract Title	Passive Fire Protection.
Contract Description	Provision of specialist repairs to passive fire protection e.g. fire doors and fire stopping measures, using third party accredited contractor who will also provide training and support for Wolverhampton Homes inhouse workforce
Existing Contractor / Supplier / Service Provider	Wolverhampton Homes/Strategic Construction Partnership
Proposed Contract Term	1 year contract with option to extend
Total Value of Contract (approx.)	£600,000
Directorate	Property Services
WH Lead Officer	Ian Gardner / Simon Bamfield
Procurement Route	Framework
Status	Current delivery model is through the Strategic Construction Partnership due to workload pressures of inhouse team.

Contract Title	Roofing repair and maintenance
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Contract Description	To provide a roofing repairs and maintenance services. All works will be required to be completed in accordance with the applicable performance targets and customer service and ICT systems.
Existing Contractor / Supplier / Service Provider	Roof Style
Proposed Contract Term	4 Years with break clause at year 2
Total Value of Contract (approx.)	£800,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open Market sub FTS / OJEU Tender
Status	To be re-tendered as existing financial budget advertised in the previous tender has been exceeded. Preparation of tender documents with officers to prepare.

Contract Title	Telecare
Contract Description	To provide Telecare equipment - the use of technologies such as remote monitoring and emergency alarms to enable the unwell, disabled, or elderly to receive care at home so that they can live independently. e.g. fall detectors, linked smoke alarms, epilepsy sensors as well as monitoring equipment such as canary care that gives social care and Carers an idea of movement around the house so that appropriate support can be put in place.
Existing Contractor / Supplier / Service Provider	No current contract in place
Proposed Contract Term	4 year
Total Value of Contract (approx.)	£800,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	Either Open Market or via an Existing Framework
Status	This requirement was handed over to WH from WCC in early November 2021, so Officers are currently assessing the requirements to establish a strategy.

Contract Title	Fire risk assessment software solution
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Contract Description	Web-based software solution to support the fire safety risk management regime, enabling fire risk assessments to be produced in a digital format and to ensure fire safety remedial actions are effectively controlled
Existing Contractor / Supplier / Service Provider	New contract
Proposed Contract Term	Up to 3 years
Total Value of Contract (approx.)	£30,000
Directorate	Property Services
WH Lead Officer	Simon Bamfield / Stuart Bourne
Procurement Route	Framework (Crown Commercial Services – G-cloud framework)
Status	This is an interim solution as we are at least 18-months away from NEC Housing being in a position to provide this aspect of the service (due to the need to migrate to a more recent software release of NEC Housing, plus there is a need for further development of the software).

Contract Title	HIA Hoist / Supply / Installation and Maintenance
Contract Description	To provide various Lift Installation and Maintenance Services for WH HIA. These contracts will be let with the following lots: <ul style="list-style-type: none"> - Lot 1: Straight and Curved Stairlift - Lot 2: Through Floor Lifts - Lot 3: Powered Lifting Platform / Step Lift - Lot 4: Ceiling Track / Hoist
Existing Contractor / Supplier / Service Provider	Lot 1 – Existing contractor Stannah Stairlift Lots 2, 3, and 4 – New Contract Requirement
Proposed Contract Term	4 years with option to extend for 24 months
Total Value of Contract (approx.)	£6,100,000 combined
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	OJEU Open Tender
Update 89 141	Currently awaiting WCC legal to execute contracts but letters of award sent as follows: <ul style="list-style-type: none"> - Lot 1: Straight and Curved Stairlift – Stannah Stair Lifts - Lot 2: Through Floor Lifts – Dolphin Lifts Midlands Limited - Lot 3: Powered Lifting Platform / Step Lift – Dolphin Lifts Midlands Limited - Lot 4: Ceiling Track / Hoist – Premier (Mobility) UK Limited

Contract Title	General Builder
Contract Description	A contract with a general building contractor is required to support the in-house teams at peak times of demand. The requirement is to provide general building and associated mechanical and electrical works (excluding scaffolding and asbestos works) for the Responsive Repairs, Building

	Solutions and Voids teams and including works carried out by Contracts and Compliance. The works have been divided into 3 Lots Repairs, Voids Planned (to include Fire Damage, Asset Maintenance, Non-Domestic Assets & Capital Schemes)
Existing Contractor / Supplier / Service Provider	Hindley
Proposed Contract Term	6 years with a break clause at year 2 and 4
Total Value of Contract (approx.)	£10,200,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	OJEU Open Tender
Update	Currently awaiting WCC legal to execute contracts but letter of award sent to Morgan & Bond Limited for all 3 Lots.
Contract Title	HIA Glazing
Contract Description	To provide a suitably qualified contractor(s) to undertake the following elements of work within a vulnerable environment: <ul style="list-style-type: none"> • UPVC Window / Doors repairs • UPVC window / door locking mechanism change. • Replace / repair existing eaves level fascias. • Replace / repair existing guttering.
Existing Contractor / Supplier / Service Provider	New Tender
Proposed Contract Term	4 years with option to extend further 24 months
Total Value of Contract (approx.)	£900,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	Open Tender Competition
Update	Currently awaiting WCC legal to execute contracts but letter of award sent to Ashmore Glass & Mirrors Limited.

Contract Title	Access Control Door and CCTV Installation / Repair and Maintenance Services
Contract Description	To provide a 24/7 responsive repairs and maintenance service to ensure CCTV and door access control systems are fully maintained and operate as detailed within the contract specification.
Existing Contractor / Supplier / Service Provider	OpenView Security Solutions

Proposed Contract Term	2 years direct award
Total Value of Contract (approx.)	£1,600,000
Directorate	Housing / Asset Management
WH Lead Officer	Darren Baggs / Roy Parlor
Procurement Route	Direct award through CHIC framework
Status	City Council to register Wolverhampton Homes on the framework to enable the direct award.

Provision of Digital TV Maintenance Services	
Contract Title	
Contract Description	To provide an established, competent, resource to provide the following 3 services to recently installed IRS Digital Systems to various High, Medium, and Low-Rise blocks of flats throughout the City: <ul style="list-style-type: none"> • Servicing, Repair & Maintenance • Response Breakdown call out • Installation of new internal face plates
Existing Contractor / Supplier / Service Provider	SCS Technologies Ltd
Proposed Contract Term	4 years with optional
Total Value of Contract (approx.)	£660,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open Market Tender FTS / OJEU Tender
Status	Currently awaiting WCC legal to execute contracts but letter of award sent to MRM Electrical Solutions Ltd. Existing arrangements with SCS extended to 31/01/22 to provide a reliable service over the Christmas period and to avoid any potential handover issues.

Maintenance of Roof Mounted Ventilation	
Contract Title	
Contract Description	To provide a full annual electrical and mechanical inspection servicing regime and the repair of all mechanical roof extractor units (182 roof mounted centralised ventilation units within 49 blocks of flats throughout the City) fitted on each of the locations.
Existing Contractor / Supplier / Service Provider	Moss Vale Maintenance & Sealing Services Limited (no longer trading)
Proposed Contract Term	4 years plus optional 1 year extension
Total Value of Contract (approx.)	£400,000
Directorate	Property Services
WH Lead Officer	Ian Gardner

Procurement Route	Open FTS / OJEU Tender
Status	Currently awaiting WCC legal to execute contracts but letter of award sent to Midwest Electrical Services Ltd.

Contracts Expiring But have Options To Extend

- **Scaffolding** – Expires 31 March 2023 but has option to extend 3 years.
- **Maintenance of Passenger Lifts** – Expires on 31 March 2022 to extend by a further 3 years.
- **District Heating (Heath Town) Metering and Pre-Payment Billing Services** – Expires 31 March 2023 but option to extend 3 years.
- **Maintenance of Domestic Lifts** – Expires 31 May 2022 but option to extend by 2 years.

Appendix 4

Wolverhampton Homes Procurement contracts let to date 2021 - 2022

Contract Title	Energy Performance Certificates
Contract Description	It is a legislative requirement that Energy Performance Certificates should be provided prior to letting or selling a property Wolverhampton Homes requires a comprehensive service for the completion and provision of energy performance certificates.
Existing Contractor / Supplier / Service Provider	Compliance 365
Proposed Contract Term	3 years with potential to extend by 12 further months
Total Value of Contract (approx.)	£120,000
Directorate	Property
WH Lead Officer	Simon Bamfield
Procurement Route	Open Tender / Non-OJEU
Status AWARDED	ECT Ltd t/a Compliance 365

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Contract Title	Non-Domestic Periodic Electrical Testing to Communal Areas and Offices
Contract Description	Wolverhampton Homes manage various assets throughout the City, including offices, tenant meeting rooms, communal areas etc. There is a statutory duty to ensure that as far as is reasonably practical the electrical services are safe. This entails testing fixed wiring and portable and fixed appliances.
Existing Contractor / Supplier / Service Provider	Midwest Electrical Services Ltd
Proposed Contract Term	4 years plus potential to extend by 12 further months
Total Value of Contract (approx.)	£710,000
Directorate	Property
WH Lead Officer	Roy Parlor
Procurement Route	Open Tender / OJEU
Status AWARDED	Midwest Electrical Services Ltd

Contract Title	External Works including Underground Pipeline Services
Contract Description	The scope of works would cover external works to include tarmacking & hard landscaping for the repairs service, works carried out by the projects team and voids repairs. Works to also include for the maintenance and repair where necessary of the underground pipeline services.
Existing Contractor / Supplier / Service Provider	OnSite Ltd
Proposed Contract Term	4 Years plus potential to extend by 12 further months
Total Value of Contract (approx.)	£300,000
Directorate	Property
WH Lead Officer	Shaun Mulloy
Procurement Route	Open Tender/ Non-OJEU
Status AWARDED	To be awarded to OnSite Ltd

Contract Title	Installation of Modular Access Platforms and Ramps
Eclipse 146 Contract Description	Installation of external modular ramps to domestic property, both privately owned, and property managed by Wolverhampton Homes (including EMB and TMO property)
Existing Contractor / Supplier / Service Provider	New tender undertaken
Proposed Contract Term	4 years plus potential for 1 year extension
Total Value of Contract (approx.)	£750,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes – Lisa Morgan
Procurement Route	Open tender / Non-OJEU
Status AWARDED	Eclipse Access Solutions Ltd

Contract Title	UPVC doors, windows, glazing units, single pane reglaze, Fascia, Guttering, UPVC locking mechanism change
Contract Description	<p>Wolverhampton Homes requires a suitably qualified contractor(s) to undertake the following elements of work within a vulnerable environment:</p> <ul style="list-style-type: none"> • UPVC window / doors repairs or replacement including more specific “safer” by design when relating to Safe Homes Scheme which aims to address safety issues for vulnerable clients and those at risk through domestic violence • UPVC window / door locking mechanism change • Replace / repair existing eaves level fascia’s • Replace / repair existing guttering
Existing Contractor / Supplier / Service Provider	New tender undertaken
Proposed Contract Term	4 years plus potential for 2 year extension
Total Value of Contract (approx.)	£900,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes – Lisa Morgan
Procurement Route	Open tender / Non-OJEU
Status AWARDED	Ashmore Glass Ltd

Contract Title	General Builder – Wolverhampton Home Improvement Agency
Contract Description	To support the activities of the Home Improvement Agency and in house teams by providing a fully integrated, flexible and cost effective service to offer high quality and effective adaptations. The requirement is for Contractors working in properties where there is an elderly or less able resident and must be prepared to take account of the particular needs of individual clients.
Existing Contractor / Supplier / Service Provider	New Tender
Proposed Contract Term	Up to a 5 Year contract(s) with appropriate break clauses
Total Value of Contract (approx.)	£26,000,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	The final procurement strategy is being determined with Legal advice, i.e. the Open Tender (Above the Finder Tender Service (FTS) Threshold for High Value Works) versus Framework versus Dynamic Purchasing System route
Status AWARDED	Dynamic Purchasing System route

Contract Title	HIA Hoist / Supply / Installation and Maintenance
Contract Description	To provide various Lift Installation and Maintenance Services for WH HIA. These contracts will be let with the following lots: <ul style="list-style-type: none"> - Lot 1: Straight and Curved Stairlift - Lot 2: Through Floor Lifts - Lot 3: Powered Lifting Platform / Step Lift - Lot 4: Ceiling Track / Hoist
Existing Contractor / Supplier / Service Provider	Lot 1 – Existing contractor Stannah Stairlift Lots 2, 3, and 4 – New Contract Requirement
Proposed Contract Term	4 years with option to extend for 24 months
Total Value of Contract (approx.)	£6,100,000 combined
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	OJEU Open Tender
Update AWARDED	<ul style="list-style-type: none"> - Lot 1: Straight and Curved Stairlift – Stannah Stair Lifts - Lot 2: Through Floor Lifts – Dolphin Lifts Midlands Limited - Lot 3: Powered Lifting Platform / Step Lift – Dolphin Lifts Midlands Limited - Lot 4: Ceiling Track / Hoist – Premier (Mobility) UK Limited

Contract Title	General Builder
Contract Description	A contract with a general building contractor is required to support the in-house teams at peak times of demand. The requirement is to provide general building and associated mechanical and electrical works (excluding scaffolding and asbestos works) for the Responsive Repairs, Building Solutions and Voids teams and including works carried out by Contracts and Compliance. The works have been divided into 3 Lots Repairs, Voids Planned (to include Fire Damage, Asset Maintenance, Non-Domestic Assets & Capital Schemes)
Existing Contractor / Supplier / Service Provider	Hindley
Proposed Contract Term	6 years with a break clause at year 2 and 4
Total Value of Contract (approx.)	£10,200,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	OJEU Open Tender
Update AWARDED	Morgan & Bond Limited for all 3 Lots.

Contract Title	HIA Glazing
Contract Description	To provide a suitably qualified contractor(s) to undertake the following elements of work within a vulnerable environment: <ul style="list-style-type: none"> • UPVC Window / Doors repairs • UPVC window / door locking mechanism change. • Replace / repair existing eaves level fascias. • Replace / repair existing guttering.
Existing Contractor / Supplier / Service Provider	New Tender
Proposed Contract Term	4 years with option to extend further 24 months
Total Value of Contract (approx.)	£900,000
Directorate	Housing Options
WH Lead Officer	Angela Barnes / Lisa Morgan
Procurement Route	Open Tender Competition
Update AWARDED	Ashmore Glass & Mirrors Limited.

Contract Title	Provision of Digital TV Maintenance Services
Contract Description	To provide an established, competent, resource to provide the following 3 services to recently installed IRS Digital Systems to various High, Medium, and Low-Rise blocks of flats throughout the City: <ul style="list-style-type: none"> • Servicing, Repair & Maintenance • Response Breakdown call out • Installation of new internal face plates
Existing Contractor / Supplier / Service Provider	SCS Technologies Ltd
Proposed Contract Term	4 years with optional
Total Value of Contract (approx.)	£660,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open Market Tender FTS / OJEU Tender
Status AWARDED	MRM Electrical Solutions Ltd.

Contract Title	Maintenance of Roof Mounted Ventilation
Contract Description	To provide a full annual electrical and mechanical inspection servicing regime and the repair of all mechanical roof extractor units (182 roof mounted centralised ventilation units within 49 blocks of flats throughout the City) fitted on each of the locations.
Existing Contractor / Supplier / Service Provider	Moss Vale Maintenance & Sealing Services Limited (no longer trading)
Proposed Contract Term	4 years plus optional 1 year extension
Total Value of Contract (approx.)	£400,000
Directorate	Property Services
WH Lead Officer	Ian Gardner
Procurement Route	Open FTS / OJEU Tender
Status AWARDED	Midwest Electrical Services Ltd.

Name of Project	Budget for	Budget for	Budget for	Budget for	Budget for	Budget for	Total 2021-2022 to 2026-2027 £000
	current year	Year-1	Year-2	Year-3	Year-4	Year-5	
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
	£000	£000	£000	£000	£000	£000	
Internal Improvements							
Refurbishment of voids	6,075	5,000	5,000	5,000	5,000	5,000	31,075
Boiler Replacement Programme	803	680	680	680	680	680	4,203
Internal Decency Works	2,930	4,900	5,800	6,000	4,300	3,800	27,730
Refurbishment Works							
Heath Town Estate Refurbishment							
Heath Town Estate: refurbishment of the retained blocks	11,100	11,200	12,400	10,600	3,600	1,500	50,400
High-rise estate improvements							
High Rise External Façade Works Programme; incorporating window replacement, roof replacement, external wall insulation and associated work.	0	0	2,400	7,000	6,200	6,300	21,900
Renewal of High-Rise Infrastructure (City-wide); incorporating retro-fitting sprinklers and fire safety improvements	4,500	10,300	15,000	11,700	8,600	7,800	57,900
Medium-rise estate improvements							
Holistic programme to deliver improvements to the building envelope, fire safety features, infrastructure and landscaping	0	0	0	0	4,000	10,500	14,500
Refurbishment of system-built housing							
Surveys of non-traditional housing (including high-rise)	50	150	200	500	50	50	1,000
Remedial works to system-built properties	0	0	650	3,000	4,200	8,500	16,350

Name of Project	Budget for current year	Budget for Year-1	Budget for Year-2	Budget for Year-3	Budget for Year-4	Budget for Year-5	Total 2021-2022 to 2026-2027
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Other							
Lift & DDA Improvements	710	400	400	400	400	400	2,710
Door Entry / CCTV Security Programme	270	470	370	370	370	370	2,220
Fire Safety Improvements - Medium and Low rise	2,250	2,250	1,250	1,250	0	0	7,000
Sustainable Estates Programme:	270	1,000	600	600	600	600	3,670
External Improvement Programme	600	0	0	0	0	0	0
Roof Replacement Programme (City-wide)	2,750	1,600	4,200	4,200	4,000	4,000	20,750
Structural Repair Works (ad-hoc, City-wide)	1,100	1,000	1,000	1,000	1,000	1,000	6,100
Pathway improvement and safety programme	209	200	200	200	200	200	1,209
Miscellaneous Items							
Capital Programme Management (Wolverhampton Homes salaries)	1,650	1,800	1,800	1,800	1,800	1,800	10,650
Sale of Council Houses Administration (RTB)	60	60	60	60	60	60	360
Internal Works							
Disabled Adaptations	1,500	1,200	1,200	1,200	1,200	1,200	7,500
Bushbury Hill EMB Improvement Programme	900	220	0	0	0	0	1,120
Refurbishment Works							
External improvements to Jericho House	250	0	0	0	0	0	250
Commercial to residential conversions: Bond House	700	3,500	0	0	0	0	4,200
Other Projects							
Infill sites - small sites programme	2,000	3,412	3,000	3,000	0	0	11,412
Total Value of Approved budgets*	40,677	49,342	56,210	58,560	46,260	53,760	304,209

* HRA Business Plan, Rents and Service Charges 2022-2023 Cabinet Report 19th Jan 2022

Name of Project	Budget for current year	Budget for Year-1	Budget for Year-2	Budget for Year-3	Budget for Year-4	Budget for Year-5	Total
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2021-2022 to 2026-2027

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Oxley Health and Wellbeing facility and Residential Accommodation	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Bhupinder Gakhai City Assets and Housing	
Key decision	Yes	
In forward plan	Yes	
Wards affected	Oxley	
Accountable Director	Mark Taylor, Deputy Chief Executive	
Originating service	City Assets	
Accountable employee	Julia Nock Tel Email	Deputy Director Assets 01902 550316 Julia.nock@wolverhampton.gov.uk
Report to be/has been considered by	City Assets Leadership Team Strategic Executive Board Full Council	9 February 2022 24 February 2022 6 April 2022

Recommendations for decision:

The Cabinet recommends that Council approves:

1. The project and appropriate capital budgets funded through grant and prudential borrowing as detailed within the report, subject to confirmation of successful grant bids.

The Cabinet is recommended to:

1. Approve the development by the Council of a modern health, wellbeing facility and residential accommodation on the Council owned former Oxley Day Training Centre site.
2. Delegate authority to the Leader of the Council and the Cabinet Member for City Assets and Housing, in consultation with the Deputy Chief Executive and Director of Finance to agree and enter into the required funding agreements, Heads of Terms, Lease agreements with the health facility occupiers and Heads of Terms and Lease agreement with the Registered Provider upon selection together with any ancillary agreements.

1.0 Purpose

- 1.1 The report discusses the need and provision of a modern health and wellbeing facility in Oxley and the ongoing demand for key worker and affordable housing. The Council owns the former Oxley Day Training Centre and is currently a vacant asset. It is subject to ongoing anti-social behaviour and holding costs, with these issues and opportunities a decision is required to determine the future of the site.
- 1.2 With the support of the Wolverhampton Clinical Commission Group (CCG) a proposal has been prepared to consider the site for much needed Council family services and a community health and wellbeing facility. The need of a health facility coupled with the City's housing requirements has resulted in a more wider study, and this report identifies the findings and seeks approval to develop the site for a mixed-use modern health and wellbeing facility with housing.
- 1.3 The paper seeks approval to progress the capital project but not until obtaining outline planning consent, securing grant funding, achieving cost certainty from market tenders, securing leases with health care tenants and a pre-sale agreement with a Registered Provider for the new homes. These conditions will protect the Council by reducing the financial exposure until cost certainty, rental income and grant funding are secured.

2.0 Background

- 2.1 The former Oxley Day Training Centre is being held subject to re-development or disposal (Appendix 1 - site location plan), the existing structure is programmed for demolition.
- 2.2 Public sector stakeholders have a shared interest to work together with the Council to re-develop the site for a health and wellbeing facility and/or housing. Given the priority status of a new health and wellbeing facility in the Oxley area of North Wolverhampton, a feasibility exercise has been undertaken. It was agreed that the Council and Wolverhampton CCG (and subsequently the NHS Black Country and West Birmingham CCG) would jointly provide initial project resource to complete a feasibility study and work with interested parties to undertake early design work and a development appraisal. This work more recently brought forward the opportunity to add residential accommodation to the site which would provide additional outputs, offering much needed new affordable homes and attract grant funding for abnormal costs.

The project proposals have been developed considering two key requirements for the City and both rely upon each other for their successful delivery and achievement of the necessary outputs and outcomes.

A Modern and integrated project with Council Services and Health and Wellbeing Facility

- 2.3 The City of Wolverhampton has high levels of poverty and deprivation with a much higher proportion of the population (55%) living within the poorest 20 percentile range as nationally defined. In addition, significant health inequalities exist across the city. There is

a considerable gap in life expectancy across different ward areas of the city for both males and females.

- 2.4 The Wolverhampton health and social care economy faces significant challenges to service a population of 280,000 with relatively high levels of deprivation and growing numbers of people living with multiple Long Term Conditions putting additional strain on primary care. The local NHS and City of Wolverhampton Council (CWC) are addressing these challenges through a partnership approach with health and social care partners across the Black Country.
- 2.5 There is a requirement for a new health, wellbeing facility and this is entirely consistent with the key themes of the Sustainability and Transformation Partnership (STP) Estates Strategy, the 'One Public Estate' initiative and the latest published 'Commissioning Intentions' report of both the CCG and CWC. The need for a premises solution for the Oxley area was clearly identified in the Estates Strategy, specifically committing to assessing the feasibility of a new facility in the Oxley area of North Wolverhampton. This requirement with the need to relocate other Council health related services and surrender leases offering savings, created an opportunity for integrated services.
- 2.6 The local Oxley Surgeries are rated 'Red' in the CCG's most recent assessment of building condition, quality and capacity. The Red rating is indicative of facilities which are operating with significant shortfalls in two or more of (i) lack of capacity and/ or (ii) poor quality and/or (iii) poor security of tenure.
- 2.7 In addition to the need identified by the Wolverhampton CCG, during 2020/2021 the NHS made a commitment to become carbon net zero, setting ambitious targets to achieve this by 2040 for emissions under NHS direct control and 2045 for the "Carbon Footprint Plus" measure which includes the wider supply chain. This supports the Council's intentions and development of its assets to also become net carbon zero.

Key worker housing and affordable living

- 2.8 Around 12,600 people live in the Oxley ward of Wolverhampton. The City as a whole has the need to increase housing supply and has an ambition to make way for key worker housing and affordable living. There are a number of brownfield and redundant sites whose undeveloped nature damages perception of the City but, represent an opportunity to deliver housing.
- 2.9 Through the Strategic Economic Plan (2016), Housing Deal (2018), the emerging West Midlands Industrial Strategy (2019), the Housing and Land Portfolio Business Plan (2020-2021) and the Recharge for the West Midlands (2020), there is great commitment to delivering new homes by 2031 and taking a brownfield first approach.
- 2.10 The Wolverhampton Housing Strategy 2019-2024 seeks to deliver more and better homes, safe and healthy and access to secure homes. In doing so it aligns with the Economic Growth Strategy and seeks to retain and attract economically active people to live and work in our city. The strategy has identified groups to ensure good quality homes in the city at a price they can afford for; first time buyers and second stage movers,

households who want to rent, people who need affordable homes, homes for new communities and housing for graduates.

- 2.11 It is imperative that brownfield site clearance and unlocking of sites is a key focus and the importance of vibrancy is considered in residential deliverability. This will help appeal to a broad range of occupiers considering a future in the city, coupled with the increasing flight to quality demanded of both public and private open space. This would enable delivery of attractive and joined up placemaking opportunities and ultimately encourage a substantial increase in transactional and rental values across the city.

3.0 Project progress and proposals

- 3.1 To progress the early stages of the project and understand the challenges and opportunities, activities have been undertaken to help develop a way forward and reach a position where alternative options can also be presented for discussion (see section 4.0). Specific progress has been made within the last 12 months with:

1. Preparation of Initial development appraisals, taking account of land value and new build construction costs
2. Due diligence on the site to identify any constraints and site abnormalities
3. Development of the draft Outline Business Case (OBC) offering an understanding of the management, commercial, economic, financial and strategic case and risk.
4. Collaborative working with stakeholders and the project team representing CWC, CCG, local GPs and Royal Wolverhampton Trust (RWT) to develop site layouts and floor plans.
5. Subsidy Control advice to ensure the scheme model is compliant with relevant rules and regulations.
6. Submission of grant applications
7. Pre application discussions with the Local Planning Authority planning officer.

- 3.2 The proposal is a locally led programme, bringing multiple public sector partners together, to:

- help reduce Council service running costs, surrender leases and relocation of services to a new facility.
- assist with rationalisation, consolidation and modernisation of assets.
- Develop a net zero carbon project.
- Utilise Modern Methods of Construction (MMC) and provide new homes.
- Create construction jobs, five apprenticeships, help upskill the work force with H&S training and vocational qualifications, deliver local economic growth, offer social value.
- release capital value with re-development.
- give access to health care and quality accommodation to improve the lives of the local people.
- and really help with levelling up for much needed services in Oxley and support the economic recovery.

- 3.3 The project will also play a key role towards the city's recovery from the COVID-19 impact in years to come and act as an opportunity to reduce the Council's Carbon footprint, provide key worker housing and will directly link to the Council's 'Relight Our City campaign'.

A modern and integrated health and wellbeing facility

- 3.4 GPs, RWT and the Council, have continued to work collaboratively with the project team to develop the clinical service model, schedules of accommodation and initial design layout options. Design development workshops have been held to progress initial concepts into more detailed layouts and plans, seeking to offer:
- improved Council health and family services with integrated general medical services.
 - more integrated working between primary care, community services, social care and secondary care providers.
 - accommodation for two local GP practices, a base for RWT's district nursing teams and a clinical bookable suite to support local delivery of 'out of hospital' services.
- 3.5 As next steps, it is planned to build on the feasibility study and prepare an outline planning application. This will require re-engagement with all the stakeholders, public consultation with the local community, development of the design and renewed commitment for the updated proposals.

Key worker housing and affordable living

- 3.6 The early design for the residential accommodation has been developed mainly above the health and wellbeing facility, with separate access. The proposal allows for a mix of apartments and some dwellings across the site to be sold to a Registered Provider. Consultation with the Local Planning Authority has been positive with advice to further consider surrounding developments and the site access. The option for a residential development only, was not explored due to the greater community need for a combined health and wellbeing facility. The inclusion of supplementary residential accommodation provides an opportunity to attract grant funding for support with the site abnormal costs.
- 3.7 To attract the LGA grant funding the project is required to include Self & Custom Build (S&CB) residential units. Further details on the S&CB government initiative have been included in Appendix 2. The project proposes a completed shell and core at the 2nd floor for the residential S&CB element, which will be made available to the successfully procured Registered Provider to then work with the occupiers to design and self-finish their homes. With this approach a first in Wolverhampton, the S&CB owners will be able to design open or conventional layouts, determine room sizes, kitchen layouts, bathroom pod layouts, internal finishes and material specification.

Scheme financial viability

- 3.8 An outline construction cost plan for the development, estimating the project cost has been prepared and this includes contingency to cover project risk. Grant funding and public intervention is required to ensure the project is viable. Should the project costs increase where the contract is tendered there is a possibility that this grant may be increased to reflect the larger viability gap, however if this is the case this will be brought forward in a further report.
- 3.9 Considering current residential sales rates, the appraisal estimates the sale value for the apartments, this income will be sought from the Registered Provider in advance of expenditure, to offset against the costs of the development. If this value and/or the amount required to support the cost of the residential build is not achieved with offers from Registered Providers then the project will look to seek open market offers from the private sector. This would impact on the S&CB proposals but maintain the viability of the scheme.
- 3.10 In addition to the sale income of the apartments and dwellings, the project will also benefit from savings from surrendering leases in alternative locations and utility costs. To maintain a strong and disciplined control on project costs and programme, in addition to the provision of internal resources an external team of professional consultants will be appointed to lead the project after obtaining planning consent and for monitoring purposes. This will offer assurance during the development stages of the project and robust contract management during the delivery stage.

Delivery Timescales

- 3.11 The following are key milestones to help understand the roadmap to delivering the overall project based on the preferred option evaluated in section 4.0:

Cabinet Approval	Mar 2022
Planning consent approval	Oct 2022
Release of Tenders	Jan 2023
Start Construction works	April 2023
Construction completion and site opening Health facility	Sept 2024
Shell completion for residential and handover to Registered Provider for internal fit-out and self & Custom Build	Oct 2024
Completion of residential by Registered Provider and overall project	Oct 2024

Proposal Conditions and Consideration

- 3.12 To reduce the financial risk to the Council and maintain an ambitious project but affordable, the following activities are proposed as conditions, prior to any construction contract award:
1. Outline planning consent is obtained.
 2. Grant funding is secured to support costs and bridge the viability gap.

3. Cost certainty is achieved with market tendering for the construction.
4. Pre-lets to health care GP's, RWT district nurses team and a Pharmacy, all with long term leases are in place.
5. Pre-sale sale of the residential accommodation to a procured Registered Provider is achieved.

The following are advantages and disadvantages identified to understand the benefits, challenges, risks and likely issues, whilst trying to unlock the Council asset.

Advantages

- Securing the future of high-quality primary care in Oxley area for the existing population and provide capacity to respond to future growth in demand.
- Provision of new much needed quality homes in Oxley that are affordable, suitable for key workers and available for self & Custom build and supports the Wolverhampton Housing Strategy 2019 – 2024.
- The addition of housing to the health facility attracts opportunity for grant funding to support abnormal costs.
- The Council would hold an occupied asset upon completion.
- The design quality and control would be maintained by the Council to deliver a sustainable and net carbon zero asset.
- Any adaptations to the proposed design could be easily considered at cost should end user space requirements change.
- Avoid an alternative use being proposed over a much needed community facility.

Disadvantages

- Council capital investment required to fund project
- Increased asset management requirements

4.0 Evaluation of alternative options

- 4.1 In addition to the proposal there are alternative options explored to seek beneficial use of the site and opportunities to unlock the Council asset. Whilst evaluating the options and determining the preferred option in the outline business case, it was imperative to ensure good value for money, maximising outputs from the asset with job creation, remediation of brownfield land and addressing community needs with the provision of modern health facilities and affordable housing are accomplished.
- 4.2 **Option 1: Do nothing** – The buildings have already been programmed to be demolished and this is included in the Corporate Asset Capital Programme, seeking approval. Beyond this activity there would be no new proposals and the asset would continue to result in non-recoverable maintenance and management costs.

Advantages

- No additional capital expenditure or borrowing is required to develop the site.
- The site remains as a void asset increasing in value overtime.

Disadvantages

- Continuation of anti-social behaviour affecting neighbours including Oxley Lodge a care facility for the elderly which shares access from the Council asset.
- The opportunity to offer other beneficial uses to the community which cannot be provided locally, is deferred indefinitely.
- Ongoing non-recoverable costs with site security, insurance, business rates, fly tipping clearance and grounds maintenance.
- Deterioration of the neighbourhood due to a redundant building with no upkeep.

4.3 **Option 2: Freehold disposal of the asset** – This option would result in the asset to be auctioned to the highest bidder.

Advantages

- Any existing liabilities such as anti-social behaviour and non-recoverable expenditure would transfer to the new proprietor.
- The sale of the site would generate income for the Council.

Disadvantages

- No control to the type of development, quality and use can, other than those permitted under planning policy.
- It is likely the communities need for a health facility will not be provided.
- The growing need and search for land to develop a modern health facility and provision of affordable housing would remain with the Council, in particular the health facility considering the responsibility and partnership with the CCG.

4.4 **Option 3: Develop a Modern Health and wellbeing facility** – This option would result in the asset being designed and built by the Council with pre-lets to health care GPs, RWT district nurses team and a Pharmacy, all with long term leases.

Advantages

- Securing the future of high-quality primary care in Oxley area for the existing population and provide capacity to respond to future growth in demand.
- Adequate capacity to expand facility in the future
- Any adaptations to the proposed design could be easily considered at cost should end user space requirements change

- Avoid an alternative use being proposed over a much needed community facility

Disadvantages

- Council capital investment required to fund project
- Additional funding required to fund abnormal costs as grant funding would not be eligible as there is no housing proposed
- Increased asset management requirements

5.0 Reasons for decision

5.1 Based on the proposal and alternative options, the recommendation for Cabinet is to pursue the proposals as outlined in section 3.0, which would offer a mixed-use scheme with a modern health facility and residential accommodation for key workers and affordable housing. Without public intervention, provision of land and funding the opportunity to develop a prominent site in the heart of the Oxley community and close proximity to the city's transport links, is unlikely to progress and will continue to be stalled, due to the viability issues.

5.2 The advantages and disadvantages of the alternative options considered are detailed above. Option 1 is difficult to pursue and be seen as 'lack of activity' by the Council. Option 2 is not advised unless alternative sites are made available for a health facility in Oxley, which currently is not possible based on property and land searches. Finally, option 3 to develop a health facility only will result in the lost opportunity to attract grant funding, the site would also be underutilised considering there is opportunity to provide an additional use, such as housing, further it does not meet the needs of the wider community and so this is not recommended to be pursued.

6.0 Financial implications

6.1 At this point the pre-tender gross project cost is estimated and this includes all construction works, professional fees and a robust contingency, which has been allowed for in the development costs estimate to cover risk of inflation, impact of COVID-19, design risk and BREXIT related matters.
The success in securing the grants and contribution from the CCG as detailed above will reduce the financial risk of the project to the Council.

6.1 It should be noted there are financial risks associated with the project; these will be monitored as the project progresses.

[HM/10032022/V]

7.0 Legal implications

7.1 In the event of the recommendations detailed in this report being approved, the Council propose to procure the development of a modern health, wellbeing, and families facility and residential accommodation at former Oxley Day Training Centre site. As such, the Council will need to ensure that it complies with its Constitution and its statutory powers in the public interest and for the purpose of which those powers have been conferred.

- 7.2 The Council has fiduciary duties that require it to act in the interest of local taxpayers. Section 151 of the Local Government Act places a general duty on local authorities to make arrangements for the proper administration of its financial affairs.
- 7.3 The Council will need to undertake a procurement for the proposed development and associated goods, works and services. It will need to adhere to its Contracts and Procedure Rules and the law relating to Subsidy Control.
- 7.4 In relation to the Council's assets the Council will need to comply with its Constitution and Section 123 of the Local Government Act 1972 in relation to the proposed disposals in the leases. Section 123(1) of the Local Government Act 1972 states that a council may dispose of land held by them in any manner they wish. This includes granting leases as proposed in the report. In Section 123 (2) of the Local Government Act 1972, except with the consent of the Secretary of State, a Council shall not dispose of land, otherwise by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.
- 7.5 Under the Local Government Act 1972, the Secretary of State can issue a General Disposal Consent covering particular types of cases. For instance, a local authority may consider disposals at a reduced consideration if the purposes for which the land is to be disposed of is likely to contribute to the promotion or improvement of the economic, social, or environmental well being of its area. However, the Council must be aware of the rules relating to Subsidy Control as disposing of land at an undervalue could confer a benefit and therefore stand alone and unequivocal legal advice is required in respect of this proposal. The advice has therefore been sought and obtained from an external law firm.
- 7.6 The Council's Legal Services will provide legal advice throughout the progression of the matter in relation to the various legal agreements, which include the leases, funding agreements, contracts, and other ancillary agreements.
[JA/10032022/D]

8.0 Equalities implications

- 8.1 An equalities analysis has established that this project is relevant to the Council's duty to advancing equality of opportunity. The Senior Equality Diversity and Inclusion Officer has been satisfactorily consulted on this matter and no implications have been highlighted whilst jointly reviewing the Equality Analysis Form.

9.0 All other implications

- 9.1 The proposed solution is supported by Corporate Landlord as it provides new facilities for the Council's North Social Care Team that are much needed in the area and helps reduce operation costs. The scheme will also address the CCG's requirements which seeks the Councils assistance. A consultation with the Health and Wellbeing team members was also carried out.

- 9.2 The Health & Safety team have been consulted on the concept and at this stage there are no concerns. As the project develops the team shall be involved throughout the process. The demolition of the buildings is being managed as a separate project by Corporate Landlord
- 9.3 The selection of the Registered Provider and award of the professional team and construction works will be fully tendered compliant with the Councils and public procurement rules and policies. A clear procurement and contract strategy are to be developed as part of the project in consultation with the Councils procurement team.

10.0 Schedule of background papers

10.1 None.

11.0 Appendices

11.1 Appendix 1: Site Plan

11.2 Appendix 2: Self & Custom Build Initiative Background

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APPENDIX 1 – SITE PLAN



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Appendix 2 – Self & Custom & Build Initiative background

[Extract from www.local.gov.uk website]

The housing market is dominated by a small number of volume builders and to reach the ambition of delivering 300,000 additional homes per year we must maximise delivery across new and existing sub-sectors, catalysing new tenures and giving consumers greater choice over housing products.

Self and custom-build housing harnesses the power and initiative of individuals to instigate building projects giving them control over the look and feel of their home. Often utilising small sites of little interest to major builders, the sector brings forward housing projects delivered through SMEs and specialist builders, helping to build a more diverse and resilient housebuilding sector, and improving the design and quality of homes as they are built by the people who will live in them.

The Government is committed to increasing the number of self and custom-build homes in this country and to establish this route as a mainstream option for people to access housing or move home. A key challenge for self and custom builders is the lack of supply of serviced plots. There are often competing priorities for the use of the land and a lack of available capital and revenue funding to bring them forward which can cause demand to outstrip supply. The Self-build and Custom Housebuilding Act (as amended 2016), known as the Right to Build, places a duty on local authorities to support the provision of serviced plots, requiring them to hold a register of people who want to self and custom-build in their area and permission sufficient serviced plots to meet demand within 3 years. The BLRF self and custombuild funding provides support to councils to bring forward serviced self and custombuild plots on their own land.

[Extract from <https://www.gov.uk/guidance/self-build-and-custom-housebuilding>]
Self-build and custom housebuilding covers a wide spectrum, from projects where individuals are involved in building or managing the construction of their home from beginning to end, to projects where individuals commission their home, making key design and layout decisions, but the home is built ready for occupation ('turnkey').

The [Self-build and Custom Housebuilding Act 2015 \(as amended by the Housing and Planning Act 2016\)](#) provides a legal definition of self-build and custom housebuilding. The Act does not distinguish between self-build and custom housebuilding and provides that both are where an individual, an association of individuals, or persons working with or for individuals or associations of individuals, build or complete houses to be occupied as homes by those individuals. Self-build or custom build helps to diversify the housing market and increase consumer choice. Self-build and custom housebuilders choose the design and layout of their home, and can be innovative in both its design and construction

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Performance and Budget Monitoring 2021-2022	
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	Tim Johnson, Chief Executive	
Originating service	Strategic Finance	
Accountable employee	Claire Nye	Director of Finance
	Tel	01902 550478
	Email	Claire.Nye@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	10 March 2022

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the establishment of supplementary expenditure budgets within the 2021-2022 approved budget as detailed in section 9.0 and Appendix 3 for grant funded expenditure.
2. Approve the use of £7,000 from the Wholesale Market Sinking Fund to fund car park resurfacing at Wholesale Markets as detailed in paragraph 10.4.
3. Approve the use of £190,000 from the Budget Contingency Reserve to fund the additional resources required to support a temporary expansion in recruitment processes across the Council as detailed at paragraph 10.5.
4. Approve the contribution of £47,000 from the Budget Contingency Reserve to fund additional resources in the Information Governance Team to ensure continued statutory compliance as detailed in paragraph 10.6.
5. Approve the use of £1.8 million from the Adults Social Care Reserve to fund growing demand within various services as detailed in paragraph 10.7.

6. Approve the write-off of six Council Tax debts totalling £40,607.02 as detailed in Appendix 9.
7. Approve the write-off of two Non-Domestic Rates (NDR) debts totalling £63,595.44 as detailed in Appendix 10.
8. Approve the write-off of six Sundry Debts totalling £147,325.73 as detailed in Appendix 8.
9. Approve 21 virements totalling £6.7 million, for transfers within directorates, as detailed in Appendix 11.

Recommendations for noting:

The Cabinet is asked to note:

1. That the General Fund projected outturn for 2021-2022 is currently forecast to be a breakeven position (excluding the impact of Covid-19). This forecast is after the transfer of £4 million into the Future Years Budget Strategy Reserve in accordance with the 2022-2023 budget strategy and £3.4 million contribution towards reducing the utilisation of capital receipts flexibility in line with the 2021-2022 budget strategy.
2. It is anticipated that the cost of redundancies can be met from reserves.
3. That a £11.5 million surplus on the Housing Revenue Account (HRA) is projected compared with a budgeted surplus of £13.1 million as shown at Table 3 and in detail at Appendix 5. The projected reduction to the surplus of £1.6 million will reduce redemption of debt by £1.6 million.
4. That 733 council tax accounts totalling £456,782.91, as detailed in paragraph 11.2 and Appendix 7, have been approved for write-off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
5. That 28 Non-Domestic Rates (NDR) debts totalling £194,901.74, as detailed in paragraph 11.2 and Appendix 7, have been approved for write-off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
6. That 16 housing benefit overpayments totalling £1,451.30 as detailed in paragraph 11.2 and Appendix 7, have been approved for write-off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
7. That 73 sundry debt accounts totalling £45,619.10, as detailed in paragraph 11.2 and Appendix 7, have been approved for write-off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
8. The performance against the key indicators as set out in appendix 1.

1.0 Purpose

- 1.1 The purpose of this report is to provide Cabinet with an integrated finance and performance update against the Relighting Our City priorities.
- 1.2 This is the third report of the financial year detailing the likely outturn projection for 2021-2022.

2.0 Background

- 2.1 On 16 September 2020, Council approved the Relighting Our City recovery framework to guide the Council's approach as we emerge from the Covid-19 pandemic.
- 2.2 Relighting Our City was launched as a 'living' document and a commitment made to regularly review and refresh the plan to ensure that it continues to reflect the priorities of local people and capture the fast-changing nature of the pandemic. This was updated at Cabinet on 17 March 2021, including a reflection on what had been achieved so far and an overview of future planned activity to support recovery from the pandemic.
- 2.3 Relighting Our City also includes a performance framework, providing high-level city data on key priorities and benchmarking city performance against national and regional data in order to highlight the impact of targeted interventions, inform strategic decision-making in relation to provision and encourage scrutiny of those strategic decisions.
- 2.4 On 2 March 2022, Council approved Our City: Our Plan, a new Council Plan building on Relighting Our City and providing the strategic framework for delivering the ambition that 'Wulfrunians will live longer, healthier lives'. Reporting against this framework for both performance and budget will take place from 2022-23 onwards.
- 2.5 The City of Wolverhampton Council has built up a strong track record over many years of managing its finances well and consistently setting a balanced budget. Our approach to strategic financial management, aligning budgets to service priorities and improving services, and investing in transformation priorities, continues to put us in a strong financial position.
- 2.6 On 3 March 2021, the Council approved the net budget requirement for 2021-2022 of £258.5 million for General Fund services. This report details the forecast outturn projection for 2021-2022.
- 2.7 This report brings together performance against our Relighting Our City priorities and the financial performance for quarter 3. It is the third report of the financial year.

3.0 Performance Update

- 3.1 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.
- 3.2 Critically it continues to manage resources effectively, consistently setting a balanced budget, and delivering against the Medium Term Financial Strategy, despite austerity.
- 3.3 External verification of performance is also undertaken through external audit of the council's accounts, and key inspections such as Ofsted and other regulatory bodies. Risks continue to be managed through the strategic risk register which is reported to Audit and Risk Committee on a regular basis.

Relighting Our City Performance

- 3.4 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.
- 3.5 Within the Relighting Our City recovery commitment plan there are five overarching priorities for recovery, supporting the delivery of our Council Plan vision for Wulfrunians to live longer, healthier, and more fulfilling lives:
 - 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
- 3.6 A performance framework has been created to monitor performance against these priorities and includes two different types of indicators, city indicators and impact indicators.
- 3.7 City indicators are high level indicators which although the council can influence, may not be able to directly affect. Data on these indicators is published nationally, to enable a comparison against regional, statistical, and national averages. Impact indicators demonstrate how council interventions are working to improve outcomes for residents against key priorities.
- 3.8 This report sets out a summary of performance against city and impact indicators, relevant financial information, and key areas of activity. A dashboard of the performance against impact indicators is included at appendix 1.

Supporting people who need us most

- 3.9 The Council continues to provide support to those facing hardship, working with our partners to keep our city safe and build resilience to ensure all our communities can thrive.
- 3.10 Social care performance remains an area of strength in the city. The Council has seen a continuation of strong performance in both children's and adults social care in the recently completed statutory returns.
- 3.11 Keeping people independent at home remains a key objective for the Council with 60% of all residents open to Adult Social Care being supported in their own homes, this is an increasing number. However, the Council has seen a decrease in performance in terms of reablement, with 72% of residents aged 65 or over remaining at home 91 days after discharge from hospital at quarter end. This performance is in line with national averages.
- 3.12 The Council has continued to work with partners to support the roll out of the Covid-19 vaccination at speed. At quarter end 73.1% of the adult population of Wolverhampton were vaccinated. Further to this, almost 94% of our residents aged 80 or above, 89% of our most clinically vulnerable residents and 96% of our care home residents are vaccinated ensuring protection to those most vulnerable.
- 3.13 The Council is also supporting keeping people safe through the supply of personal protective equipment (PPE), with over 5 million items being supplied through the pandemic, 700,000 in this financial year.
- 3.14 Reducing rough sleeping continues to be a priority to the Council with a 25% reduction in rough sleepers in the year.
- 3.15 The Council continues to support vulnerable residents to maximise their benefit entitlement to ease their financial hardships. 853 residents have been supported through the welfare rights helpline to a potential gain of over £2.7 million.
- 3.16 Regarding financial performance, as detailed in Appendix 2, current forecasts indicate that there is a pressure across Adult Services totalling £494,000, in particular across care purchasing budgets. The position has improved significantly from the forecast at quarter 2. The expenditure on care purchasing includes additional measures set out within the Council's winter plan to support Adults Social Care through the second half of the financial year, and additional funding to support the Home Care market through this period. The redesign of Adult services has commenced and with the aim of addressing any longer term under or overspend relating to staffing, as well as stabilising the care market. An exercise to review the cost of care in Wolverhampton will also be undertaken in the next six months. There continues to be significant uncertainty over the short to medium term effects of the pandemic and work will continue to be undertaken to monitor and analyse the projected demand for Adult Social Care, and through working in

partnership with health and care providers, create a health and social care market that meets the needs of residents and is of high quality.

- 3.17 Public Health and Wellbeing overall is forecasting an underspend of £124,000 which relates to staffing vacancies within local economy, all other services are reporting a break-even position. However, it should be noted that the income received for WV Active significantly reduced due to the pandemic. Following the compulsory closures of the leisure centres, in line with government guidelines, memberships dropped from over 10,000 members in February 2020 to their lowest of 5,300 in December 2020. Throughout 2021-2022, WV Active have managed to increase the membership across the three leisure centres by over 3,400, taking the membership to over 8,700. Whilst this is fantastic achievement, there still remains some uncertainty over the level of income that will be generated over the short to medium term.
- 3.18 Further financial analysis can be found in Appendix 2.

Creating more opportunities for young people

- 3.19 Our ambition is that children and young people have the best possible opportunities to fulfil their potential. As a result, we are investing to connect young people to opportunities, support our schools to improve standards, ensure education provision is inclusive whilst continuing to support our most vulnerable young people.
- 3.20 The city continues to see an increase in the percentage of schools rated good or outstanding by Ofsted, above national averages. Ensuring inclusivity in access to this high standard of education remains a key priority. At quarter end, 88% of children and young people from a BAME background are attending a good or outstanding school, this number is the same as for White British residents. Further to this, the Council continues to support children and young people with special educational needs to attend mainstream schools, 80% at quarter end.
- 3.21 The Council performs lower than national averages in ensuring education and health care plans for children with special educational needs and disability (SEND) are completed within 20 weeks. This performance remains similar to last quarter; however, a development plan is in place within the service to improve the timeliness of assessments and recording.
- 3.22 Through the summer the Council worked with partners to deliver a programme of activities for children and young people. In total 490 events were commissioned which were attended by 12,000 young people, over 5,000 of which were eligible for free school meals.
- 3.23 Children's Social care remains an area of strength for the authority with decreasing numbers of children open to the service against a backdrop of increasing numbers regionally and nationally.

- 3.24 Against decreasing numbers of Child Protection cases, the percentage that are repeat cases has increased in the quarter however is still below national and regional comparators.
- 3.25 Placement stability of our children in care remains an area of strength for the Council. Data for both short and long-term stability shows that placements are secure and compare favourably to regional and national comparators. When older young people leave care, the Council support them to find suitable accommodation. 94% of our care leavers are currently in suitable accommodation, substantially above national and regional averages.
- 3.26 Regarding financial performance, Children's Services and Education is currently forecasting an underspend of £1.7 million, due to strong financial management and transformative projects and programmes which have achieved significant and positive changes for children and young people living and learning in Wolverhampton. To date, Wolverhampton has not seen a significant increase in demand on children's social care as a result of the pandemic, however, as with adult services, there continues to be significant uncertainty over the impact of Covid-19 on this service over the short to medium term. Work will continue to model the potential financial effects of the pandemic on the service. Further financial analysis is included at Appendix 2.

Generate more jobs and learning opportunities

- 3.27 The pandemic has increased barriers to employment for too many people in our city, and we will continue to work collaboratively with partners to support people into work, learning and re-skilling opportunities and create new jobs and opportunities in our city for our citizens.
- 3.28 Historically Wolverhampton has had higher unemployment claimant count rates than the national average, which have been exacerbated by the pandemic. The recent increases in claimant count in Wolverhampton is proportionate to that seen nationally. Young people have also been disproportionately impacted upon on.
- 3.29 Wolverhampton has seen small decreases in the number of people claiming unemployment benefits. However, at quarter end Wolverhampton had the 3rd highest rate for overall unemployment.
- 3.30 Data for 16-17 year olds in education and employment shows Wolverhampton favourably against comparators however at quarter end Wolverhampton had the highest rate of 18-24 year olds claiming unemployment benefit in the country.
- 3.31 Tackling unemployment is a key priority for the Council with £3 million of funding being pledged to tackle youth unemployment in the city.
- 3.32 In the year to date, the Council has supported 573 people into work through Wolves at Work and Black Country Impact as well as safeguarded or created 1,356 jobs through inward investment.

- 3.33 The Council has also pledged to recruit 50 apprentices in the year, to support young people in starting their careers, with 42 new apprentices and graduates starting with the authority in the year to date.
- 3.34 Regarding financial performance, the Regeneration directorate, which includes the Skills service, is projecting an underspend of £188,000 due to staff vacancies held pending a restructure. Further analysis is shown at Appendix 2.

Grow our vital local businesses

- 3.35 Our local businesses are essential to a strong and resilient local economy but have been significantly impacted on by the pandemic. Building on the extensive Covid support mechanisms we have deployed which have included £60 million in grant funding through 2020-2021, we will continue to ensure there is an effective business support offer to meet the needs of local businesses, supporting growth, diversification and resilience.
- 3.36 Wolverhampton has over 8,000 businesses and a one year survival rate of 90% which is higher than the national average.
- 3.37 In the last quarter the Council supported 143 businesses through a combination of business support, tailored programmes and business reviews.
- 3.38 155 business were engaged with the Business Relight programme, a programme tailored to supporting business to relight post pandemic.
- 3.39 Through commissioned service 'Access to Business' 116 new start-ups are being supported.
- 3.40 Regarding financial performance, as mentioned above, the Regeneration directorate which includes Enterprise, is projecting an underspend of £188,000. Further analysis is shown at Appendix 2.

Stimulate vibrant high streets and communities

- 3.41 In the wake of the pandemic it is more important than ever to deliver against our ambitious plans to transform and reimagine our city, conscious of the changes in how we work, live, travel and spend our leisure time. We continue to deliver our plans to be an events city building on our strong cultural offer and drive investment into our communities, particularly focussed on our council's climate change commitment to be next carbon neutral by 2028.
- 3.42 Due to the pandemic in 2020, there was a 42% reduction in city centre footfall in comparison to 2019. Just under 590,000 football supporters attended games at the Molineux through the 2018-2019 season (last full crowd season) compared to just 4,500 in 2020-2021 and many other examples of dramatic decreases in event attendance.
- 3.43 Data through Google Analytics shows a decrease in the numbers of people using to retail and recreational settings in quarter 3 than in quarter 2. This can be linked to the surge in

COVID-19 cases through the Omicron variant and government work from home messaging.

- 3.44 Data shows an increase in people using supermarkets and pharmacies, a further 8% increase in the quarter.
- 3.45 However, there has been a 52% reduction in activity on public transport in quarter 3, again this is linked to the work from home messaging around the Omicron variant.
- 3.46 The investment team has worked with 68 enquires of new investment into the city in the year to date.
- 3.47 Regarding financial performance, excluding the impact of Covid-19, City Housing and Environment overall are projecting an underspend of £855,000. As reported at quarter 2, work has been ongoing to identify one-off or recurrent efficiencies across the directorate, with efficiencies now being projected within Customer Services, Environment Services, Markets and Public Protection. The service is reporting one-off efficiencies however, as with other income generating services, Parking Services and Licensing have seen a reduction in the level of income generated due to the pandemic. Work will also continue to ensure that budgets are aligned to service priorities, further to this it should be noted there continues to be uncertainty over the level of income that will be generated over the short to medium term. Further financial analysis is included in Appendix 2.

Our Council

- 3.48 To deliver against our key city priorities, the Council is continuing to become more efficient and effective through ongoing improvements in relation to assets, use of data, technology and digital, our people and money.
- 3.49 16% reduction in sickness absence (excluding Covid) during 2020-2021 compared to 2019-2020, a reduction of 4,645.93 days of absence.
- 3.50 The total number of days worked from home by employees whilst self-isolating in 2020-2021 was 3,028.93. This would have amounted to an additional 10% increase in sickness absence if those employees had been unable to work from home.
- 3.51 Call abandonment rate in customer services was 9.6% in December 2021 compared to 21% in December 2019 (pre pandemic), with work ongoing to reduce this further and activity to provide customer service support in the community such as blue badge surgeries.

4.0 Quarter Three 2021-2022 Budget Performance

- 4.1 On 3 March 2021, the Council approved the net budget requirement for 2021-2022 of £258.5 million for General Fund services.
- 4.2 Overall, the General Fund projected outturn for 2021-2022 is currently forecasting a breakeven position. This forecast position is after the transfer of £4 million into the Future Years Budget Strategy Reserve in accordance with the 2022-2023 budget strategy, as approved by Cabinet on 23 February 2022 and Full Council on 2 March 2022, and £3.4 million contribution towards reducing the utilisation of capital receipts flexibility in line with the 2021-2022 budget strategy.
- 4.3 In line with the approved budget strategy, it is proposed that any further underspends are in the first instance used to reduce the level of capital receipts to pay for revenue transformation.
- 4.4 It is important to note that the 2022-2023 budget, approved by Full Council on 2 March 2022, assumes that efficiencies will continue to be delivered during 2022-2023 totalling £2.7 million. This consists of a £1.2 million vacancy factor and service efficiencies totalling £1.5 million.
- 4.5 Table 1 below summarises the projected outturn position for 2021-2022. Further detail on the most significant variances against the budget are reported on a service-by-service basis in Appendix 2.

Table 1 – 2021-2022 General Fund Revenue Budget Projected Outturn

	Net Controllable Budget 2021-2022	Projected Outturn 2021-2022	Projected Variation	
			Over/(Under)	
	£000	£000	£000	%
Adult Services	71,403	71,897	494	0.69%
Children's Services and Education	51,864	50,144	(1,720)	(3.32%)
Public Health and Wellbeing	3,546	3,422	(124)	(3.50%)
City Housing and Environment	32,250	31,395	(855)	(2.65%)
City Assets	10,591	9,972	(619)	(5.84%)
Regeneration	4,611	4,423	(188)	(4.08%)
Finance	14,396	13,730	(666)	(4.63%)
Governance	11,690	11,362	(328)	(2.81%)
Strategy	8,621	8,226	(395)	(4.58%)
Communications and External Relations	881	774	(107)	(12.15%)
Corporate Budgets	48,644	49,709	1,065	2.19%
Adjustment to Capital Receipts Flexibility	-	3,443	3,443	-
Net Budget Requirement	258,497	258,497	-	-
Council Tax (including Adult Social Care Precept)	(112,251)	(112,251)	-	-
Enterprise Zone Business Rates	(1,530)	(1,530)	-	-
Top Up Grant	(26,702)	(26,702)	-	-
Business Rates (net of WMCA growth payment and Collection Fund deficit)	(67,477)	(67,477)	-	-
New Homes Bonus	(1,017)	(1,017)	-	-
Section 31 Grant - Business Rates Support	(11,468)	(11,468)	-	-
Corporate Resources - Collection Fund Surplus/Deficit	4,183	4,183	-	-
Additional Social Care Grant	(6,715)	(6,715)	-	-
Winter Pressures and Social Care Grants - Adult Social Care	(11,390)	(11,390)	-	-
Improved Better Care Fund	(14,323)	(14,323)	-	-
Contributions To/From Reserves	(1,100)	(1,100)	-	-
Covid-19 Emergency Grant Funding	(8,707)	(8,707)	-	-
Total Resources	(258,497)	(258,497)	-	-
Net Budget (Surplus) / Deficit	-	-	-	-

5.0 Covid-19 Update

- 5.1 The Council has played a proactive, leading role in responding to the Covid-19 emergency. Some of the new initiatives implemented to support the City's residents and businesses may continue to require ongoing financial support. As the situation evolves, as will the Council's response and financial support in order to ensure recovery.
- 5.2 The Council response to the Covid-19 emergency has included:
- Over 5 million items of PPE supplied to local businesses and organisations
 - Over 70% of the population vaccinated including 94% of 80's, 89% of the most clinically vulnerable and 96% of care home residents
 - Creation of community champion roles to support community support through the pandemic
- 5.3 The Council has received a number of one-off grants to support the costs of the pandemic. The Council has carefully managed the allocation of grants; considering evidence when drawing up a response to the pandemic to ensure the right response is delivered at the right level to support our residents and businesses. The Budget Outturn report presented to Cabinet on 16 June 2021 reported that, to ensure that the Council could continue to deliver on our Relight priorities, and continue to respond to the pandemic during 2021-2022, unallocated Covid-19 Emergency general grant would be carried forward to support the ongoing challenges we face. In addition, at the end of 2019-2020, the Council established a Recovery Reserve totalling £3 million.
- 5.4 During 2020-2021 and for the first quarter of 2021-2022, the Council can claim compensation grant for loss of income from sales, fees and charges. As detailed in section 3 and Appendix 2, the Council is likely to continue to see losses in income across services such as WV Active and Parking services throughout the whole of 2021-2022 – beyond this grant compensation scheme.
- 5.5 The table below summarises the current projected additional costs, loss of income and the cost of recovery as a result of the pandemic. These additional costs are specifically around approved support in response to relight, including £3 million to deliver Wolves at Work 18-24, costs associated with different ways of working, increased demand due to the pandemic, loss of income from sales, fees and charges, and increased costs of capital - some of these costs will go beyond 2021-2022. It is important to note due to the significant uncertainty, these estimates are subject to change. However, our current projections indicate that these cost pressures can be met from the existing Covid-19 Emergency General Grant, expected Sales, Fees and Charges compensation grant and the Recovery Reserve.

Table 2 – Forecast Financial Implications of Covid-19

	Forecast £000
Additional expenditure	6,972
Loss of Income	3,702
Total	10,674

5.6 In addition, the Council has received a number of grants with specific criteria such as grant funding to adult social care providers, housing support grant to support our most vulnerable families and residents, and funding to contain the outbreak. Expenditure against these grants is in line with the conditions of grant and are excluded from the table above. A full list of grants available in 2021-2022, including any unspent grant from 2020-2021 which were allowed to be carried forward into 2021-2022 are shown in Appendix 3. Supplementary budgets have been built in for these grants through separate reports, however, for completeness approval is sought in this report to build in supplementary budgets fully funded from grant for those grants listed in Appendix 3.

6.0 General Fund Budget Monitoring – Risk Management

6.1 The overall level of risk associated with the budget 2021-2022 is assessed as Amber. As detailed in paragraph 4.2 it is forecast that the Council will have a breakeven position for 2021-2022, after the forecast contribution to reserves and reduction in the utilisation of capital receipts flexibility. It is important to note however, that the Council has budget reduction reductions to deliver and income to achieve over the medium term, notwithstanding, the impact of the Covid-19 pandemic. The main areas of risk are summarised in the table at Appendix 4.

7.0 Housing Revenue Budget Monitoring

7.1 Table 3 shows the latest forecast revenue outturn against budget for the Housing Revenue Account (HRA). The forecast outturn position for the year is a surplus of £11.5 million, compared to a budgeted surplus of £13.1 million. The projected reduction to the surplus of £1.6 million will reduce redemption of debt by £1.6 million.

Table 3 – Housing Revenue Account Projected Outturn 2021-2022

	Budget	Projected Outturn	Projected Variation
	£000	£000	£000
Total income	(97,829)	(96,384)	1,445
Total expenditure	68,529	69,526	997
Net cost of HRA services	(29,300)	(26,858)	2,442
Interest payments etc.	10,817	10,021	(796)
Contribution to capital financing	5,336	5,336	-
(Surplus)/deficit before transfers to/from reserves and provision for redemption of	(13,147)	(11,501)	1,646
<i>Allocation of (surplus)/deficit</i>	13,147	11,501	(1,646)
Provision for redemption of debt			
Balance for the year	-	-	-

- 7.2 Income from rents and service charges is forecast to be £1.4 million lower than budgeted. When setting the budget, assumptions were made about the loss of income due to empty properties, the level of loss is currently higher than anticipated. This is due to more void properties requiring major refurbishment, the need for Covid safe working practices increasing turnaround times. There is also an impact from reprofiling of new build development schemes reducing the number of additional properties that had been forecast to be occupied during year.
- 7.3 Expenditure on repairs and maintenance and supervision and management are forecast to be higher than the budget by a total of £531,000 which is due to legal fees and compensation payments relating to disrepair claims.
- 7.4 Expenditure on rents, rates and taxes is £629,000 higher than the budget, this includes some back dated council tax on empty properties, and properties being empty for longer and therefore incurring more council tax to the HRA as referred to above.
- 7.5 The provision for increase in bad debt is anticipated to be £500,000 less than budgeted for, based on current levels of arrears. Budget assumptions were prudent, due to the continued roll out of universal credit and unknown potential impact of Covid-19. The HRA receive no government funding towards the impact of Covid-19.
- 7.6 Due to inflationary cost increases, the depreciation charge for the year will be £337,000 higher than the budget. Interest payable is forecast to be £809,000 lower than budgeted, due to reprofiling of the capital programme during the year.

8.0 Revenue Budget Monitoring – Schools’ Budgets

8.1 Maintained schools are required to submit budget plans detailing their expected income and planned spending levels at two points in the year; 31 May and 31 October. Actual end of year balances for 2020-2021 and the latest projected balances in those submitted budget plans for 2021-2022 are shown at Appendix 6.

9.0 Changes to Grant Funded Expenditure

9.1 It is not always possible to reflect all grant funded expenditure in the budget approved by Full Council prior to the start of the financial year. This is due to the late notification from grant awarding bodies of grant amounts, use of historic grants and proactive grant applications during the year.

9.2 Approval is sought from Cabinet to establish supplementary budgets within the 2021-2022 approved budget as set out in the table below, and in accordance with the grant terms and conditions. This will have no effect on the Council’s net revenue budgets as the expenditure is fully funded from the grant.

Table 4 - Grant Approvals sought from Cabinet

Grant Name	Description of the Activities this grant will fund	Awarding Body	Expenditure 2021-2022 £000
Approved Mental Health Practitioner (AMHP) Training Funding	Grant Funding for the programme of work related to training for Approved Mental Health Practitioners (AMHPs).	Skills For Care	5
Esmee Fairburn	To support the decolonising and anti-racism work.	Museums Association	65
Arts Connect	To support work of the Local Education Partnership.	Arts Connect Partnership Investment Fund	66
Story Trails	To develop a programme to train and upskill library staff in digital and immersive tech.	The Reading Agency - Arts Council	8
Jubilee Funds	Grant funding for libraries across England to put on public facing events and activities to celebrate the Queens Jubilee.	Libraries Connected	1
Afghanistan Resettlement (Education) Grant Funding 2021-22	Grant funding to provide education services for children arriving from Afghanistan whilst they are in bridging accommodation.	Department of Education	23
IT cyber security	To progress cyber security activity.	Local Government Association	10

10.0 Reserves

- 10.1 Following a review of the reserve position during 2019-2020, the Council's General Fund balance was increased by £3.0 million to a total value of £13.0 million. In order to be prudent, the General Fund balance was also increased by the 2020-2021 positive variance against budget to an overall total of £13.7 million. This represents approximately 5% of the net budget for 2021-2022 and is in line with recommended best practice.
- 10.2 In addition to the General Fund balance, the Council also holds a number of earmarked reserves. Earmarked reserves balances that have been set aside by the Council to fund future estimated liabilities and planned expenditure at the end of 2020-2021 was £43.9 million. The Council is also required to hold a number of earmarked reserves due to either specific criteria associated with funding, legal requirements or accounting practice. The total values of these types of earmarked reserves at the end of 2020-2021 was £77.5 million.

Transfers to / from Earmarked Reserves

- 10.3 Approval is sought for a number of transfers to/from earmarked reserves, as set out in the following paragraphs.

Wholesale Market Sinking Fund

- 10.4 Approval is sought from this meeting for the use of £7,000 from the Wholesale Market Sinking Fund to fund car park resurfacing at Wholesale Markets.

Budget Contingency Reserve

- 10.5 Approval is sought from this meeting for the use of £190,000 from the Budget Contingency Reserve to fund additional resources required to support a temporary expansion in recruitment processes across the Council.
- 10.6 Approval is sought from this meeting for the use of £47,000 from the Budget Contingency Reserve to fund additional resources in the Information Governance Team to ensure continued statutory compliance.

Adult Social Care Reserve

- 10.7 Approval is sought from this meeting for the use of £1.8 million from Adults Social Care Reserve to fund increases in staffing to meet the growing demand in Adult Social Care pending the completion of the Adult Services Transformation Programme which includes the redesign of the operating model, associated structures, and review of practice model. A breakdown by service is set out in Table 5:

Table 5 - Adult Social Care Reserve approval

Service	Amount £000
Adult Assessment & Care Management	1,102
Community Financial Support	153
Transforming Adult Services & Adult Services Redesign	388
Strategic Commissioning	135
Total	1,778

11.0 Debt Write offs

- 11.1 Debts are only written off as a last resort, when all feasible recovery action has been exhausted. If the situation surrounding an individual case changes in the future, steps would be taken to pursue the debt, despite the debt having been written off.
- 11.2 This report seeks approval to a number of debt write offs in relation to Council Tax, Business Rates, Housing Benefits and Sundry Debts. The details of these write-offs are provided in Appendix 7.

12.0 Evaluation of alternative options

- 12.1 In accordance with the Council's financial procedures rules, all virements in excess of £50,000, or those that result in a transfer between employees and other controllable expenditure headings, require the approval of Cabinet. Contributions to and from reserves and the creation of supplementary budgets also require Cabinet approval. The write-offs, virements, use of reserves and creation of supplementary budgets detailed in this report which seek the approval of Cabinet are all considered prudent in the opinion of the Director of Finance.

13.0 Reasons for decisions

- 13.1 In accordance with the Council's financial procedures rules, all virements in excess of £50,000, or those that result in a transfer between Employees and Other Controllable Expenditure headings, require the approval of Cabinet. Contribution to and from reserves also requires the approval from Cabinet. The write-offs, virements and use of reserve requests detailed in this report which seek the approval of Cabinet are all considered to be prudent in the opinion of the Director of Finance and the Leader of the Council.

14.0 Financial implications

- 14.1 The financial implications are discussed in the body of the report.
[MH/14032022/K]

15.0 Legal implications

- 15.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs. It is a legal

requirement under s25 of the Local Government Act 2003 to set a balanced budget and monitor the financial position throughout the year.

[SZ/15032022/P]

16.0 Equalities implications

- 16.1 The method by which the Budget is developed is governed by Our Council Plan and Relighting Our City, which itself is guided by consultation and equality analysis. The development of various budget proposals include an initial equalities screening for each proposal and, where necessary, a full equalities analysis which will provide for an initial understanding of the equality impact of the draft proposals. All of this will enable Councillors to pay, “due regard” to the equalities impact of their budget decisions at that point in the budget development process. The resulting and final report to Cabinet and Council will contain a supporting equality analysis that will offer information across the whole range of proposals and in doing so will enable Councillors to discharge their duty under Section 49 of the Equality Act 2010.
- 16.2 Fairness and inclusion is a key cross cutting theme within Relighting Our City. As part of performance reporting, there is ongoing work to ensure that where possible data is collected and able to be analysed by protected characteristic, to ensure that the Council is meeting its responsibilities and commitments in relation to equality and diversity.

17.0 All other implications

- 17.1 The Covid-19 implications are detailed in the body of the report.

18.0 Schedule of background papers

- 18.1 [2021-2022 Budget and Medium Term Financial Strategy 2021-2022 to 2023-2024](#), report to Cabinet on 17 February 2021 and Full Council on 3 March 2021
- 18.2 [Relighting Our City Recovery Commitment Refresh](#), report to Cabinet on 17 March 2021
- 18.3 [Budget Outturn 2020-2021](#), report to Cabinet on 16 June 2021
- 18.4 [Performance, Budget Monitoring and Budget Update 2021-2022](#), report to Cabinet on 28 July 2021
- 18.5 [Performance, Budget Monitoring and Budget Update 2021-2022](#), report to Cabinet on 17 November 2021
- 18.6 [2022-2023 Final Budget and Medium Term Financial Strategy 2022-2023 to 2025-2026, report](#) to Cabinet on 23 February 2022 and Full Council on 2 March 2022

19.0 Appendices

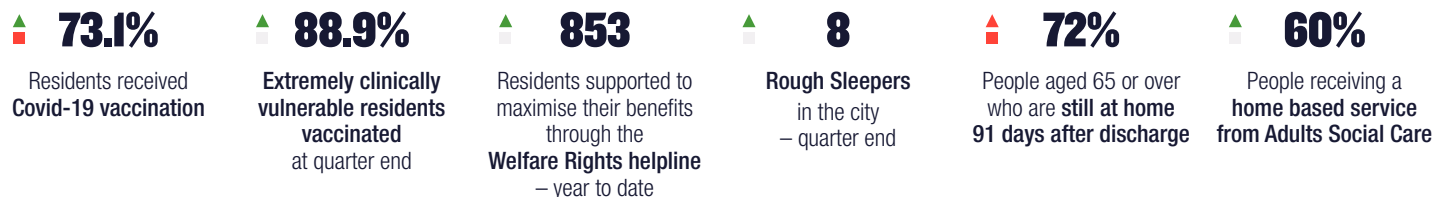
- 19.1 Appendix 1 - Performance Update
- 19.2 Appendix 2 - Budget Monitoring

- 19.3 Appendix 3 - Covid Grants
- 19.4 Appendix 4 - General Fund Budget Risks 2021-2022
- 19.5 Appendix 5 - Housing Revenue Account
- 19.6 Appendix 6 - School Balances
- 19.7 Appendix 7 - Debt Write Offs
- 19.8 Appendix 8 - Sundry Debt Write Offs
- 19.9 Appendix 9 - Council Tax Write Offs
- 19.10 Appendix 10 - Non-Domestic Rates (NDR) Write Offs
- 19.11 Appendix 11 - General Fund Budget Virements

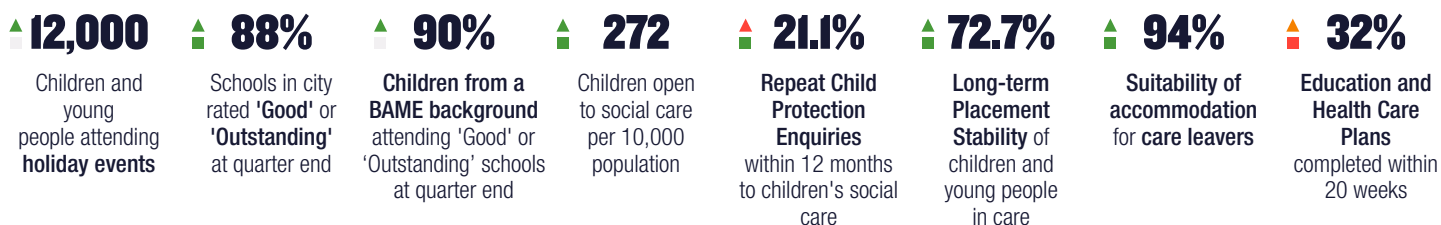
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Q3 2021/22 PERFORMANCE UPDATE

SUPPORT PEOPLE WHO NEED US MOST



CREATE MORE OPPORTUNITIES FOR YOUNG PEOPLE



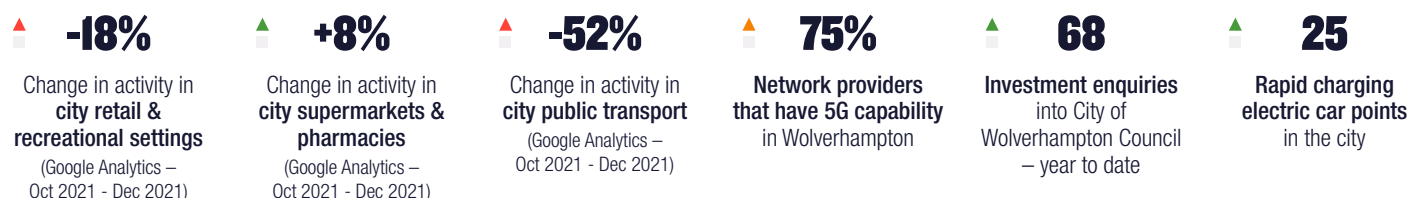
GENERATE MORE JOBS AND LEARNING OPPORTUNITIES



GROW OUR VITAL LOCAL BUSINESSES



STIMULATE VIBRANT HIGH STREETS AND COMMUNITIES



Quarter End = As at 31st December / Year to Date = 1st April – 31st December

KEY ▲ Performance improving ▲ Performance about the same ▲ Performance decreasing
 ■ Better than national average ■ Similar to national average ■ Below national average

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General Fund Revenue Budget Monitoring

Quarter Three 2021-2022 Budget Performance

Summary

On 3 March 2021, the Council approved the net budget requirement for 2021-2022 of £258.5 million for General Fund services.

Overall, the General Fund projected outturn for 2021-2022 is currently forecasting a break-even position. This forecast is after the transfer of £4 million into the Future Years Budget Strategy Reserve in accordance with the 2022-2023 budget strategy and £3.4 million contribution towards reducing the utilisation of capital receipts flexibility in line with the 2021-2022 budget strategy.

The tables below provide an analysis by directorate and service.

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Adult Services						
Overall Adult Services is projecting an overspend of £494,000 (0.69%), mainly as a result of pressures across care purchasing. This position has improved significantly from the forecast at quarter 2. The expenditure on care purchasing includes additional measures set out within the Council's winter plan to support Adult Social Care through the second half of the financial year, and additional funding to support the Home Care market through this period. The redesign of Adult services has commenced and with the aim of addressing any longer term under or overspend related to staffing, as well as stabilising the care market. An exercise to review the cost of care in Wolverhampton will also be undertaken over the next six months. There continues to be significant uncertainty over the short to medium term effects of the pandemic and work will continue to be undertaken to monitor and analyse the projected demand for Adult Social Care, and through working in partnership with health and care providers, create a health and social care market that meets the needs of residents and is of high quality. Further analysis is provided below.						
Adults Assessment and Care Management	5,349	5,349	-	-	-	
Adults Safeguarding	880	859	(21)	(2.39%)	-	
Carer Support	760	760	-	-	(48)	
Community Financial Support	1,567	1,489	(78)	(4.98%)	-	
Community Support	139	139	-	-	(3)	
Director of Adults services and Additional Monies	(7,305)	(7,442)	(137)	1.88%	(119)	An underspend is forecast as a result of the Director of Adults post being vacant for part of the year.
Emergency Duty Team	-	-	-	-	-	
Independent Living Service	1,852	1,563	(289)	(15.60%)	-	An underspend is forecast due to reduced charges from Wolverhampton Homes.
Learning Disabilities Care Purchasing	24,714	25,254	540	2.18%	298	An overspend is forecast due to additional demand for care packages.

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Learning Disability Provider	5,007	4,660	(347)	(6.93%)	(100)	An underspend is forecast as a result of unfilled staff vacancies. These are being factored into the Adult Service re-design.
Mental Health Assessment & Care Management	6,525	6,814	289	4.43%	226	An overspend is forecast due to additional demand for care packages.
Older People Care Purchasing	21,836	22,134	298	1.36%	674	An overspend is forecast due to additional demand for care packages, particularly in Home Care and additional measures to support the Home Care market through the winter period. However, the increase in demand this year is lower than previously forecasted.
Older People Provider Services	3,562	3,613	51	1.43%	87	
Physical Disabilities Care Purchasing	5,089	5,277	188	3.69%	182	An overspend is forecast due to additional demand for care packages.
Strategic Commissioning – Adults	1,428	1,428	-	-	-	
Total Adult Services	71,403	71,897	494	0.69%	1,197	

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General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance £000 %		Q2 Variance £000	Reason for Variance Q3
Children's and Education Services						
Overall Children's and Education Services is projecting and underspend of £1.7 million (-3.32%), due to strong financial management and transformative projects and programmes which have achieved significant and positive changes for children and young people living and learning in Wolverhampton. To date, Wolverhampton has not seen a significant increase in demand on children's social care as a result of the pandemic, however, there continues to be significant uncertainty over the impact of Covid-19 on this service over the short to medium term. Work will continue to model the potential financial effects of the pandemic on the service.						
Child Protection	-	-	-	-	-	
Children & Young People In Care	31,150	30,659	(491)	(1.58%)	(320)	The underspend against placements budget has continued to improve as a result of the robust oversight and management of demand across the service. Increase in income due to additional funds to support the number of unaccompanied asylum seeking children (UASC).
Director of Children's Services	824	824	-	-	(3)	
Head of Children's Improvement	1,888	1,809	(79)	(4.18%)	(68)	
Headstart	-	-	-	-	-	
Regional Adoption Agency Consortium	-	-	-	-	-	
Safeguarding	683	641	(42)	(6.15%)	(53)	
Social Inclusion & Play Service	-	-	-	-	-	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Specialist Support	3,683	3,589	(94)	(2.55%)	(236)	A non-recurrent underspend mainly as a result of the closure of an internal care provision.
Strengthening Families	9,937	9,153	(784)	(7.89%)	(281)	An underspend is projected as a result of one-off staffing vacancies which are in part offset by agency costs. These costs will be offset in future years by the new peripatetic team. Further efficiencies across Section 17 whilst the service continues to be supported by Covid-19 related grants and non-recurrent underspends due to lower than anticipated demand on no recourse to public funds (NRPF).
Youth Offending	1,144	970	(174)	(15.21%)	(147)	An underspend is projected as a result of unfilled staff vacancies which are now in the process to be recruited to.
Strategic Commissioning – Childrens	1,429	1,429	-	-	-	
Central Education	(1,174)	(1,174)	-	-	-	
Director of Education	120	120	-	-	-	
Early Years	302	294	(8)	(2.65%)	(6)	
Inclusion Support	1,060	1,078	18	1.70%	57	
School Improvement	805	749	(56)	(6.96%)	(63)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
	School Organisation	398	388	(10)	(2.51%)	
Schools	-	-	-	-	-	
Special Educational Needs	(385)	(385)	-	-	-	
Total Children's and Education	51,864	50,144	(1,720)	(3.32%)	(1,100)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
City Assets						
Overall, a net underspend of £619,000 (-5.84%) is projected for City Assets, mainly as a result of budget efficiencies within Catering, Cleaning, Corporate Asset Management and Facilities Management. Further analysis is provided below.						
Catering	(121)	(175)	(54)	44.63%	(31)	
Cleaning	1,302	1,142	(160)	(12.29%)	(145)	An underspend is projected due to additional income anticipated as a result new schools cleaning contracts and continued staffing efficiencies due to building closures.
Corporate Asset Management	8,585	8,385	(200)	(2.33%)	(164)	An underspend is projected, partly reflecting continued efficiencies anticipated as a result of ongoing asset rationalisation. In addition, there has been a reduction in utilities expenditure as a result of the impact of the pandemic on levels of building occupation. However, these one-off efficiencies linked to utilities is not expected to be realised going forward.
Estates and Valuations	(4,242)	(4,280)	(38)	0.90%	81	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Facilities Management	1,428	1,261	(167)	(11.69%)	(166)	The projected underspend reflects anticipated in year budget efficiencies as a result of lower running costs for the Civic Centre.
Project and Works Team – Capital Programmes	135	135	-	-	-	
Project and Works Team – Maintenance Programme	3,504	3,504	-	-	-	
Total City Assets	10,591	9,972	(619)	(5.84%)	(425)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
City Housing & Environment						
Overall, a net underspend of £855,000 (-2.65%) is projected for City Housing and Environment. As reported at quarter 2, work has been ongoing to identify one-off or recurrent efficiencies across the directorate, with efficiencies now being projected within Customer Services, Environment Services, Markets and Public Protection. The service is reporting one-off efficiencies however, as with other income generating services, Parking Services and Licensing have seen a reduction in the level of income generated due to the pandemic. Work will also continue to ensure that budgets are aligned to service priorities. Please note reporting for this period is based on the Council structure as at April 2021 to enable comparison across the financial year. The forecast also includes a contribution to reserves of £500,000 from waste services, as approved at quarter 2.						
Bereavement Services	(2,064)	(2,044)	20	0.97%	(15)	
Black Country Transport	-	-	-	-	-	
City Events	450	592	142	31.56%	239	An overspend is forecast due to the costs of establishing new events in the city that are anticipated to see higher returns in future years. The forecast overspend is partly offset by increased income from Bilston Town Hall, Darts and Park Events
Coroners Service	228	329	101	44.30%	103	An overspend is forecast due to the cost of the Coroner and Pathology Service. These pressures have been incorporated into the 2022-2023 budget approved by Cabinet in February and full Council in March.
Customer Services	2,112	2,090	(22)	(1.04%)	(111)	
Director City Environment	211	263	52	24.64%	52	
Energy and Sustainability	119	79	(40)	(33.61%)	-	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Environmental Services	6,750	6,155	(595)	(8.81%)	(132)	An underspend is projected mainly due to unfilled staff vacancies in the service pending a planned restructure and recruitment taking longer than anticipated.
Fleet Services	1,691	1,668	(23)	(1.36%)	63	
Highways Maintenance	1,573	1,573	-	-	-	
Housing	1,950	2,015	65	3.33%	290	
Landscaping	38	53	15	39.47%	-	
Licensing	(13)	(88)	(75)	576.92%	(49)	An underspend is forecast due to increased income from fast-track licencing applications and immigration checks, partly offset by increased running costs.
Markets	(467)	(544)	(77)	16.49%	(136)	
Operation & Maintenance of Existing Network	804	886	82	10.20%	(31)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Parking Services	(2,907)	(2,987)	(80)	(2.75%)	94	
Public Protection	1,837	1,643	(194)	(10.56%)	(241)	An underspend is projected due to unfilled staff vacancies anticipating a restructure of the service, offset by an overspend due to reduced income from fines after lockdown.
Register Office	(56)	(56)	-	-	20	
Street Lighting	2,967	2,812	(155)	(5.22%)	(66)	An underspend is forecast due to unfilled staff vacancies held across the service. In addition, the implementation of LED lighting has resulted in early efficiencies being realised during 2021-2022.
Transportation	5,774	6,079	305	5.28%	(53)	An overspend is forecast due to pressures on passenger transport services. Growth has been included in the 2022-2023 budget to take account of these cost pressure.
Waste and Recycling	11,253	10,877	(376)	(3.34%)	-	The anticipated underspend is due to increased income, reduced costs of waste disposal and efficiency savings, partly offset by additional employee costs.
Total City Housing and Environment	32,250	31,395	(855)	(2.65%)	27	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
Communications and External Relations						
Overall, the projected underspend of £107,000 (-12.15%) for Communications and External Relations is mainly as a result of unfilled vacancies within the service. Please note reporting for this period is based on the Council structure as at April 2021 to enable comparison across the financial year.						
Communications	881	774	(107)	(12.15%)	(80)	The underspend is forecast due to unfilled staff vacancies and postponed restructure and also reduced campaign spend due to the focus on Covid communications.
Total Communications and External Relations	881	774	(107)	(12.15%)	(80)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
Finance						
Overall an underspend totalling £666,000 (-4.63%) is forecast for the year against Finance, as a result of a reduction in enhanced pension costs and underspends arising as a result of in-year vacancies across Audit Services, Revenues & Benefits and The Hub. This is offset in part by a forecast overspend within Procurement Services.						
Audit Services	1,794	1,611	(183)	(10.20%)	(163)	The underspend is forecast due to a mix of early retirements, a secondment and unfilled staff vacancies held across the Audit and Insurance Teams. A temporary appointment has since been made and a recruitment process is underway to fill an additional post. With this post the Audit team is now fully resourced in line with its latest structure.
Central Corporate Budgets	3,518	3,188	(330)	(9.38%)	(284)	An underspend is forecast due to a significant reduction in enhanced pension costs, combined with other lesser underspends against a range of corporate budgets.
Commercial Services	160	141	(19)	(11.88%)	(33)	
Finance Director	163	163	-	-	-	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Procurement Services	794	960	166	20.91%	316	An overspend is forecast for Procurement Services due to the continued reliance on agency staff as the service experiences difficulties in recruiting to permanent posts. This challenge is faced by all Procurement teams in the region. This is significantly reduced from the £316,000 overspend forecast at Quarter 2 however, as agency staff turnover and difficulties in recruiting appropriate replacements in a highly competitive market have lowered spend.
Housing Benefit Payments & Subsidy	748	748	-	-	(100)	
Revenues & Benefits	2,705	2,538	(167)	(6.17%)	(110)	The underspend is forecast due to unfilled staff vacancies held across the service and an anticipated reduction in postal costs.
Strategic Finance	2,825	2,862	37	1.31%	97	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
The Hub	1,689	1,519	(170)	(10.07%)	(80)	The underspend is due to unfilled vacancies across both Banking & Payments and Payroll Services as establishments were reviewed in the former and temporary difficulties encountered in recruitment in the latter. These vacancies are expected to be filled leading into the new financial year as new recruitment campaigns are underway.
Total Finance	14,396	13,730	(666)	(4.63%)	(357)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
Governance						
Overall a £328,000 (-2.81%) underspend is forecast for the year against Governance, which is mainly due to the timing of recruitment to vacancies across the directorate.						
Deputy Director of People and Change	125	125	-	-	-	
Director of Governance	162	162	-	-	-	
Governance Services	3,085	2,951	(134)	(4.34%)	(103)	The forecast underspend is largely due to vacancies that have emerged across a range of services through the year. There was also a significant underspend in local elections. This was expected as the costs of the combined local, Police and Crime Commissioner and Mayoral elections held this year were effectively shared, part funded by Government and the Combined Authority.

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Health and Safety	297	110	(187)	(62.96%)	(133)	The forecast underspend is due to the timing of recruitment following a restructure within the service. Two of the three current vacancies have now been recruited to and are awaiting start dates. The one remaining vacancy is anticipated to be filled by August 2022.
Human Resources	1,568	1,626	58	3.70%	110	
Legal Services	1,886	1,787	(99)	(5.25%)	(219)	
Ward Funds	200	200	-	-	-	
Projects and Change	406	360	(46)	(11.33%)		
Equalities	148	175	27	18.24%		
Support Services	4,106	3,866	(240)	(5.85%)	(263)	The forecast underspend is due to a restructure in a large part of the service being completed early in the year. This resulted in a number of vacancies which took time to fill.

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Governance Saving Target	(293)	-	293	100.00%	293	The forecast underspends across various services within Governance will deliver the Governance efficiencies target for 2021-2022, held against this line.
Total Governance	11,690	11,362	(328)	(2.81%)	(278)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
Public Health & Wellbeing						
Overall an underspend totalling £124,000 (-3.50%) is projected for the year against Public Health & Wellbeing which is mainly due to unfilled staff vacancies in Local Economy.						
Business Continuity & Emergency Planning	8	8	-	-	-	
Commissioning	-	-	-	-	-	
Community Safety & Community Cohesion	694	694	-	-	-	
Covid-19 (Public Health 1)	-	-	-	-	-	
Healthier Places Service	-	-	-	-	-	
Healthy Ageing	-	-	-	-	-	
Healthy Life Expectancy	-	-	-	-	-	
Leisure Services	1,331	1,331	-	-	-	
Public Health Business Management	-	-	-	-	-	
Starting and Developing Well	-	-	-	-	-	
Local Economy	1,513	1,389	(124)	(8.20%)	(122)	An underspend is forecast as a result of unfilled staff vacancies and underspend on book provision for libraries offset by pressure at Bob Jones community centre.
System Leadership	-	-	-	-	-	
Total Public Health & Wellbeing	3,546	3,422	(124)	(3.50%)	(122)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance £000	%	Q2 Variance £000	Reason for Variance Q3
Regeneration						
Overall an underspend totalling £188,000 (-4.08%) is projected for the year against Regeneration mainly due to staff vacancies held pending a restructure.						
Adult Education	(304)	(308)	(4)	(1.32%)	-	
City Development	719	719	-	-	156	
City Planning	809	924	115	14.22%	71	An overspend is forecast as a result of one-off underachievement on income targets.
Director Regeneration	566	550	(16)	(2.83%)	(79)	
Enterprise	781	734	(47)	(6.02%)	-	
Skills	1,137	971	(166)	(14.60%)	(27)	One-off savings due to staff vacancies held pending a restructure which has now been concluded.
Visitor Economy	903	833	(70)	(7.75%)	(121)	
Total Regeneration	4,611	4,423	(188)	(4.08%)	-	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance £000	Q3 Variance %	Q2 Variance £000	Reason for Variance Q3
Strategy						
Overall an underspend totalling £395,000 (-4.58%) is projected for the year against Strategy, mainly as a result of budget efficiencies within ICTS.						
ICTS	6,161	5,986	(175)	(2.84%)	(303)	An underspend is projected reflecting reduced Multi-Functional Device usage, part year staffing efficiencies as a result of a restructure which will complete during the year and continued increased income generation for the Printing service. These efficiencies are offset in part by anticipated pressures relating to licencing costs. These pressures have been incorporated into the 2022-2023 budget approved by Cabinet in February and full Council in March.
Insight and Performance	851	797	(54)	(6.35%)	-	An underspend is projected that aligns to ongoing recruitment processes.
Organisational Development	1,178	1,085	(93)	(7.89%)	(83)	An underspend is projected reflecting reduced training associated costs whilst training continues to be digitally delivered and cost reductions on graduate placements as a result of permanent placements being secured prior to end of graduate term.

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
Policy and Strategy	212	130	(82)	(38.68%)	(56)	An underspend is projected that aligns to ongoing recruitment processes.
Service Development	72	81	9	12.50%	10	A projected overspend is reflected anticipating in year cost pressures relating to works to support digital infrastructure works offset by underspends in other service areas within Strategy.
Strategy	147	147	-	-	-	
West Midlands Strategic Migration Partnership	-	-	-	-	-	
Total Strategy	8,621	8,226	(395)	(4.58%)	(432)	

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General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance		Q2 Variance £000	Reason for Variance Q3
			£000	%		
Corporate Accounts						
Overall an overspend totalling £4.5 million (9.27%) is forecast for the year. This forecast is after the transfer of £4 million into the Future Years Budget Strategy Reserve in accordance with the 2022-2023 budget strategy and £3.4 million contribution towards reducing the utilisation of capital receipts flexibility in line with the 2021-2022 budget strategy.						
Chief Executive and Deputy Chief Executive	387	387	-	-	-	
Corporate Adjustments	736	187	(549)	(74.59%)	(733)	It is currently projected that there will be an underspend against Corporate Budgets and Adjustments (As per Corporate Adjustments line below) totalling £2.0 million as a result of anticipated budget efficiencies against corporate contingencies, which also includes the provision for business rates expenditure increases for Council buildings. It is proposed that any efficiencies identified against Corporate Budgets will, in the first instance be used to support the 2022-2023 budget strategy and reduce the level of capital receipts used to pay for revenue transformation in 2021-2022.
Corporate Budgets	(6,356)	(7,762)	(1,406)	(22.12%)	(958)	

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022 £000	Net Controllable Forecast 2021-2022 £000	Q3 Variance £000	Q3 Variance %	Q2 Variance £000	Reason for Variance Q3
Apprenticeship Levy	495	528	33	6.67%	33	
West Midlands Transport Levy	10,425	10,316	(109)	(1.05%)	(109)	An underspend is forecast against the West Midlands Transport Levy during 2021-2022.
Environment Agency Levy	76	76	-	-	-	
Birmingham Airport – Rent	(69)	(69)	-	-	-	
Treasury Management	37,555	36,651	(904)	(2.41%)	(899)	An underspend is forecast against the Treasury Management budget as a result of rephasing of the capital programme and lower interest rates forecast on borrowing.
Central Provision for Auto-enrolment and Pay Award costs	2,205	2,005	(200)	(9.07%)	(200)	It is anticipated that there will be an underspend against the Central Provision for Auto-enrolment in 2021-2022. At the time of writing national negotiations in respect of the pay award for 2021-2022 have been agreed at 1.75% for most grades. The 2021-2022 budget included a provision within employee budgets for a 1% pay award. However, virements within corporate budgets have been reflected to increase the provision for the pay

General Fund Revenue Budget Monitoring

Service/Budget	Net Controllable Revised Budget 2021-2022	Net Controllable Forecast 2021-2022	Q3 Variance		Q2 Variance	Reason for Variance Q3
	£000	£000	£000	%	£000	
						award without having to find offsetting budget reductions in year.
Covid-19 – Corporate	3,190	3,190	-	-	-	
Transfer to Reserve - Future Years Budget Strategy reserve	-	4,000	4,000	-	4,000	In accordance with the 2022-2023 budget strategy presented to Cabinet on 23 February and Full Council on 2 March, as a result of the forecast corporate budget efficiencies and forecast underspends across other directorates, it is proposed that £4 million be transferred into a specific reserve to support the 2022-2023 budget strategy.
Transfer to Reserve - Budget Contingency Reserve	-	200	200	-	200	In order to support environmental works during 2021-2022, it was proposed that £200,000 be transferred into the Budget Contingency Reserve in November 2021 as part of Performance and Budget Monitoring 2021-2022 report
Adjustment to Capital Receipts Flexibility	-	3,443	3,443	-	-	It is proposed that efficiencies identified against the Council's budget be used to reduce the level of capital receipts used to pay for revenue transformation in 2021-2022.
Total Corporate Accounts	48,644	53,152	4,508	9.27%	1,334	

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General Fund Revenue Budget Monitoring

Covid-19 Grants 2021-2022

The table below provides a list of one-off Covid-19 related grants for 2021-2022 including any carry forward of unspent grant allocations from 2020-2021:

Grant	2021-2022 Allocation £000
General Grants	
Covid-19 Emergency Covid Grant	8,707
Sales, Fees and Charges*	931
Total general grants	9,638
Grants with specific conditions / criteria	
Council Tax Support Grant	3,297
Household Support Grant	2,632
Local Covid Support Grant	1,249
Winter Grant Scheme	369
Contained Outbreak Management Fund**	8,153
Community Champions Fund*	414
Community Vaccine Champions Programme	185
Community Testing Programme*	1,589
Clinically Extremely Vulnerable Individuals*	649
Practical Support funding	553
National Leisure Recovery Fund*	118
Welcome back fund**	340
Delivery of local elections	69
Wellbeing for Education Reform Grant*	69
Social Care Workforce Capacity Grant	2,653
Rough Sleepers Initiative Protect and Vaccinate Programme	58
New Burdens Grant and New Burdens Relief (administration)**	452
Home to School Transport	272
Total grants with conditions / criteria	23,121
Grants to be passported to third parties	
Grant support for businesses, including Additional Restrictions Grant**	32,482
Adults Social Care Infection and Prevention and Omicron Support Grant	3,519
Adult Social Care Rapid Testing and Vaccination Fund	2,239
Catch Up Premium	529
Summer Schools	68

General Fund Revenue Budget Monitoring

Schools Recovery Premium	763
National Tutoring Programme	480
Mass testing for Schools	239
Workforce Grant	80
Test and Trace**	672
Free school meals additional costs	47
Total grants passported to third parties	41,118
Total Covid-19 grants	73,877

*forecast allocation – subject to approval of grant claim

**includes unspent grants allocated in 2020-2021 – allowed to be carried forward into 2021-2022

General Fund Budget Risks 2021-2022

Risk	Description	Level of Risk
Medium Term Forecasting	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, uptake of pension auto enrolment, and National Living Wage.	Amber
Service Demands	Risks that might materialise as a result of demands for statutory services outstretching the available resources. This particularly applies to adults and childrens social care.	Red
	Risks that might materialise as a result of demands for non-statutory services outstretching the available resources.	Amber
Identification of Budget Reductions	Risks that might materialise as a result of not identifying budget reductions due to limited opportunity to deliver efficiencies.	Amber
Budget Management	Risks that might materialise as a result of the robustness of financial planning and management, in addition to the consideration made with regards to the loss of key personnel or loss of ICTS facilities	Green
Transformation Programme	Risks that might materialise as a result of not delivering the reductions incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering budget reductions and downsizing the workforce.	Amber
Reduction in Income and Funding	Risks that might materialise as a result of income being below budgeted levels, claw back of grant, or increased levels of bad debts.	Amber
	The risk of successful appeals against business rates.	
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber

General Fund Budget Risks 2021-2022

Risk	Description	Level of Risk
Government Policy	Risks that might materialise due to structural uncertainties including the impact of exiting the European Union.	Amber
	Risks that might materialise as a result of changes to Government policy including changes in VAT, taxation rules and economic measures	Red
Covid 19	Risk that the financial implications of Covid 19 including the Council's recovery will exceed the grant allocations awarded by Government and place further financial pressures on the council financial position.	Red

Housing Revenue Account Revenue Outturn 2021-2022

	2021-2022 Budget £000	2021-2022 Forecast Outturn £000	2021-2022 Forecast Variance £000
Income			
Gross rents – dwellings	(91,021)	(89,745)	1,276
Gross rents – non dwellings	(544)	(644)	(100)
Charges to tenants for services and facilities	(6,264)	(5,995)	269
Total income	(97,829)	(96,384)	1,445
Expenditure			
Repairs and maintenance	26,457	26,823	366
Supervision and management	20,849	21,014	165
Rents, rates and taxes	400	1,029	629
Increase in provision for bad debts	2,000	1,500	(500)
Depreciation of fixed assets	18,823	19,160	337
Total expenditure	68,529	69,526	997
Net cost of HRA services	(29,300)	(26,858)	2,442
Interest payable	10,831	10,022	(809)
Interest and investment income	(14)	(1)	13
Contribution to capital financing	5,336	5,336	-
(Surplus)/deficit before transfers to/from reserves and provision for	(13,147)	(11,501)	1,646
Allocation of (surplus)/deficit			
Provision for redemption of debt	13,147	11,501	(1,646)
Balance for the year	-	-	-

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Schools' Budgets

1.0 Revenue Budget Monitoring – Schools' Budgets

- 1.1 Maintained schools are required to submit budget plans detailing their expected income and planned spending levels at two points in the year; 31 May and 31 October. Table 1 shows the schools' actual end of year balances for 2020-2021 and the latest projected balances in those submitted budget plans for 2021-2022.

Table 1 – Projected Movement on Schools' Balances 2021-2022

Sector	Balances as at 31 March 2021 Surplus / (Deficit) £000	Forecast Use of Balances in 2021-2022 Surplus / (Deficit) £000	Forecast Balances as at 31 March 2022 Surplus / (Deficit) £000
Secondary	285	1,402	1,687
Primary	7,767	(1,849)	5,918
Junior	281	(12)	269
Infant	413	(345)	68
Nursery	1,287	(650)	637
Special	2,155	(569)	1,586
Pupil Referral Units	1,017	(660)	357
Total	13,205	(2,683)	10,522

Schools with Surplus Balances

- 1.2 At the end of 2020-2021 maintained schools had balances of £13.2 million. 46 schools were identified as having balances above recognised thresholds detailed in the local scheme (5% for secondary schools and 8% for primary, special and nursery schools).
- 1.3 All schools that have balances above these criteria are being requested to provide plans for their intended use. Local Authority Officers will scrutinise these plans may have meetings with the headteachers of these schools. A decision will then be made whether any of these schools will be moved forward into the arbitration process as detailed below and an update on this will be included in the 2021-2022 Revenue Budget Outturn report to Councillors.
- 1.4 The Scheme for Financing Schools establishes an arbitration process to review the Authority's decision and determine if, and to what level, any excess balances should be recovered.

Schools' Budgets

Schools in a deficit balance position

- 1.5 As part of its overview of schools in deficit, a Schools at Financial Risk Board (SFR) chaired by the Head of Service for School Business and Support Services, reviews the financial information from schools in deficit to evaluate the financial position of the schools. The chair of Schools Forum is also a member of the board. The current position of schools that had anticipated a deficit position at the end of 2021-2022 is as follows:

Table 2 – Schools with anticipated deficits in 2021-2022

Name	Actual Balance at end of 2020-2021 Surplus / (Deficit) £000	Anticipated Balance at end of 2021-2022 Surplus / (Deficit) £000	Status
The King's Church of England	(747)	(518)	Licensed deficit application has been received and approved. The school are currently in breach of their licensed deficit and a Financial Notice of Concern has been agreed to ensure that the school is reporting to the Local Authority to identify further cost reductions.
Phoenix Nursery	(22)	(41)	Licensed deficit application has been received and approved.
Midpoint Centre	220	(48)	A licensed deficit will be required if the deficit outturn is as forecast.

Debt Write Offs

- 1.1 Debts are only written off as a last resort, when all feasible recovery action has been exhausted. If the situation surrounding an individual case changes in the future, steps would be taken to pursue the debt, despite the debt having been written off.

Sundry Debtors

- 1.2 Income is due to the Council for a wide range of services provided to individuals and businesses. To reflect the fact that, despite the Council's best efforts, not all of this income will actually be collected, the Council makes provision for bad and doubtful debts, which it charges directly to the General Fund.
- 1.3 Overall, 79 debt write offs totalling £192,944.83 have been incurred. All but six valued at £147,325.73, which require approval of Cabinet (see Appendix 8), have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedures Rules.

The Collection Fund

- 1.4 The City of Wolverhampton Council acts as billing and collecting authority for council tax and non-domestic rates income. The Council administers a separate Collection Fund account for this purpose. The Collection Fund accounts for the receipt of council tax and business rates (non-domestic rates) income and payments to precepting authorities such as the Fire Authority and the Police. Within this account, provisions are made for bad and doubtful debts and any write offs are charged to the council tax or business rates provision as appropriate.
- 1.5 **Council Tax** – Overall, 739 debt write offs totalling £497,389.93 have been incurred. All but six valued at £40,607.02 in total, which require approval of Cabinet (see Appendix 9), have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
- 1.6 **Non-Domestic Rates (NDR)** – Overall, 30 debt write offs totalling £258,497.18 have been incurred. All but two valued at £63,595.44 in total, which require approval of Cabinet (see Appendix 10), have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.

Housing Benefits

- 1.7 Housing benefit overpayments occur when rent rebate or rent allowance awards exceed a recalculated entitlement. Whilst the Council aims to limit the incidence of overpayments, they may occur for a number of reasons including as a result of fraud or error. In general, overpaid benefit is written off in line with

Debt Write Offs

Government guidance where recovery would cause hardship, where the debtor has died or cannot be traced.

- 1.8 The Council receives Government subsidy in respect of overpaid housing benefit at rates of between 40% and 100% according to the circumstances in which the overpayment arose. The unsubsidised element of any overpayment is charged to the General Fund.
- 1.9 Overall, 16 overpayments totalling £1,451.30 have been incurred. All have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.

Sundry Debts Write Off to be approved by Cabinet

Account Reference Number	Write-off Reason	Write off Amount £
16012716	Recovery Prohibited by Statute	21,828.33
16029727	Recovery Prohibited by Statute	33,856.84
16034274	Recovery Prohibited by Statute	24,714.94
16036712	Recovery Prohibited by Statute	6,731.65
16041362	No Trace	8,193.97
1600793X	Negligible Prospects of Recovery	52,000.00
	Total	147,325.73

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**Council Tax Write Offs to be approved by
Cabinet**

Account Ref	Write-off Reason	Write-Off Amount £
6360011013	Recovery Prohibited By Statute	7,718.07
61234524862	Recovery Prohibited By Statute	5,415.59
61234563151	Unable to Trace	11,551.02
61234607151	Unable to Trace	5,257.33
61234635835	Unable to Trace	5,448.12
61234735623	Unable to Trace	5,216.89
	Total	40,607.02

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**Non-Domestic Rates (NDR) Write Offs to be approved by
Cabinet**

Account Ref	Write-off Reason	Write-Off Amount £
5119635	Recovery Prohibited By Statute	26,423.46
5119637	Recovery Prohibited By Statute	37,171.98
	Total	63,595.44

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General Fund Budget Virements

From		To		£000	Reason for Virement
Division	Service	Division	Service		
Corporate	Corporate contingency	Regeneration	City Development	184	To fund British steel site holding costs
Governance	Support Services	Children's Services	Youth Offending	175	To reflect recharges for Business Support Unit services matched by external funding in services.
Governance	Support Services	Education and Skills	Inclusion Support	39	To reflect recharges for Business Support Unit services matched by external funding in services.
Governance	Support Services	Education and Skills	School Organisation	22	To reflect recharges for Business Support Unit services matched by external funding in services.
Governance	Support Services	Education and Skills	Special Educational Needs	66	To reflect recharges for Business Support Unit services matched by external funding in services.
Finance	Central Corporate Budgets	Governance	Support Services	4	To reflect funding of an additional part year resource in the Executive Support Team.
Corporate Accounts	Corporate Accounts	City Assets	Corporate Asset Management	86	To reflect NNDR additional liability costs
Organisation	Finance	Organisation	Finance	1,145	Reallocation of Housing Benefit Payment budgets to reflect mid year forecasts.
Governance	Business Change	Governance	Business Change	288	Transfer of Business Support Programme savings target to the Business Support Unit.
Public Health & Wellbeing	Leisure Services	Public Health & Wellbeing	Leisure Services	110	Realignment of budgets between cost centres within Leisure Services
Adult Services	Community Support	City Housing & Environment	Housing	258	Realignment of Budgets between Adults Services to City Housing & Environment
Adult Services	Community Support	City Housing & Environment	Housing	150	Realignment of Budgets between Adults Services to City

General Fund Budget Virements

From		To		£000	Reason for Virement
Division	Service	Division	Service		
					Housing & Environment
Public Health & Wellbeing	System Leadership	Public Health & Wellbeing	System Leadership	208	Realignment of budgets within service
Public Health & Wellbeing	Public Health Business Management	Public Health & Wellbeing	Community Safety & Community Cohesion	396	Realignment of budgets to recognise grant income
Public Health & Wellbeing	Public Health Business Management	Public Health & Wellbeing	Business Continuity & Emergency Planning	132	Realignment of budgets to recognise grant income
Adult Services	Carer Support	Adult Services	Mental Health Assessment & Care Management	60	Realignment of Adult Services Budgets
Adult Services	Mental Health Assessment & Care Management	Adult Services	Mental Health Assessment & Care Management	166	Realignment of Adult Services Budgets
Corporate Accounts	Corporate Account	Corporate Accounts	Corporate Accounts	510	Virement to fund Relighting Our City/Wolverhampton Pound activity
Education and Skills	Inclusion Support	Education and Skills	Inclusion Support	98	Virement to reflect a reduction in the grant allocation.
Corporate Accounts	Corporate Accounts	Corporate Accounts	Corporate Accounts	554	Virements between Corporate Budgets to reflect the increase the provision for the pay award
Corporate Accounts	Corporate Accounts	Various	Various	2,005	Virements between Corporate Budgets to all other services to reflect the increase the provision for the pay award

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Digital Wolverhampton Strategy	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Obaida Ahmed Digital City	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Charlotte Johns, Director of Strategy	
Originating service	External Funding and Digital Projects	
Accountable employee	Heather Clark	Head of External Funding and Digital Projects
	Tel	01902 555614
	Email	Heather.Clark2@wolverhampton.gov.uk
Report to be/has been considered by	Strategy Leadership Team	8 March 2022
	Strategic Executive Board	e-decision 10 March 2022
	Our Council Scrutiny Panel	19 January 2022

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the Digital Wolverhampton Strategy.
2. Delegate minor amendments to the strategy to the Cabinet Member for Digital City in consultation with the Director of Strategy.

1.0 Purpose

- 1.1 The purpose of this report is to seek approval for the Digital Wolverhampton strategy, which has been informed by engagement, consultation and pre-decision scrutiny, setting out how we will be 'driven by digital' to achieve the outcomes as set out in the Council Plan, 'Our City: Our Plan' and maximise benefits from digital across the city.

2.0 Background

- 2.1 The Council adopted the Wolverhampton Digital Infrastructure Strategy in January 2020. Significant progress has been made with the rollout of full fibre broadband underway across the city and 5G mobile rollout accelerated by at least six months, connecting residents and businesses to gigabit connectivity.
- 2.2 The Council has appointed a Cabinet Member for Digital City to drive forward this agenda supported by the Council's Digital Champion and Co-ordinator.
- 2.3 A Digital Wolverhampton Partnership has also been established comprising the key anchor institutions in the city: the Council, University of Wolverhampton, City of Wolverhampton College, The Royal Wolverhampton NHS Trust, Black Country & West Birmingham Clinical Commissioning Group (CCG) and Wolverhampton Homes.
- 2.4 Futureproofed digital infrastructure is the backbone of a modern thriving economy driving productivity and spreading growth and in delivering effective and efficient public services. Covid-19 accelerated the adoption of digital services by 2-5 years which are considered critical to level-up our economy to power economic and social recovery.
- 2.5 To maximise the benefit locally, we need to tackle the digital divide supporting residents to get online, improve digital skills, support businesses to digitalise and introduce smart technology to support the delivery of services. Going forward, digital needs to be considered the 4th utility.
- 2.6 In order to respond to this, a new Digital Wolverhampton Strategy has been developed and consulted on. This item was also considered at pre-decision scrutiny on 19 January 2022 by the Our Council Scrutiny Panel and will therefore not be available to call in once a decision is made by Cabinet. The outcome of scrutiny is included in section 4 of this report.

3.0 Digital Wolverhampton Strategy

- 3.1 The strategy has been developed through engagement with the Digital Wolverhampton Partnership and other key stakeholders. It sets out the vision and aims for digital in Wolverhampton acting as a framework to update the city's current Digital Infrastructure Strategy. It will be delivered through a city partnership approach and includes three key ambitions.
 - **Wolverhampton is a Gigabit and Smart City** – using futureproofed digital infrastructure, including full fibre broadband and 5G, to transform delivery of services and develop new applications to unlock the city's potential.

- **100% digitally included Wolverhampton** - ensuring all residents have the access to devices, connectivity and skills to take advantage of the benefits digital can bring.
- **Growing the digital economy and talent pipeline** - building on the city's futureproofed infrastructure to start and grow businesses, creating jobs for residents and meeting skills needs for the future.

3.2 To achieve these aims, the strategy focuses around five key priorities:

- Digital infrastructure
- Digital inclusion
- Digital innovation
- Digital economy (business)
- Digital economy (learning and skills)

3.3 For each priority, the strategy sets out the context, key progress to date, specific priorities for action, and how we will measure our performance against delivering them.

3.4 Each priority will have a detailed action plan which underpins our aims and delivery. Action plans will be continuously monitored and updated to ensure the priorities remain relevant, up-to-date and achievable.

4.0 Engagement, Consultation and Scrutiny

4.1 As set out in section 3, the strategy has been developed through engagement with the Wolverhampton Digital Partnership and other key stakeholders.

4.2 A formal consultation on the draft strategy, informed by this engagement, was undertaken between 9 December 2021 and 31 January 2022. Due to Covid-19 restrictions, face to face engagement could not take place, however online and paper-based survey activities were made available via the consultation portal and through city libraries. A summary of the key consultation activities includes:

- 74 responses to the survey and 4 emails
- Children and Families Together Board on 09/12/2021
- Head Teacher Conference on 20/01/2022
- Wolverhampton Equalities and Diversity Partnership Meeting on 26/01/2022
- West Midlands Coalition for Digital Inclusion on 27/01/2022

4.3 A summary of the feedback and how we have addressed this is as follows:

- 75.6% agree and strongly agree with the five key priorities. There was overall support around the importance of digital for the city, and digital is seen as a key area for the future of the city, both for residents and for businesses.
- A key theme from respondents was concern around digital exclusion and that some communities could be left behind. This will be addressed through the digital inclusion

priority, including how we tackle data poverty with affordable connectivity solutions. We have also highlighted the importance of individualised support and help around digital inclusion – one size does not fit all. Ensuring we have a diverse range of Trusted Partners to provide this support to all communities is key.

- 18.9% strongly disagreed with the five key priorities, mainly due to perceived health concerns around 5G. Globally, there is a regular review of the evidence base around the risk of telecommunications. The Council regularly checks this with the national responsible agency, the UK Health Security Agency (UKHSA), formerly Public Health England (PHE), and there is no quality peer reviewed evidence of any association between 5G and harmful health. How we tackle misinformation in relation to 5G and other technology will be included as part of the action plan around digital infrastructure.
- A key area which emerged from the consultation was the importance of setting out the specific benefits to organisations, businesses and local people through the enhanced use of digital. Therefore, in the digital innovation priority of the strategy, specific digital roadmaps for city priorities will set these out – for example, how we will work with our city partners to increase independent living through technology, such as sensors in homes, in order to improve the quality of life of local people.
- The impact of digital on the delivery of services was also raised in the consultation, and this strategy does not assume a ‘digital only’ approach. Rather, improving our use of digital technology across the city improves choice for local people, and also frees up resources for face-to-face delivery for those that need it.
- A key question which came up in the consultation related to the cost of delivery of digital infrastructure. The rollout of digital infrastructure like 5G is commercially funded, with costs covered by the Mobile Network Operators. A summary of the financial implications associated with the strategy is included at section 8 of this report.

4.4 This item was also considered as pre-decision scrutiny on 19 January 2022 by Our Council Scrutiny Panel. Key areas the panel discussed included:

- The progress in relation to the roll out of full fibre connectivity in the city, which is a key part of the digital infrastructure priority in the strategy. To date, more than 17,000 premises have been connected and as a result of scrutiny, more communications will be sent out to Councillors and other key stakeholders around when full fibre will be available for local residents and businesses to use.
- The panel also scrutinised support, particularly for older adults, in relation to digital inclusion, skills and learning. To deliver the strategy, there are 31 Trusted Partners, who provide individualised support to communities across the city. The network of Trusted Partners is growing, which will be supported by a network of digital champions, and these are specifically referenced in the strategy.

- The panel also discussed digital deprivation, and the strategy includes a map showing the risk of digital deprivation in our city. The Trusted Partner networks will provide digital support to various communities across the city, and there will be a place-based approach to the delivery of the strategy, for example, ensuring public WiFi is available within communities with high levels of digital deprivation.
- The panel also discussed the issue of misinformation in relation to safety of 5G technology, which will continue to be addressed in the delivery of the strategy.

5.0 Evaluation of alternative options

- 5.1 Option 1: Do not adopt the Digital Wolverhampton Strategy. Whilst the Council has approved the Wolverhampton Digital Infrastructure Strategy in January 2020, a failure to acknowledge the learning from Covid, and need to address broader issues in relation to digital inclusion, innovation and the economy could result in poor outcomes for the city.
- 5.2 Option 2: Adopt the Digital Wolverhampton Strategy, setting a strategic framework that maximises benefits locally and tackles the digital divide, improving the digital skills and to provide digital support to businesses.

6.0 Reasons for decision(s)

- 6.1 Option 2 the approval of the Digital Wolverhampton Strategy is the preferred option as it builds on progress made in the rollout of futureproofed digital infrastructure to maximise benefits to the residents and businesses. It supports innovation in delivery of services, growing the digital economy and supporting residents to access job opportunities, as well as addressing the digital divide.

7.0 Financial implications

- 7.1 There are no new direct financial implications from the strategy but the existing delivery plans are outlined below.
- 7.2 Digital Infrastructure: The Council has previously secured a capital grant of £4.9 million from the Local Full Fibre Network to connect 170 public sector premises to full fibre broadband. The ongoing rollout of digital infrastructure is commercially funded with the Council performing an enabler and facilitation role. Income from telecoms equipment will be used to address barriers to the rollout.
- 7.3 Digital Inclusion: Budgets have already been identified to fund the digital inclusion programme, specifically £500,000 within the latest approved capital programme (Cabinet 23 February 2022) and £500,000 revenue from the Covid Emergency Grant Fund (Individual Executive Decision Notice March 2022). External funding opportunities will also be sought to provide additional support to get our residents online working with community partners.

- 7.4 Digital Innovation: For technology enabled independent living, we will explore opportunities such as the use of disability facilities grant and personal budgets, as well as partner investment and external funding.
- 7.5 Digital Economy: Alignment to national and regional business support and skills activities with external funding will be sought to support this priority.
- 7.6 The WM5G 5G 5prinG Application Accelerator, the UK's first commercial 5G accelerator centre is funded by a £500,000 capital grant secured from the City of Wolverhampton Council's Towns Fund allocation. The Accelerator, located at the University of Wolverhampton Science Park, will enable Small Medium Sized Enterprises (SME's) to learn about 5G Technologies to grow and develop new products/services with suitable technical and business support. The Centre will support SMEs, large enterprises and public organisations to understand about 5G, explore how their business can take advantage of 5G technologies and develop new product and services and business plan to implement or commercialise them. The project will support 476 businesses to understand 5G technologies and 116 businesses to create new products and services.
[RT/02032022/B]

8.0 Legal implications

- 8.1 There are no legal implications to the report. However, part of our enabling role for the rollout of digital infrastructure has involved standardised wayleaves, leases and licence agreements.
[TC/23022022/C]

9.0 Equalities implications

- 9.1 Digital and smart technology could potentially have significant positive equalities implications, for example making it easier for people with health problems to live more independently through the provision of telecare and e-health solutions. Initiatives will be added to our Action Plans and monitored on a regular basis. Lessons learned from each initiative will be referenced in the future.

10.0 All other implications

- 10.1 **Climate change and environmental:** Digital Infrastructure enabling Smart technology can have positive implications on the environment and climate change, for example enabling the Council to capture environmental information and improve service delivery.
- 10.2 **Human Resources:** the Council is currently developing a digital skills offer to improve digital skills of the workforce and ensuring all employees have access to digital.
- 10.3 **Corporate Landlord:** are involved in lease agreements to use Council assets for the location of telecoms infrastructure.

- 10.4 **Health and Wellbeing:** The approach is in line with the guidance from Public Health England which states that the health effects of exposure to radio waves have been researched extensively over several decades, and very many publications can be found in scientific journals and elsewhere. Coordinated research around the world has addressed concerns about rapidly proliferating mobile communications technologies. Independent expert groups in the UK and at international level have examined the accumulated body of research evidence and their conclusions support the view that health effects are unlikely to occur if exposures are below international guideline levels. Overall exposure is expected to remain low relative to guidelines and, as such, there should be no consequences for public health.
- 10.5 Fibre broadband will have health benefits arising from increased of technology in the delivery of health and social care and technology enabled independent living. 5G is enabling the opportunity to pilot health use cases including remote diagnostics between GPs and care homes.
- 10.6 **Covid-19 Pandemic:** highlighted a particular issue around digital exclusion.
- 11.0 Schedule of background papers**
- 11.1 Cabinet - 22 January 2020 [Wolverhampton Digital Infrastructure Strategy](#)
- 11.2 Cabinet – [23 February 2022, Capital Programme 2021-2022 to 2025-2026 Quarter Three Review and 2022-2023 to 2026-2027 Budget Strategy](#)
- 11.3 IEDN March 2022, Covid 19 Allocation of Grant Funding
- 11.4 Our Council Scrutiny – [Digital Wolves Strategy – pre decision scrutiny](#) – 19 January 2022
- 12.0 Appendices**
- 12.1 Appendix 1: Digital Wolverhampton Strategy

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Digital Wolverhampton Strategy

March 2022



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Introduction

The Digital Wolverhampton Strategy sets the framework (and updates the **Wolverhampton Digital Infrastructure Strategy**) as a live, action orientated partnership approach to delivering our overarching aims:

- **Wolverhampton is a Gigabit and Smart City** with futureproofed digital infrastructure including full fibre broadband and 5G utilised to transform delivery of services and develop new applications to unlock its potential.
- **100% digitally included Wolverhampton** ensuring all residents have the access to devices, connectivity and skills to take advantage of what digital has to offer
- **Growing the Digital Economy** and talent pipeline building on our futureproofed infrastructure to start and grow businesses creating jobs for local residents meeting skills needs for the future.

Futureproofed Digital infrastructure is the backbone of a modern thriving economy driving productivity and spreading growth and in delivering effective and efficient public services. Covid-19 accelerated the adoption of digital services by several years and digital is critical to power economic and social recovery.

The City of Wolverhampton adopted the Wolverhampton's Digital Infrastructure Strategy in January 2020. Its proactive approach to supporting the rollout of futureproofed digital infrastructure is proving effective with the commercial rollout of full fibre broadband and 5G across the city underway, connecting residents and businesses to Gigabit Connectivity.

To maximise the benefit locally, we need to tackle the digital divide supporting residents to get online, improve digital skills, supporting businesses to digitalise and introduce smart technology to support the delivery of services. Going forward, digital needs to be considered the 4th utility.

The Digital Wolverhampton Strategy centres around five themes which our Data Strategy will underpin:



Digital Infrastructure



Digital Inclusion



Digital Innovation



Digital Economy (Business)



Digital Economy (Learning, Skills and Jobs)

Strategic context

Council Plan, 'Our City – Our Plan'

'Driven by digital' is a cross cutting principle in our Council plan in recognition that the city is at the forefront of digital infrastructure and innovation. Wolverhampton is one of the first cities to host a commercial 5G accelerator 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. Within the Council, Our Council Programme also recognises the importance of digital to maximise how we use digital and other technologies to deliver better services and outcomes.



West Midlands Digital Roadmap was developed in recognition that digital connectivity is going to be vital to our economic bounce back post pandemic. It is the golden thread that links all of our industries – manufacturing, automotive, life sciences, professional services, construction, low carbon, transport, healthcare, public services - all are being transformed by the power of digital technologies. Ensuring all our citizens are equipped to play a full part in, and benefit from this transformation is a shared endeavour.

West Midlands Digital Roadmap missions:

- Securing access for everyone to digital opportunities, particularly those in poverty
- Sharing and using data to improve people's lives
- Becoming the UK's best-connected region
- Realising the potential of digital to transform our economy and build economic resilience
- Using digital public services to build a fairer, greener and healthier region

The Levelling Up agenda recognises the importance for Cities to be digitally connected if they are to thrive. A key mission of Levelling Up White Paper is to enhance digital connectivity with the aim for the UK Government and private sector to deliver nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.

By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.¹

Infrastructure is only part of the picture: economic benefits will only materialise if businesses and workers have the skills to take advantage of improved infrastructure and ensure that people have sufficient digital skills to reap the benefits and prosperity arising from the digital economy.

In 2021, DCMS highlighted the West Midlands as having the country's fastest-growing tech sector, expected to create thousands of new jobs by the end of 2025 and amongst the highest levels of 5G coverage in the UK as a result of the success of the WM5G Testbed programme. However more needs to be done to foster the next generation of tech start-ups, build on innovation opportunities and level up digital opportunities for everyone to benefit. The West Midlands Smart City Region Programme will scale-up digital opportunities across the region, drive new digital start-ups and deliver digital catch-up programmes.



¹ Source: [Levelling Up White Paper 2022](#)

Digital Wolverhampton Partnership

Digital Wolverhampton Partnership comprises of:

- City of Wolverhampton Council
- Royal Wolverhampton NHS Trust
- University of Wolverhampton
- City of Wolverhampton College
- Wolverhampton Homes
- Black Country & West Birmingham CCG

The purpose of the Digital Wolves Partnership is to develop Wolverhampton's approach to digital including infrastructure, innovation and inclusion providing strategic leadership for digital across the City. This includes:

- Supporting the rollout of futureproofed digital infrastructure
- Developing a Smart Vision utilising digital innovation in delivery of services
- Developing a digital innovation plan for the city including 5G use cases
- Making Wolverhampton a 100% digital included city
- Tackling key priorities such as youth unemployment, climate change and supporting the growth of the digital economy ensuring a talent pipeline for future growth



Digital Priorities



Infrastructure

- Removing barriers to rollout of futureproofed infrastructure
- Standardising processes embedding as business as usual
- Implementing policies including planning and dig once
- Addressing connectivity issues
- National and regional lobbying to fill gaps



Inclusion

- Scaling up Wolves online
- Promoting Wolves Tech Aid
- Providing individualised support
- Delivering a Digital Champion Network
- Providing devices for children and young people
- Taking a place-based approach
- Addressing data poverty



Innovation

- Introducing smarter decision making
- Providing a tech enabled service delivery to improve the quality of life & health
- Addressing key challenges through tech
- Becoming a leading smart city
- Developing skills for digital innovation



Economy

- Providing business support and enterprise
- Supporting e-commerce and online trading
- Developing digital leadership and workforce skills
- Supporting innovation in key sectors and the supply chain
- Growing the tech sector



Skills & Learning

- Delivering Digital Wolves Infrastructure Academy
- Delivering Digital Bootcamps
- Improving workplace digital skills
- Attracting and retaining talent within the city
- Developing the Digital Wolves website

With digital moving at a fast pace, detailed actions plans will support our aims and delivery. Action plans will be reviewed and updated on a regular basis.



Digital infrastructure

VISION
Gigabit
City

BACKGROUND

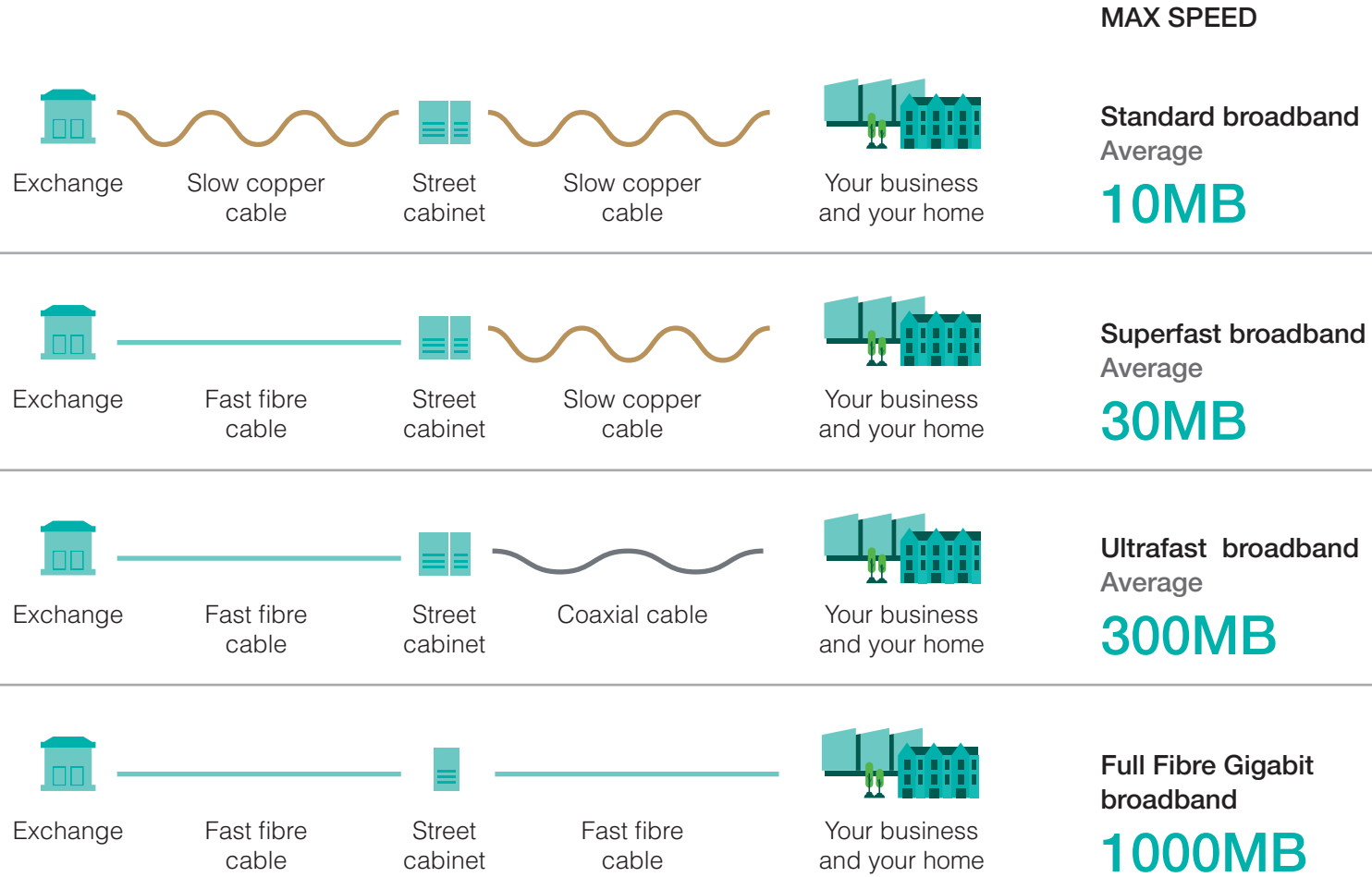
Despite good coverage of both superfast (99.4%) and ultrafast (93.32%) broadband, there were gaps in coverage especially in the city centre with only 1.87% of Wolverhampton connected to full fibre broadband, less than many rural areas.

Wolverhampton adopted its Digital Infrastructure Strategy in January 2020 in recognition that futureproofed digital infrastructure is essential in achieving the city's digital ambitions including a commitment to support and remove barriers to the rollout of full fibre and wireless infrastructure.

Embrace the new evolution in mobile technology 5G is addressing the demand for faster data speed, on the move video streaming and instant access. 5G supplements networks to deliver and uninterrupted mobile experience.



AVERAGE BROADBAND SPEEDS



Note: These are sourced from Ofcom although there are different definitions used by Ofcom and UK Government

PROGRESS

170 public sector buildings including council and Wolverhampton Homes offices, libraries and schools have been upgraded to full fibre broadband. Significant progress has been made with the commercial rollout of full fibre broadband underway and all four Mobile Network Operators rolling out 5G in the city with our proactive approach accelerating deployment of 5G by at least 6 months.

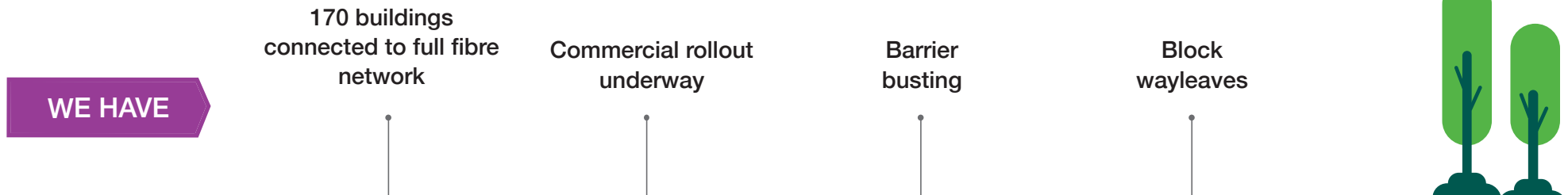
Support

To support the commercial rollout of full fibre broadband across households and businesses across the city, the council has adopted non-exclusive block wayleaves to facilitate the rollout of full fibre across housing estates in Wolverhampton, developed a planning toolkit to ensure full fibre is provided in new housing and commercial developments and specific full fibre and 5G policies in the Black Country Core Strategy. In

addition, a dig once approach has been introduced to ensure ducting/fibre is installed as part of local public realm and regeneration projects.

To support the rollout of 5G, the Council (working with WM5G) has introduced new systems to support the rollout including identifying suitable assets viable for telecoms uses, agreeing a commercial model to facilitate the rollout and improving access arrangements including standardised wayleaves and leases.

A new transparent process has been introduced for planning applications for 5G Masts including pre-application discussions with Planning re siting and appearance. We are also making available our street furniture on a non-exclusive basis to facilitate the rollout of Small Cells and upgrading our streetlights to Smart as part of the rollout of LED leading to energy and carbon savings.

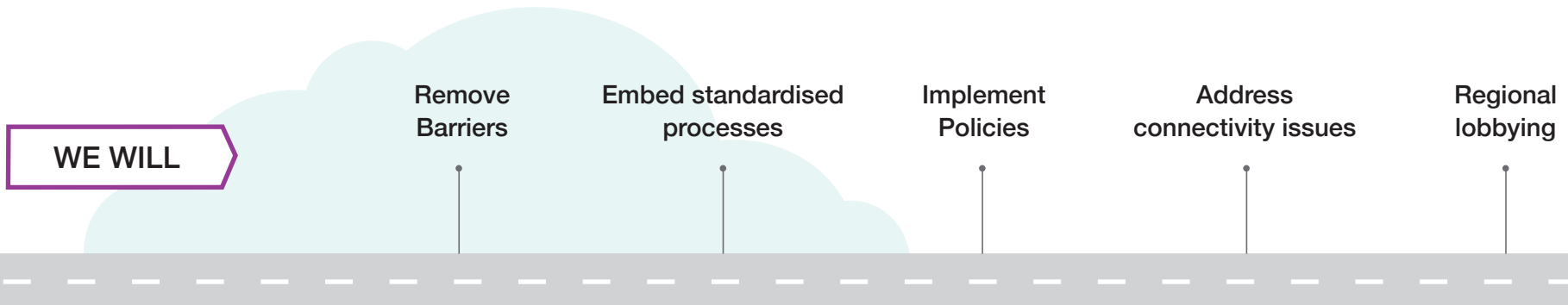


However, this proactive approach needs to be maintained to ensure that all residents and businesses can benefit from futureproofed digital infrastructure including lobbying to ensure that areas will not be “locked out” of the commercial rollout.

Many people are unaware of the benefits of 5G or misunderstand what it is, therefore in order to add misinformation about digital infrastructure, we will ensure that frequently asked questions are made available to address concerns.

WE WILL

1. Proactively develop approaches, remove barriers and address misinformation to accelerate the commercial rollout.
2. Embed new standardised **processes and agreements** to support the rollout of 5G as ‘business as usual’
3. Implement **policies** that support the rollout including planning, dig once and block wayleaves
4. Explore innovative means of **addressing connectivity issues** supporting other themes such as community public WiFi
5. Support National and regional lobbying to address gaps including broadband vouchers for ‘locked out’ areas





Digital Inclusion

VISION

100% digitally included city

BACKGROUND

An estimated 11,659 households in Wolverhampton are without broadband¹ however there are an estimated 118,000 limited and non-users of the internet in Wolverhampton². Although age is the biggest indicator, 44% of those that are offline are under the age of 60.

Although motivation and skills are a key factor, another issue was access to devices and connectivity, often due to data poverty. Covid-19 highlighted the extent of the issue with many residents unable to access online learning, employment support and access to services including health. Schools reported lack or unsuitability of devices for pupils to access remote learning and challenges around connectivity. There is a strong correlation with more deprived areas and particular groups.

11,659¹

Wolverhampton households without broadband

118,000²

limited and non-users of the internet

44%

of people offline are under 60 years old

1 Point Topic, 2020

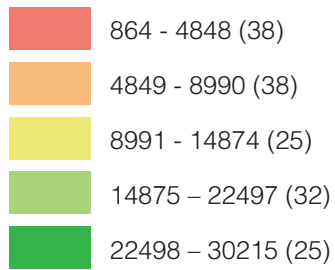
2 'Good Things Foundation (2020) [Good Things Foundation - Improving lives through digital](#)

RELATIVE RISK OF NON-ADOPTION, ENGLAND RANKING (Point Topic, 2020)

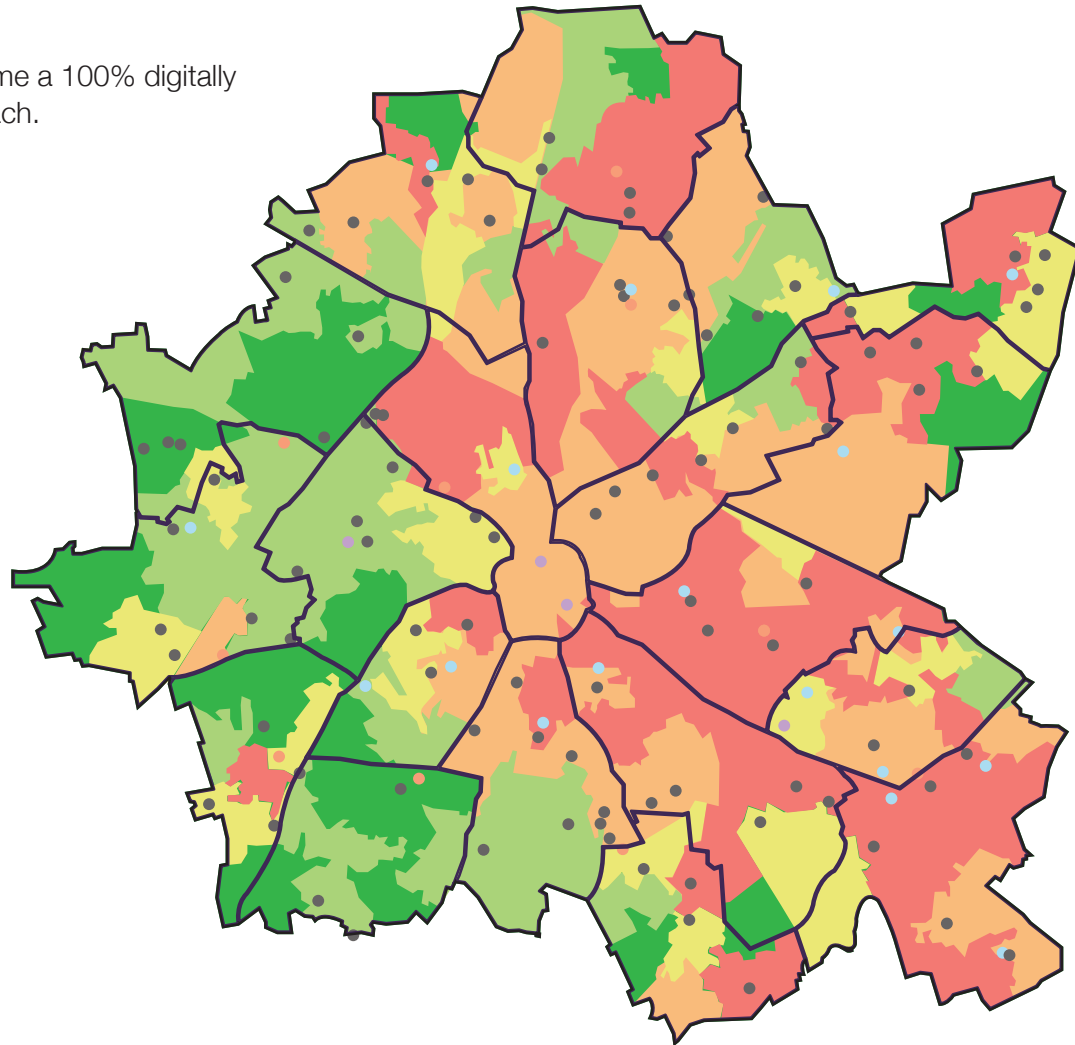
Map shows concentration of digital exclusion across the city of Wolverhampton

Our ambition is for Wolverhampton to become a 100% digitally included city linked to a place based approach.

Point Topic Nat. Rank



Type



TRUSTED PARTNERS



PROGRESS

Devices and Connectivity

The city developed **Wolves Online**, a device and connectivity lending scheme targeting residents to access online learning, employment support, access services and to reduce isolation through a number of trusted partners, complementing devices distributed by Online Centres through the Good Things Foundation **DevicesDotNow**.

Schools, Adult Education, the College and other providers lent out devices to their learners so they could continue to access learning during lockdown. The city also lent out **devices and connectivity to schools** so that pupils could

access remote learning topping up the national DfE scheme funded through ward funds and donated BT hotspot vouchers. A local tech company, supported by key partners established **Wolves Tech Aid** a device recycling scheme aimed at providing devices to children. Public WiFi has been mapped providing a hybrid approach to connectivity.

WE HAVE

Wolves Online

DeviceDotNow

Devices for Schools

Wolves Tech Aid

Support

Online Centres and Community Voluntary Organisations across the city, part of the Wolves Online trusted partner network, have provided **support to get people online and improve digital skills** of residents and progress to essential digital skills provision. As the Wolves Online scheme, a consortium of experienced trusted partners was commissioned to **build capacity** of other trusted partners to support residents get online including production of a resource pack.

The NHS has worked jointly with colleges to develop digital skills training centred around the NHS App. Support for Universal Credit claimants includes Help to Claim and Clickstart.

Challenges

Due to the sheer scale of the challenge to ensure **100% of Wolverhampton's residents are digitally included**, our approach must be **scaled up** to meet the needs of our residents with the motivation for engagement and nature of devices reflecting individual needs and the process being as easy as possible with devices being set up and individualised intensive support being available to support residents get online.

Connectivity remains a huge issue - despite good broadband coverage, many residents are unable to afford connectivity to get online so we need to explore options for residents getting online including fixed and mobile **connectivity options** ensuring sufficient connectivity to meet the needs of residents.

Support people to get online

Improve Digital Skills

Trusted Partner Network



WE WILL

1. **Scale up Wolves Online** device and connectivity lending scheme to reach more residents taking into account individualised needs in relation to type of devices and connectivity options, through increasing the number of devices and expanding the network of Trusted Partners capturing diverse groups and communities.
2. Continue to support and promote **Wolves Tech Aid** to recycle end of life devices and distribute to children, young people and residents to enable them to get online.
3. **Develop longer term affordable options** relating to access to devices.
4. Ensure **individualised support** residents, in all age groups, to get online, address confidence, motivation and improve their digital skills including progression to essential digital skills and address barriers such as technical and safety concerns.
5. Scale up support for residents through developing a **Digital Champion** scheme recruiting volunteers to support residents in the community

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WE WILL

Scale up
Wolves Online

Promote
Wolves Tech Aid

Provide
individualised support

6. **Work with schools** to ensure every child and young person in the city has the tech and connectivity they need to succeed with their learning.
7. Establish **place-based hybrid support** both at home and within Trusted Partners/Digital Hubs including increased access to public Wi-Fi.
8. **Address data poverty** through exploring more affordable fixed and mobile connectivity options.

Develop Digital Champion Network

Work with schools

Place based approach

Address data poverty





Digital Innovation

VISION

Better services,
better quality of life,
driven by digital

BACKGROUND

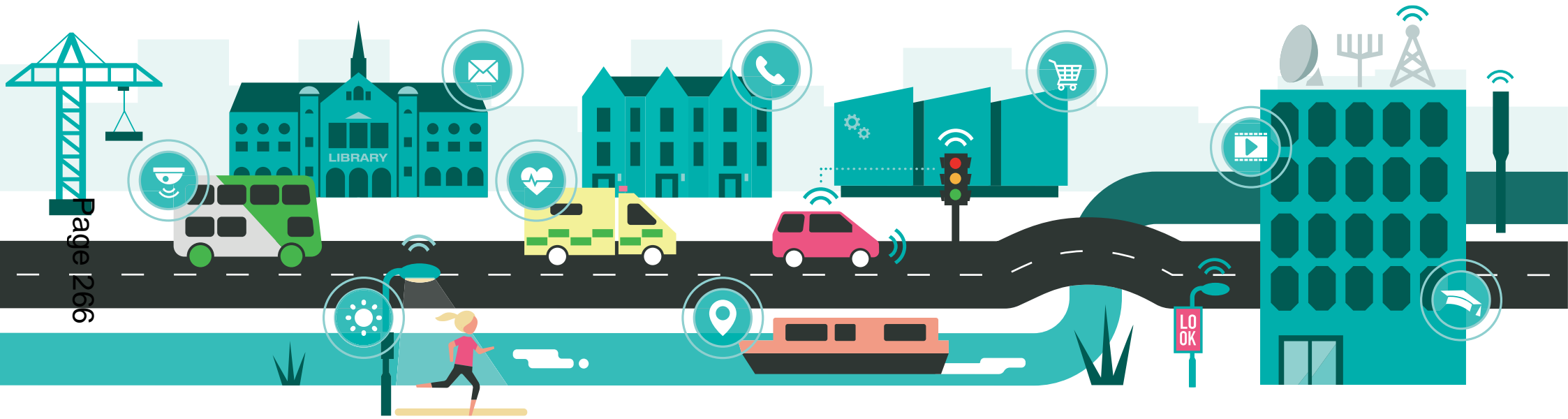
The development of futureproofed digital infrastructure opens up significant opportunities to transform delivery of services and development of new applications to unlock its potential.

A smart city is an urban area that uses different types of Internet of things (IoT) sensors to collect data and then use these data to manage assets and resources efficiently.

Page 265



STAGES TO BECOME A SMART CITY



Page 1266

1

City wide fibre platform providing open access bandwidth to unlock smart city benefits

2

City wide connection to all public sector buildings, commercial and residential buildings with full fibre connectivity benefits

3

Smart city site additions including 5G connectivity on street furniture allowing faster data speeds and instant access

4

Enablement of 5G and IoT connecting sensors and devices to facilitate transmission of data for enhanced decision making and automation

5

Smart application deployment, connectivity, engagement and inclusion to unlock smart city benefits

PROGRESS

City of Wolverhampton partners are proactively integrating digital innovation in the delivery of services and priorities:

City of Wolverhampton Council will be adopting it's internal digital strategy to proactively integrate digital to drive and deliver efficiency via innovative technology,

- Put the customer and city first
- Increase partnership collaboration
- Provide responsible technical architecture to deliver programmes and positive outcomes; and provision for governance, security, data, network and business continuity.
- Implement master data management
- Explore 3D planning
- Introduce reminiscence interactive therapy and activities (RITA) in care homes.

The NHS are exploring the potential of digital innovation around data, prevention and delivery of services. Initiatives include developing an integrated care system and 5G use

cases including a 5G Care Home Project connecting a GP in Bilston to a local care home offering video consultation, diagnostic tools and capturing vital sign information to allow for early identification of issues and endoscopy pilot.

The University of Wolverhampton has ambitious plans to transform Wolverhampton Science Park into a Centre for Digital Innovation for Smart Cities (DISC) including

- 10 innovation labs,
- 5G Innovation Hub
- Wolverhampton Cyber Security Institute
- Being shortlisted to host a 6G summit.

The Science Park is also home to one of the three 5prinG Application Accelerators that help organisations harness the power of 5G to deliver growth and innovation offering cutting-edge facilities and expertise can help public and private companies to understand 5G, its applications and support to unlock its potential. 5prinG is focusing on key Smart City challenges: health & social, public service delivery & reinvigorating the high street.

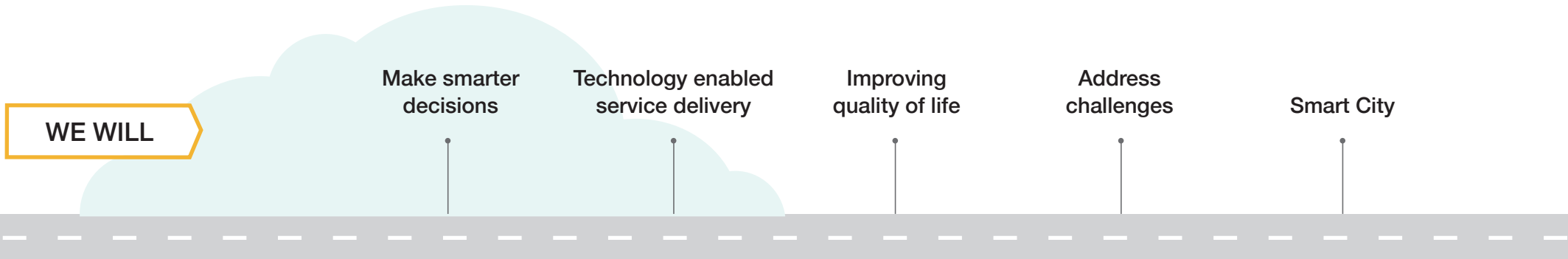
Wolverhampton Homes is working towards piloting a Connected Tower Block replacing the current intercom system with a solution that integrates smarter door entry with smart building technologies and Internet of Things (IoT) sensors, working jointly with the NHS for Smart Health and Council on technology enabled independent living with devices provided to each home to address digital inclusion.

The **City of Wolverhampton College** is working on proposals for a new state-of-the-art purpose built college building in the city centre, incorporating digital within its infrastructure.



WE WILL

- Utilise data to make smarter decisions enabling better targeting and delivery of services
- Develop digital roadmaps for city priorities setting out how we will use technology to innovate services including:
 - Technology enabled service delivery making better and more efficient services e.g. highways management including fly tipping detection, road condition monitoring and smart parking.
 - Technology enabled independent living and health to improve quality of life, prevent and manage health conditions
- Addressing key challenges and priorities through technology e.g. climate change.
- Become a leading Smart City for the future by maximising benefit from West Midlands Smart City Programme.
- Ensure digital skills of workforce to embrace and implement digital innovation solutions.





Digital Economy (Business)

VISION Digital City (Business)

BACKGROUND

Covid-19 accelerated the adoption of digital by several years - including remote working, remote learning, telehealth and ecommerce - with digital considered critical to level-up our economy and power economic and social recovery. Economic intelligence has shown that during the pandemic 76% of Small-Medium Businesses relied on digital and 52% used digital to sell more and stay connected¹. Covid-19 has shown us that businesses that have been able to channel shift to online trading and secure online customers are more successful and resilient. The digital shift to online trading is here to stay. However, many smaller businesses and entrepreneurs do not have the skills, capabilities and/or access to technologies to do this efficiently.

Technology is becoming more important for the UK economy. Nationally, the rate of tech GVA contribution to the UK economy has grown on average by 7% per year since 2016 generating nearly three million jobs. The City's futureproofed digital infrastructure provides a good foundation for Local Digital Capital, the building blocks for strong place-based digital technology ecosystems. The West Midlands currently perform well on infrastructure, R&D and trade compared to other regions, but performs less well on skills, adoption and finance & investment, therefore these are key areas the City must address in order to benefit from the growth of the Tech sector. The 2021 Tech Nation Report identified Wolverhampton and Walsall as having seen an increase in Digital Start-ups by 422%. Digital also offers huge opportunities to grow key sectors such as creative tech and green tech as identified in Wolverhampton Pound.²

¹ Lloyds Bank Consumer Digital Index 2021

² Tech Nation Report 2021

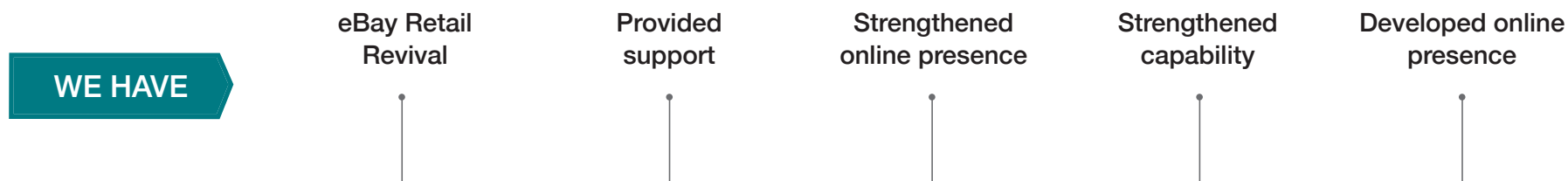
PROGRESS

Prior to Covid-19, the city partnered with eBay to support 60 businesses to get online through the **eBay Retail Revival** programme. Businesses involved in the programme reached £7m in sales with an average growth rate of 33% with sole traders enjoying a growth rate of nearly 100%. A survey of buildings found 58% had hired or plan to hire more staff, 51% had expanded their businesses premises or plan to and 53% exported their product overseas.

During the pandemic, the Relight the City Business Support programme provided access to a free package of **support**, business and digital reviews and access to Relight grants of

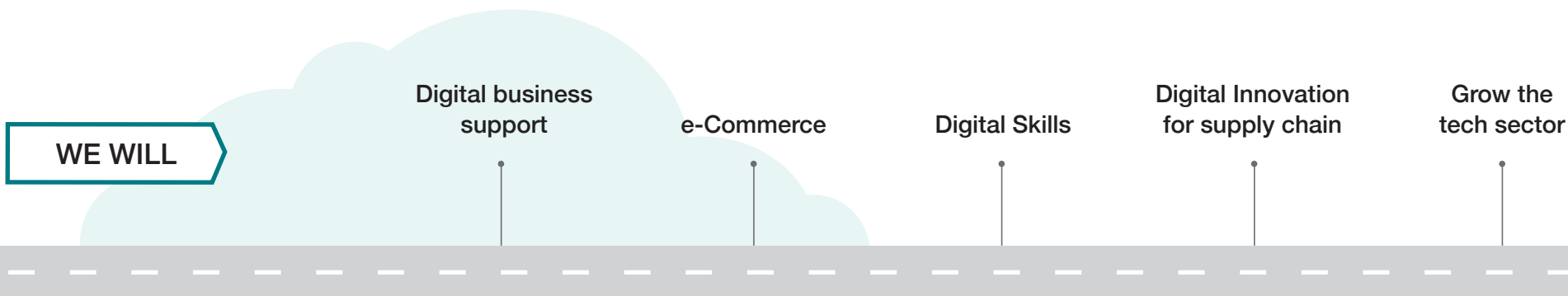
up to £5,000 to implement the recommendations in the reviews. The Digital Review aimed to assist the company in **strengthening their online presence** including the use of their website to market the company, the use of **social media** and their technical capability.

The importance of digital connectivity is recognised in offices with I9 applying for wired score status, an industry recognised rating of the quality of a buildings digital connectivity. The Council, Black Country Chamber of Commerce and University of Wolverhampton are working together to develop an Enterprise Hub



WE WILL

1. Influence national, regional and local **digital business support** activity to ensure our vital local businesses get the right digital support for them.
2. Support businesses and entrepreneurs to integrate **e-commerce** into day-to-day business activity and channel shift to online trading and Data & Cyber Security.
3. Develop the **digital skills** of workforces including the signing the FutureDotNow pledge motivating people and businesses to boost their digital skills to thrive in a digital UK.
4. Support **digital innovation in key sectors and their supply chain** including aerospace, advanced manufacturing etc.
5. Grow the **tech sector** through ensuring key ingredients in place to support the growth including workspace, support, access to finance and the environment, retaining talent.
6. Drive new digital start-ups through practical business support.





Digital Economy (Learning, Skills and Jobs)

VISION

Develop, attract
and retain digital
skills

BACKGROUND

Digital skills are crucial for employment with Covid-19 forced digitisation in the workplace. However nationally only 52% of workforce have the necessary digital skills for work, 22% do not have life skills and 16% lack foundation skills allowing them to participate in a digital world.¹ **Lloyds Digital Index 2021** confirmed in the last 12 months that although things have improved with less people offline and more with essential digital skills, 11 million people are still lacking basic digital skills and 36% still lack essential digital skills for the workplace.

There are some key opportunities for residents in digital. Tech Nation reports the number of advertised tech jobs in 2021 is 42% higher than pre-pandemic levels,² Tech vacancies make up a higher proportion of all vacancies in the UK post-pandemic and the average tech salary is up to 50% higher than the average and is increasing whilst the average salary for all jobs in the UK has decreased in 2021. In addition, there are also significant job opportunities being generated through the rollout of futureproofed digital infrastructure. However, in both these areas, local businesses continue to report difficulty recruiting due to skills gaps.



¹ Lloyds Digital Index Report 2021

² Tech Nation Report 2021

PROGRESS

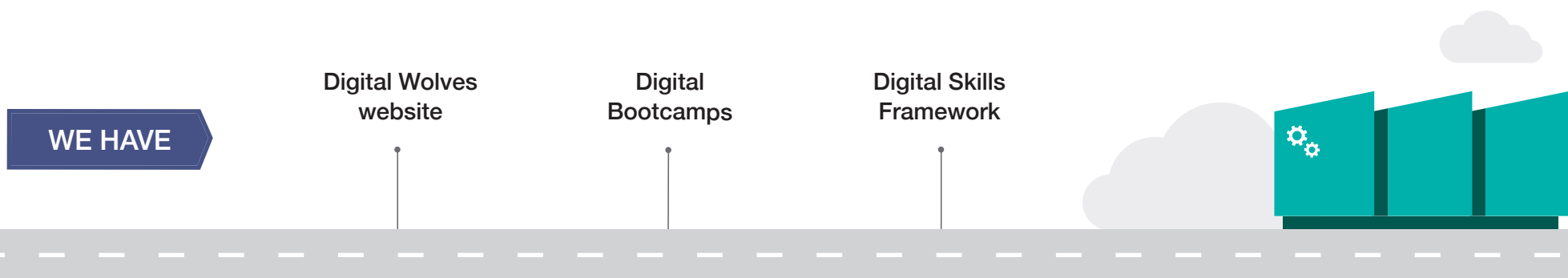
The City of Wolverhampton College and University of Wolverhampton amongst other skills partners have strong digital offers.

The City of Wolverhampton College was winner of Creative Training provider in 2019 and the University of Wolverhampton offer a range of digital courses including specialisms in cyber security, software games development, emerging interactive and smart technologies including their new multi million pound Screen School developing skills in screen based media including Animation and Games Design.

The Council developed the [Digital Wolves website](#) bringing together digital skills provision in one place. In addition,

Wolves Digital Infrastructure Academy is being developed in partnership with the City of Wolverhampton College, University of Wolverhampton and Council to support Wolverhampton residents to get jobs in this growing sector.

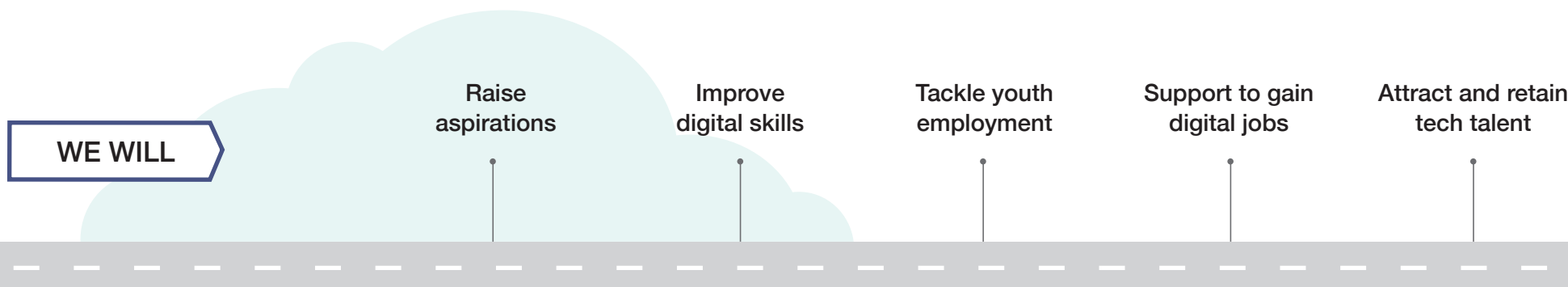
West Midlands Combined Authority have funded a number of **Digital Bootcamps** linked to real jobs in the tech sector. The Council are developing a **Digital Skills Framework** developing foundation skills (basic digital skills everyone should have, regardless of role), essential digital skills (skills required by anyone using IT and digital on a daily basis) and specialist skills (advanced skills required by people in specific role).



WE WILL

1. Enhance Digital Wolves website and develop communication campaign to raise awareness of digital skills, learning and jobs opportunities.
2. Raise awareness and engage with children and young people to raise aspirations and engage in digital by creating future digital workforce.
3. **Improve digital skills** in the workforce to meet in needs of the employers.
4. **Tackle youth unemployment** by supporting Wolverhampton young people into tech sectors through Digital Bootcamps.
5. **Develop skills and support access to digital jobs** through the Digital Wolves Infrastructure Academy (DWIA).
6. **Create the right environment** to attract and retain talent.

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Measuring outcomes and outputs

We will continue to develop the performance management framework for the Wolverhampton Digital Strategy, however the key initial Key Performance Indicators include:



Digital Infrastructure

% full fibre coverage
Increase 5G data demand



Digital Inclusion

No. of non-internet users
No. of people receiving devices through Digital Wolves Partnership initiatives
No. of trusted partners supporting Wolves Online initiative



Digital Innovation

No of people with improved quality of life, prevent and manage health conditions using Internet of Things (IoT) sensors



Digital Economy (Business)

No of businesses receiving digital support
No of Creative Tech businesses across the city



Digital Economy (Learning, Skills & Jobs)

No of residents gaining digital skills through Digital Wolves Partnership initiatives
No of residents accessing Digital Bootcamps/Digital Wolverhampton Infrastructure Academy

You can get this information in large print, braille, audio or in another language by calling 01902 551155

wolverhampton.gov.uk 01902 551155

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

CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Open Space Strategy and Action Plan	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Stephen Simkins Deputy Leader: Inclusive City Economy	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	Richard Lawrence, Director of Regeneration	
Originating service	Planning	
Accountable employee	Ric Bravery Tel Email	Strategic Health Lead 07773 189238 Ric.bravery@wolverhampton.gov.uk
Report to be/has been considered by	City Housing and Environment Leadership Team	6 January 2022
	Regeneration Leadership Team	11 January 2022
	Public Health Leadership Team	12 January 2022
	Strategic Executive Board	10 February 2022

Recommendation for decision:

The Cabinet is recommended to:

1. Approve the commissioning of a new Open Space Strategy and Action Plan.

Recommendation for noting:

The Cabinet is asked to note:

1. The importance of cross-directorate working to the successful implementation of the Open Space Strategy and Action Plan.

1.0 Purpose

- 1.1 To advise Cabinet of the background to the required update of the Open Space Strategy and Action Plan.
- 1.2 To advise Cabinet of the proposal for joint funding of the update by the Regeneration, City Environment and Public Health Directorates.
- 1.3 To seek approval of the commissioning of a new Open Space Strategy and Action Plan.

2.0 Background

- 2.1 The importance for health and wellbeing of accessible green space close to people's homes has been highlighted by the Covid-19 pandemic, as have the inequalities in access to open space across different communities. The importance of community spaces is recognised in the recent Levelling Up White Paper which proposes to produce a new Strategy for Community Spaces and Relationships and states that the UK Shared Prosperity Fund will include improved access to green space within its projects, alongside the new £30 million parks fund. The White Paper also proposes to empower local leaders and communities to reimagine their urban green space and improve access for communities which lack green space.
- 2.2 The city benefits from an adopted Open Space Strategy and Action Plan, which provides an overarching strategy for the management of our green spaces and a detailed delivery plan to implement the key recommendations. The current Open Space Strategy and Action Plan was approved by Cabinet in June 2018, as an update of earlier studies. The last full update dates back to 2008 with all subsequent updates being partial reviews of this work. A full update is now required.
- 2.3 It is estimated that a full update will cost around £35,000 to £40,000, including surveys of residents' post-Covid use of open space and consultation with stakeholders.
- 2.4 The Open Space Strategy and Action Plan provides an analysis of the amount and quality of various categories of open space in the city (such as parks, natural green space, provision for children and allotments). It also sets expected standards for the level and quality of provision of each category of open space and compares the level of provision against existing demand and predicted future demand. It then provides a strategic framework and action plan for the improvement of existing open space and development of new open space.
- 2.5 In doing so, the Open Space Strategy and Action Plan supports a number of processes. These include the assessment of proposals to dispose of existing open space, both privately owned and council assets. It supports the negotiation of developer contributions to compensate for the loss of open space and to meet the recreational needs of residents of new developments. These contributions may be invested in the improvement of existing open spaces or the provision of new open space, such as the new neighbourhood parks on the Goodyear site and at Ward Street, Ettingshall. The Action

Plan establishes investment priorities in different parts of the city on which to spend funds which become available as well as providing a basis on which to support funding bids.

- 2.6 The Open Space Strategy and Action Plan is critical for the operation of a number of service areas. These include City Planning, for which it provides part of the evidence base for new housing allocations in the emerging Black Country Plan, as well as the basis for negotiating Section 106 and other developer contributions for open space. For City Development it ensures the provision of open space infrastructure to support regeneration in areas such as the Canalside Quarter. For Environmental Services the Open Space Strategy and Action Plan is vital in identifying priorities for management of, and investment in, the city's open spaces as well in providing an evidence base for funding bids. Similarly, for Leisure and Wellbeing and Public Health Partnerships, it supports partnership working, management of and investment in open spaces and sports facilities and the submission of funding bids. For City Assets the Strategy and Action Plan informs the management of corporate assets, in particular open spaces.
- 2.7 The Council's Contract Procurement Rules require, for a contract of this size, that a minimum of four quotes are obtained. Budget Manager approval is sufficient to proceed for a contract of this size. The contract would, however, involve high profile surveys of residents' use of open space and consultation with stakeholders. The resulting Open Space Strategy and Action Plan would also have heightened importance in light of the increased attention being given to the importance of quality open spaces to: encouraging physical activity; promoting health and wellbeing; adapting to and mitigating against climate change; and tackling the national precipitate decline in biodiversity. Cabinet approval is therefore sought to carry out the review and consequent surveys of residents and stakeholder engagement.
- 2.8 The Council is currently in the process of reviewing its Playing Pitch Strategy and Action Plan, a parallel document which performs a similar role for the sports pitches in the city and will inform elements of the Open Space Strategy and Action Plan. This review will also provide part of the evidence base for the Black Country Plan and support management and investment decisions.
- 2.9 It is estimated that the work will take approximately six months to complete and Cabinet will be asked to formally adopt the Strategy and Action Plan in order to give it full status.
- 3.0 Progress, options, discussion, etc.**
- 3.1 A draft brief has been produced and discussions have taken place with other councils and with Sport England which have informed an estimate of costs and timescales.
- 3.2 Part of the work would include a survey of residents' use of open spaces and consultation with key stakeholders.

4.0 Evaluation of alternative options

- 4.1 Option one would be not to review and update the Open Space Strategy and Action Plan. This would result in an out of date plan, no evidence base to support the open space policies in the emerging Black Country Plan which would leave it subject to challenge, insufficient information on which to base decisions about the management and investment in open space and a lack of evidence on which to base developer contributions and funding applications.
- 4.2 Option two would be to review the standards and recommendations in the Open Space Strategy and Action Plan without revising the evidence base. This would result in inaccurate decisions being made on the basis of out of date information and again would leave the Strategy and Black Country Plan open to challenge, as well as making developer contributions harder to negotiate.

5.0 Reasons for decision(s)

- 5.1 As outlined above, the reason for the decision is to provide an up to date Open Space Strategy and Action Plan for the city to support the management of the city's open spaces including decisions on disposal, investment, developer contributions and funding bids. Not to make the decision would leave the city without an up to date Strategy and Action Plan, leaving its management, investment and funding decisions without an adequate evidence base and subject to challenge.

6.0 Financial implications

- 6.1 The costs to support the Open Space strategy are estimated to be in the region of £40,000 which will be funded from the existing revenue budgets for Regeneration, City Environment and Public Health in financial year 2022-2023.
[VS/02032022/Q]

7.0 Legal implications

- 7.1 There are no legal implications from the proposal provided procurement rules are followed.
[TC/23022022/B]

8.0 Equalities implications

- 8.1 There are no equalities implications from the decision to proceed with the review of the Open Space Strategy and Action Plan. Equalities issues, including considering the implications of the Strategy and Action Plan for groups with protected characteristics, will be considered in finalising the brief for the project.

9.0 All other implications

- 9.1 A revised Open Space Strategy and Action Plan will have positive benefits for health and wellbeing, promoting biodiversity and for climate adaption and mitigation. It will support

the provision and improvement of public, accessible open space close to residents' homes, the importance of which have been highlighted in the Covid-19 Pandemic.

10.0 Schedule of background papers

10.1 City of Wolverhampton Open Space Strategy and Action Plan Update, June 2018

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Council Tax Discretionary Reduction	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Ian Brookfield Leader of the Council	
Key decision	Yes	
In forward plan	No	
Wards affected	All Wards	
Accountable Director	Claire Nye, Director of Finance	
Originating service	Revenues and Benefits	
Accountable employee	Tracey Richards	Head of Revenues and Benefits
	Tel	01902 552493
	Email	Tracey.Richards@Wolverhampton.gov.uk
Report to be/has been considered by	Finance Leadership Team	10 March 2022
	Leaders Briefing	25 February 2022

Recommendation for decision:

The Cabinet is recommended to:

1. Approve the use of balances of grant funding and court costs refund to reduce the amount of council tax payable by working age households in receipt of council tax support during 2021-2022 and establish supplementary budgets totalling £743,000 fully funded from grant and other income.

1.0 Purpose

- 1.1 Cabinet approval is recommended to use balances of grant funding and the value received through the refund of court costs to reduce the amount of council tax payable by working age households in receipt of council tax support during 2021/2022.

2.0 Background

- 2.1 In line with the development of the proposed Financial Wellbeing Strategy: Tackling the Cost-of-Living Crisis, this proposal considers the utilisation of a number of funding streams to support the financial hardship currently being experienced by residents of the city, taking account of the additional impact of the Covid-19 pandemic and the rise in the cost of living.

Hardship Grant

- 2.2 The Special Urgency Decision made 27 March 2020 approved the use of Covid-19 Hardship Grant funding of £3.3 million provided by government to economically support vulnerable people and households through council tax relief.
- 2.3 Any working age household in receipt of Council Tax Support during 2020-2021 was provided with a reduction in Council Tax of up to £150. Awards to date equate to around £3.0 million. Additional discretionary reductions in council tax have been provided to individual households during 2021-2022 up to a value of around £10,000.

Household Support Grant

- 2.4 The Individual Executive Decision Notice (IEDN) for Household Support 25 November 2021, agreed that an amount of £300,000 from the funding provided to the Council in November 2021 could be allocated to support housing costs and council tax. The eligibility criteria for the Household Support fund requires initial consideration of eligibility to a Discretionary Housing Payment before housing costs can be funded.
- 2.5 There are ongoing considerations of eligibility to support housing costs with decisions and awards required to be made by 31 March 2022. It is estimated that up to £10,000 may be given through direct awards for housing costs.

Court Costs Refund

- 2.6 The Council have been notified that the courts had overcharged liability order costs between April 2014 and July 2018, where £3 had been charged rather than 50p, which has created an overcharge of £2.50 for almost 100,000 liability orders, plus interest, which equates to a refund due to the Council of around £256,000.
- 2.7 Council taxpayers and business ratepayers who had not paid instalments when they were due were subject to court action with the Council requesting liability orders at a Magistrates Court. The Council could issue a refund of £2.50 to those eligible, however

this would be at a disproportionate administration cost and would therefore put a burden on those council taxpayers who do pay and were not subject to enforcement action.

2.8 The HM Treasury 'Managing Public Money' document identifies, "... that under unusual circumstances where uneconomic or inappropriate to carry out commitment then a pragmatic, just and transparent alternative approach is sought."

2.9 The total of the funding streams available is £743,000 which could be used to support residents in financial hardship.

2.10 In order to identify a way to support residents, consideration has been given to those households who may be struggling to meet their council tax payments. The 2020-2021 council tax in-year collection rates were:

i. Council Tax Support – Pensioners households	98.19%
ii. Council Tax Support - Working Age households	74.08%
iii. Non-Council Tax Support Households	94.06%

2.11 Cabinet are recommended to approve that the funding identified is used to reduce council tax liability for working age households in receipt of council tax support during 2021-2022, as evidenced above these are those most unlikely to afford their council tax.

2.12 For the 16,500 households within this category, this will equate to around £45.00 council tax reduction for the 2021-2022 financial year. Approval is also sought to establish supplementary budgets fully funded from this income in 2021-2022.

3.0 Evaluation of alternative options

3.1 The Council could choose not to use the remaining grant funding as proposed, which would then be required to be returned to Government. This option has been discounted to ensure that residents of Wolverhampton receive the maximum amount of funding available.

3.2 The Council could choose not to pay onto council taxpayers the amount received through the refund of court costs and allocate the amount to the general fund. This option has been discounted as the Council could be subject to challenge for not having used the funds in an appropriate way for the benefit of council taxpayers.

3.3 The Council could choose to create an application process and invite applications from council taxpayers. This option has been discounted as households most in need are unlikely to contact us and it would also be costly to administer.

3.4 The Council could choose to refund the overpayment of court costs at the rate of £2.50 per defendant to those who had been overcharged. This would not be practicable to administer nor would it be cost effective.

4.0 Reasons for decision

- 4.1 Providing a Council Tax Discretionary Reduction is the most effective way to use the funding available to support those most likely to be in need. It will provide a decrease in the amount of council tax to be paid for households who have been identified as in the highest financial need using grant funding and an amount of income which was directly related to council tax.

5.0 Financial implications

- 5.1 The Council has been awarded a Covid-19 Hardship Grant totalling £3.3 million, of which £3.0 million was allocated in 2020-2021 and so far in 2022-2023, leaving around £197,000 yet to be available for this scheme. In addition, £290,000 is remaining from the £300,000 allocated from the Household Support Grant which has been allocated to support housing costs and council tax low-income families. These grants need to be fully allocated by 31 March 2022, to avoid the requirement to repay unspent amounts to Government.
- 5.2 As detailed in paragraph 2.6, the Council has been notified that it will receive a refund of around £256,000 for overcharged liability order costs between April 2014 and July 2018. The Council will be required to evidence how the amount received through the refund of court costs has been used. It is therefore appropriate that this amount is used to reduce the council tax liability.
- 5.3 There will be some additional administrative costs in providing the council tax reduction of £2,000 for software costs and around £8,000 as costs for the exercise of rebilling these households. The administrative costs will be met from revenue budgets within the Revenues and Benefits Service.
- 5.4 This report therefore seeks approval to establish supplementary budgets totalling £743,000 fully funded from the Covid-19 Hardship Grant, Household Support Grant and the refund from the Courts.
[AS/10032022/E]

6.0 Legal implications

- 6.1 The Local Government Finance Act 2012 introduced Section 13A (1)(c) Local Government Finance Act 1992 which provides the Council with additional discretionary powers to reduce a person's council tax liability.
- 6.2 When the Council exercises any discretionary powers, it must do so rationally and in a considered and justified manner. This Report to Cabinet evidences the rationale and consideration for the recommendation before Cabinet.
[AS/10032022/A]

7.0 Equalities implications

- 7.1 An equality analysis has been carried out in respect of the Council Tax Discretionary Reduction. No adverse equality implications were identified, and the intentions of this recommendation are to financially support those most likely to be adversely impacted, across all protected characteristics.
- 7.2 Equalities considerations will be included in the monitoring of the reduction to ensure that it will demonstrate the approach taken is applied fairly and equally. In this way Councillors can be confident that the approach will meet the requirements of the Public Sector Equality Duty as established by the Equality Act 2010.

8.0 All other implications

- 8.1 The Covid-19 Pandemic has adversely affected many households in the City and in turn this has affected some resident's ability to pay their council tax. There are no adverse impacts considered as part of this proposed decision.

9.0 Schedule of background papers

- 9.1 [Local Government Finance Act 1992 \(legislation.gov.uk\)](https://legislation.gov.uk)
- 9.2 [Managing public money - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	Investing in our Well-Connected Communities Transport Capital Programme 2022-2023	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Steve Evans City Environment and Climate Change	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All Wards	
Accountable Director	John Roseblade, Director of City Housing and Environment	
Originating service	City Transport	
Accountable employee	John Charles	Team Leader
	Marianne Page	Service Manager Transport Strategy
	Tel:	
	Email	John.charles@wolverhampton.gov.uk Marianne.page@wolverhampton.gov.uk
Report to be/has been considered by	Directorate Leadership Team	8 March 2022
	Strategic Executive Board	11 March 2022
	Cabinet Member briefing	11 March 2022

Recommendations for decision:

The Cabinet is recommended to:

1. Approve the list of projects for development and implementation as part of the Transportation Capital Programme 2022-2023 and future years, as set out in Appendices 3, 4, and 5.
2. Authorise the Head of Transport to proceed with development work for each project detailed in Appendices 3, 4, and 5 including surveying, site investigation, options appraisal, feasibility analysis, traffic modelling, detailed design, statutory advertising and public consultation, as appropriate.

3. Approve the creation of supplementary budgets for 2022-2023 for the projects marked 'Approve' in the 'Decision' column of Appendices 3 and 4 for implementation, subject to the availability of funding.
4. Approve the virement of existing approved budgets for 2022-2023 totalling £270,000 within the Transport Capital programme to other projects as per section 6.12.
5. Authorise the Cabinet Member for City Environment and Climate Change, in consultation with the Director of City Housing and Environment to approve, through an Individual Executive Decision Notice (IEDN), implementation of the projects on the list marked 'IEDN' in the 'Decision' column of Appendices 3 and 4, subject to the satisfactory outcome of public consultation, availability of funding and any other relevant considerations.
6. Authorise the Cabinet Member for City Environment and Climate Change, in consultation with the Director of City Housing and Environment to approve, through an Individual Executive Decision Notice, the bringing forward of projects from Appendix 5 to Appendix 3 or 4 and thereafter to approve them for implementation during 2022-2023 subject to the satisfactory outcome of public consultation, availability of funding and any other relevant considerations.
7. Authorise the Cabinet Member for City Environment and Climate Change, and the Leader of the Council in consultation with the Director of City Housing and Environment and the Director of Finance to approve, through an Individual Executive Decision Notice, appropriate virements between existing approved budgets within the transport capital programme maximising use of resources.
8. Authorise the Chief Legal Officer to serve all necessary notices in respect of the projects listed in Appendices 3 and 4 and, subject to there being no unresolved objections, make traffic regulation orders as required.
9. Authorise the Head of City Transport and/or Black Country Director of Transport to make applications and bids for additional external funding noting that agreement ahead of submission will be obtained from the Director of Finance and appropriate governance will be followed to amend budgets on receipt of such funding.
10. Authorise the Director of Finance to approve the Council entering into funding agreements with the various funding bodies to receive grant funding in respect of the projects included in the report.
11. Authorise the Director of Finance to approve the Council entering into funding agreements with the various funding bodies to receive revenue grant funding in respect of the Local Authority Capability Fund, Capacity Funding and City Region Sustainable Transport Settlement (CRSTS) development funding.

12. Authorise the Black Country Director of Transport to enter into funding agreements with Black Country Authorities to passport Black Country Transport scheme funding in accordance with the approved collaboration agreement and to provide funding to Black Country Consortium in accordance with the Local Authority Capability Fund (LACF) Grant Agreement.
13. Approve use of Local Authority Capability Fund, Capacity Funding, CRSTS development funding and Midland Connects Funding included in this report.

Recommendations for noting:

The Cabinet is asked to note:

1. The expenditure and progress made in delivering £58.1 million worth of projects in the Transportation Capital Programme during 2018-2019, 2019-2020, 2020-2021 and forecast in 2021-2022 as set out in Appendix 2.
2. The Council's continuing success in bidding for additional funding and delivering new projects through the Active Travel Funding, Local Growth Fund, Access to Growth, and the West Midlands Combined Authority.
3. The inclusion of revenue funding as part of the CRSTS Development Funding package and Local Authority Capability Fund to support the development of the programme and the wider Black Country Programme

1.0 Purpose

- 1.1 To seek approval to a programme of capital projects to develop and maintain both the Wolverhampton transportation network and the wider Black Country transportation network where relevant for the financial year 2022-2023 and future years, subject to available resources and annual review. Cabinet are also asked to note the £58.1 million expenditure and progress made in delivering the extensive investment in the City's network between the financial years, 2018-2019, 2019-2020, 2020-2021 and 2021-2022.

2.0 Background

- 2.1 An efficient safe and smooth flowing highway network is an essential element of economic productivity and social connection. City of Wolverhampton must make the most of investment opportunities to enhance and improve its road network, supporting businesses and helping achieve our substantial regeneration ambitions.
- 2.2 The programme of works directly supports the priorities and objectives of Our City, Our Plan, ensuring that our communities and businesses are well connected, supporting our vital local businesses and enhancing the protection and generation of jobs. The underpinning principles of "Driven by Digital" and "Climate Focused" run through the programme including multimillion-pound investment in Smart infrastructure and Electric vehicle charging.
- 2.3 This report establishes the key projects and programmes that will be developed and delivered in 2022-2023 and reiterates the substantial investment in our highway network over previous years.
- 2.4 The transport capital budget proposals included in this report for 2022-2023 total £35.5 million and are funded by a mixture of external grants, developer contributions and Council resources. This includes Future High Street and Towns Fund funding which has been approved in previous reports by Cabinet. Further detailed background information, including the consideration of how schemes are prioritised, is given in Appendix 1.
- 2.5 As host authority for Black Country Transport, this report also outlines the substantial capital and revenue budgets associated with the organisation which operates to deliver major transport investment across the four Black Country Authorities. A breakdown of the proposed cross boundary schemes is included within Appendix 3 and details of the external funding which is expected to be drawn down to support the development of priority schemes.

3.0 Progress and Priorities

- 3.1 Appendix 2 shows the outturn for years 2016-2017 through to 2021-2022 and notably that approximately £58.1 million has been invested in our highway network in this time.

3.2 The City of Wolverhampton Council either resurfaced or treated over 219,000sqM of road and footways across the City 2021-2022. Notable schemes that have been progressed in the same year are set out in Table 3.1 below.

Table 3.1 Notable schemes delivered 2021-2022	
Programme/Project	Comment
Additional LED Variable message signing system	Used for traffic information and parking information and delivery of important City and National messages (for example in support of national lockdown messages)
Delivery of LED replacement street lighting programme	Over 16,000 units have been replaced of the 27,500 to deliver a substantial saving on electricity and reducing our carbon footprint
Major Scheme Development and Network Development	City East and City North Gateway scheme development and submission of major grant funding bids A4123 Business Case Progressed
City Centre Public Realm	Funding secured for Phase 1 Victoria Street and Phase 3 public realm outside of the Civic Halls area
Active Travel	Successful implementation of Emergency Active Travel Infrastructure across the city in response to the Covid pandemic, followed by permanent implementation of Active Travel measures in the city centre, around the Ring Road and on Wednesfield Road. Implementation of a regional Bike Hire Scheme with dock locations across Wolverhampton.

3.3 The schemes for approval in 2022-2023 are set out in Appendices 3 and 4. Appendix 3 “Projects for Implementation in 2022-2023 Network Development” includes the larger scale strategic schemes that are mostly externally funded. The majority of funding will be allocated through the new City Region Sustainable Transport Settlement (CRSTS) funding allocation confirmed at the Autumn Budget. West Midlands Combined Authority were invited to submit a CRSTS bid into Government to support capital transport investment within the region (April 2022 to March 2027), with both Highway Maintenance and Integrated Transport Block being subsumed within this new fund. The Department for Transport (DfT) confirmed resources of up to £1.05 billion for the region against a bid of £1.7 billion and WMCA as accountable body will be allocating funds through its Single Assurance Framework with incremental approvals being agreed relative to the stage each project is at within the lifecycle (i.e. strategic / outline / final business case).

Funding for the estimated scheme totals has not necessarily been secured but approval is sought to pursue development and funding opportunities. Table 3.2 below includes some of the key strategic priorities included in the 2022-2023 programme.

Table 3.2			
Programme/Project	Comment	Estimated Scheme Total £000	Estimated Expenditure 2022-2023 £000
City East Gateway Phase 1,2 & 3 – Walk, Cycle and Bus Corridor	Major Scheme application to DfT with Local Contribution from CRSTS	35,000	1,461
City Centre Public Realm – Phase 2, Access and Movement	Continued development and delivery of transformational change for the City Centre	15,300	800
Active Travel Infrastructure	Development of Black Country Local Cycling and Walking Infrastructure Plan (BCLCWIP) infrastructure priorities	15,000	500
Electric vehicle charging	Commencement of the installation of on street residential charging infrastructure	674	674

3.4 Appendix 4 “Projects for Implementation in 2022-2023 Local Projects and Maintenance” sets out the Highway Improvement, Network Development, Road Safety, Cycling and Maintenance schemes.

3.5 Table 3.3 below shows some of the headline priorities for delivery in 2022-2023.

Table 3.3			
Programme/Project	Comment	Overall Scheme Total £000	Estimated spend 2022-2023
City Centre Public Realm – Phases 1 and 3	Completion of Future High Street Fund (FHSF) works to deliver high quality public realm which supports wider city centre investment	15,661	9,793
Active Travel Infrastructure	Continued delivery of Wednesfield Road Cycle infrastructure	2,787	350
Further development of intelligent transport systems	Variety of highway improvements designed to increase the efficiency and resilience of our network	3,426	1,000

	including, sensors, monitors, advanced LED signage etc.		
Completion of the LED street lighting replacement programme	To replace all streetlights with low energy LED lighting units, saving energy and reducing our Carbon footprint	1,868	500

3.6 The full lists of schemes seeking approval for implementation in 2022-2023 are included in Appendices 3 and 4. Note that this report seeks approval of those schemes marked as “Approve” in the Decision column. “Prior” indicates that the scheme has already secured approval. The report also asks for delegated authority to bring forward schemes marked as requiring an Individual Executive Decision Notice (IEDN), where indicated, subject to available resources.

3.7 Appendix 6 provides three plans which indicate the location and spread of projects. Plan 1 are those projects implemented in the last three years, Plan 2 are those projects proposed for delivery in 2022-2023 and Plan 3 are potential future years schemes.

Black Country Transport (BCT)

3.8. As the host Authority for the Black Country Transport team, Wolverhampton will be facilitating the financial activities for the development of Black Country strategies and schemes. This includes securing a variety of external funding opportunities for work commissioned directly by BCT, or work to be undertaken by other Black Country Authorities.

3.9 Midlands Connect have provided scheme development funding which will be utilised by other Black Country Authorities to advance the schemes named within Appendix 3 and 5 for BCT, and will be subject to additional agreements to provide funding to other Black Country Authorities in accordance with the existing collaboration agreement

3.10 Future year CRSTS Development funding (revenue) is anticipated to be awarded, this will be accepted in principle according to the recommendations and be utilised for further development of the named schemes within Appendix 3 for BCT. The breakdown and detailed allocation of funding when known will be included for approval within the future year BCT Transport Capital Programme for 2023/2024.

3.11 Future Capital – Indicative CRSTS allocation for capital scheme delivery have been included alongside CWC Major Schemes and BCT schemes in Appendix 3 and 5. This funding is currently speculative for the region, and subject to DfT endorsement of the regional funding bid. In the event that the funding being made available for scheme delivery, approval of the required funding will be subject to the WMCA Strategic Assurance Framework.

4.0 Evaluation of alternative options

4.1 Options appraisals form part of each individual project development and prioritisation and are not discussed in detail in this report. As this is a comprehensive programme of improvements to manage and maintain the essential highway network, a do-nothing option is not viable

5.0 Reasons for decision(s)

5.1 The decision to approve the recommendations of this report is necessary to enable delivery of the Capital Programme in 2022-2023.

6.0 Financial implications

6.1 The Capital Programme 2021-2022 to 2025-2026 Quarter Three Review and 2022-2023 to 2026-2027 budget strategy was approved by Cabinet 23 February 2022 and Council on 2 March 2022. The approved Transportation capital programme is made up of a series of individual projects and programmes of works with resource allocations over £35.5 million for 2022-2023 and £39.6 million for future years. Significant further resources are also in the pipeline over the period.

6.2 Transport capital budget proposals set out in this report will be predominantly funded as part of the City Region Sustainable Transport Settlement (CRSTS) funding allocation confirmed at the Autumn Budget. West Midlands Combined Authority (WMCA) were invited to submit a CRSTS bid into Government to support capital transport investment within the region (April 2022 to March 2027), with both Highway Maintenance and Integrated Transport Block being subsumed within this new fund. The DfT confirmed resources of £1.05 billion for the region against a bid of £1.7 billion and WMCA as accountable body will be allocating funds through its Single Assurance Framework with incremental approvals being agreed relative to the stage each project is at within the lifecycle (i.e. strategic / outline / final business case). Notwithstanding this WMCA will ensure maintenance and Integrated Transport Block replacement funds can be deployed by Local Authorities in an agile manner, with local autonomy over these funds. At the time of this report WMCA have approved the following allocations as per the table below and agreements are imminent. Schemes utilising this grant are included in appendix 4 as 'approve' subject to this agreement.

Table 4 Grant Allocations	2022-2023 Grant Total £000	2022-2023 to 2026- 2027 Grant Total £000
S31 Transport Highway Maintenance Fund	1,474	7,370
S31 Transport Pot Hole Action Fund	1,474	7,370
S31 Transport Integrated Transport Block	1,442	7,205
S31 Transport Highway Maintenance Incentive Fund	368	1,840
Total	4,758	23,785

- 6.3 The Council is also in receipt of a grant agreement allocating £2.9 million Transforming Cities Fund (TCF) 2 capital grant as part of the CRSTS programme from WMCA. These schemes are included Appendix 3 under Black Country Transport Schemes and marked as 'Approve' subject to finalising this agreement.
- 6.4 Alongside CRSTS capital funding Wolverhampton on behalf of the Black Country has been awarded a revenue grant of £2.0 million Capacity Funding in 2021-2022 to support the development of the Black Country Transport Capital Programme for scheme development and Black Country Programme Management. The majority of this funding will be retained and managed by Wolverhampton Council. This report seeks approval to allocate £240,000 of this revenue grant in 2021-2022 to cover Black Country Transport Team costs. This will leave £1.8 million for 2022-2023 and future years to cover Black Country Transport Team Costs and any development costs for schemes identified in Appendix 5. The use of this grant is under review and will be subject to further budget approvals as set out in this report. Where grants are payable to other partners these will be paid in accordance with Black Country Transport collaboration agreements.
- 6.5 Similarly Wolverhampton has been allocated Local Authority Capability Fund (LACF) on behalf of the Black Country to promote cycling and walking in their areas through behaviour change and development plans. Approval is sought as part of this report to establish revenue budgets and passport grants to partners as set out in table 5 and in accordance with collaboration agreements. This is subject to a signed agreement with WMCA.

Table 5		
LACF Revenue Grant Allocations	Payable To	2022-2023 Grant Total
Behaviour Change		
Adult Cycle Training	Dudley MBC	£5,000
Cycle Maintenance Training	Dudley MBC	£5,000
Led Cycles	Dudley MBC	£2,500
Led Cycles	Sandwell MBC	£2,500
School Travel Planning	Walsall MBC	£20,000
Black Country Officer Post	CWC	£50,000
LCWIP Development	CWC	£500,000
Monitoring and Evaluation	Black Country Consortium	£65,512
Total		£650,512

- 6.6 Midlands Connects has also awarded a revenue grant for development work on A4123 Black Country Multi-Modal Corridor. Approval is sought to approve this revenue budget of £50,000.
- 6.7 Other significant anticipated resource allocations include funding sought internally; prudential borrowing and Highways Management reserves, alongside external grants bid submissions and allocations from Towns Fund and Office for Zero Emission Vehicles. These resources are at various stages in the approvals process but once approved will allow schemes identified in this report as requiring IEDN approvals to be advanced in 2022-2023.

- 6.8 For 2022-2023 the total value of the expenditure budget is £35.5 million including prior approved budgets, project slippage from 2021-2022 and requests for approvals included in this report. These budgets are funded from a range of existing approved resources including Prudential Borrowing, CRSTS, Section 278 / Section 38 funding, Section 106 contributions, as well as DfT and Department for Environment Food and Rural Affairs (DEFRA) grants for individual major projects, and other specific grant funded programmes.
- 6.9 This report focuses on development projects for 2022-2023 and future years. Appendix 2 provides the estimated outturn for 2021-2022 indicating a total expenditure of £17.8 million. Once outturn for 2021-2022 has been finalised any required adjustments for budgets impacting on the 2022-2023 and future years programme will be made in accordance with usual governance arrangements and those set out in this report.
- 6.10 The proposed package of projects shown in Appendices 3, 4 and 5 will be developed and managed within the resources available and further developed over the period 2022-2023 onwards. Cost estimates will be refined as projects are developed to produce a detailed design and identification of other costs such as service diversions. There is an intentional 'over-programming' of projects to reflect the reality that some projects will inevitably be delayed due to unexpected circumstances or changes to priorities. Overprogramming aims to ensure that, as far as possible, the resources available can be fully utilised.
- 6.11 This report seeks approval of the budgets as detailed in the Appendices at programme/project level. Further to this the approved budgets will be included in the Capital Budget Outturn 2021-2022 including Quarter One Capital Monitoring 2022-2023 report to be presented to the Cabinet later in the year. The final details of the 2021-2022 outturn position will also be presented to Councillors in that report.
- 6.12 As well as the allocation of resources for 2022-2023, this report seeks approval to vire existing £270,000 from City North Gateway Phase 2- A449 Stafford Road to City East Gateway Phase 1 & 2- A454.
[ES/15032022/Z]

7.0 Legal implications

- 7.1 Under section 41 of the Highways Act 1980 the Council, as the highway authority, is under a duty to maintain public highways.
- 7.2 Where appropriate, legal advice will be obtained in respect of the various projects as and when they become operational in respect of matters arising under the Highways Act 1980, the Town and Country Planning Acts and other relevant legislation.
[SZ/11032022/P]

8.0 Equalities implications

- 8.1 Equalities assessments will be undertaken for projects and programmes where appropriate and in accordance with City Council policies and agreed protocols. Full and detailed consultation will be undertaken before projects are commenced and in the event of objections being received, these will be taken into consideration and the scheme modified if appropriate.

9.0 All other implications

- 9.1 The work programmes set out in this report generally have environmental benefits. Many of the Network Development projects are aimed at reducing congestion and hence air pollution. Other projects will improve environmental safety for highway users. The 'carbon footprint' associated with carrying out this work is considered to be offset by the benefits that will be achieved. The replacement of streetlights with LED lamps has a significant energy/carbon saving which is incorporated into the supporting business case and forms a key objective in the Council Plan.
- 9.2 The delivery of the programme as proposed will fully commit the existing employee resources available to support the Transportation Capital Programme.
- 9.3 The safe and efficient operation of our highway network minimises the associated adverse health implications from reduced casualties of traffic accidents and will reduce pollution from vehicles. Improved air quality will have a direct positive impact on people's health. The attraction of investment and creation of housing and jobs that are facilitated by investment in our highway will also improve the general health and wellbeing of our citizens.
- 9.4 Whilst the transport network has not been under stress during the lockdown period, preparations for recovery are well in hand. There is evidence to suggest that during the recovery period preferred modes of transport may shift away from public transport towards the increased use of private vehicles. The safety and efficiency of our highway network is essential not least to the economic recovery of the region. This programme specifically invests in network improvements and will directly contribute to our ability to deal with shifting demand.

10.0 Schedule of background papers

- 10.1 Cabinet 23 February 2022 and Council on 2 March 2022 - [Capital Programme 2021-2022 to 2025-2026 Quarter Three Review and 2022-2023 to 2026-2027 Budget Strategy](#)

11.0 Appendices

- 11.1 Appendix 1 – Additional Background Information

- 11.2 Appendix 2 – Projects undertaken during 2018-2019, 2018-2019, 2020-2021, 2020-2021, 2021-2022
- 11.3 Appendix 3 – Projects for implementation in 2022-2023 Network Development
- 11.4 Appendix 4 – Projects for implementation in 2022-2023 Local Projects and Maintenance.
- 11.5 Appendix 5 – Projects for Development for Future Years
- 11.6 Appendix 6 - Plans 1, 2 and 3.

Appendix 1

Transport Capital Programme Appendix 1

Additional Background Information

1.1 The Transportation Capital Programme has been developed to take account of a number of 'key transport priorities' for the City of Wolverhampton that have been developed in conjunction with the Council's regional partners to support the regeneration of the city and the wider Combined Authority agenda. These include the Stafford Road and Birmingham Road corridors, City East Gateway; improvements to the ring road and arterial route network; further development of the city's cycle network; and enhancing the public realm in the city centre.

1.2 The Government's Road to Zero strategy has also pushed the sustainability agenda to the top of the Transportation Capital Programme, with the introduction of new projects encompassing ULEV strategies and Electric vehicle charging.

1.3 Of equal importance is the maintenance of our existing Highways (to help the increasing demand the highways are being put under). There is national recognition that the level of investment in highway maintenance has been significantly insufficient for many years. The Local Government Association estimate that the current funding gap between what is available and what would be needed to keep our roads in a reasonable condition is over £9 billion nationally. Putting this into context, the amount needed to bring the roads in City of Wolverhampton to a reasonable condition would be circa £20 million whereas the annual available maintenance budget is in the region of £3-4 million. This emphasises the need for the City to make the absolute most of its available resources and prioritise its activities carefully and efficiently.

1.4 The capital programme usually includes separate allocations each year for the development of the highway network and for capital maintenance of the existing network. The programmes are predominantly funded by Central Government via annual grant allocations from the Department for Transport (DfT), known as the Integrated Transport Block Grant and the Highways Maintenance Block Grant. These grants are supplemented by Council prudential borrowing and third-party funding secured through planning obligations or agreements through section 278 or section 38 of the Highways Act. As of this financial year the DfT allocation for these activities forms part of the City Region Sustainable Transport Settlement (CRSTS) submission to central government. CRSTS remains subject to final approval from DfT, but the allocations for former ITB and Highways Maintenance for 2022/23 have been confirmed by WMCA and an agreement is imminent.

1.5 This report seeks approval of a list of projects, for implementation during the financial year 2022-2023 and a further list of projects for which development work should be authorised with a view to implementation in future years subject to funding availability.

1.7 This approach recognises the need to develop a 'pipeline' of future projects by undertaking the initial development work that might be necessary to get projects

'shovel ready'. Such work might include traffic modelling, feasibility, site investigation, detailed design and public consultation, among other activities. This preparatory work is important as it enables the programme to be flexible, dynamic and positions the Council to respond to changing circumstances. For example, the Council has been particularly successful at securing additional funding allocations which have been announced at short notice, further supporting our regeneration ambition and building resilience in our network

1.8 This method also allows flexible management of budgets with the ability to bring forward alternative projects to accommodate any slippage within the programme or to react to changing circumstances or new funding opportunities. This flexibility and 'pipeline' approach has allowed the Council to bid successfully for a number of major projects over the last few years.

1.9 The priority given to each project will depend on several factors including objective analysis such as accident and speed data, highway condition surveys, lifecycle planning, public consultation results etc. Relative priority will also be governed by the project's merits in terms of supporting local and regional objectives, regeneration ambition and contributing to the overarching priorities of the Council.

1.10 Progress reports will be submitted to councillors at least annually to provide an update on the work completed; review the priorities for future work; add further projects to the List of Projects for Development; and to seek the necessary approvals for the development and delivery of projects as required.

1.11 The Interchange project nears completion and work is well underway with a substantial element of the Metro extension already completed. The project is being delivered with key partners and largely falls outside this Transportation Capital Programme, but it remains a key transport priority for the City and employees are working with partners to assist their delivery.

1.12 The projects undertaken between, 2018-2019, 2019-2020, 2020-2021, 2021-2022 and the outturn on each, are set out in the table at Appendix 2. Cabinet is requested to note the successful delivery of the many and varied Transportation Capital Projects over the previous four years. It is worth noting that a large proportion of this investment is directed at the local economy with use of local contractors and Social Value contributions.

1.13 The proposed projects that form the Transportation Capital Programme for 2022- 2023 are set out in appendices 3 and 4, while the projects for development for future years are set out in appendix 5. The estimated cost of each project is indicated, although costs will be refined as each scheme progresses through the feasibility/design/consultation process. There is an intentional 'over-programming' of projects to reflect the reality that some projects will inevitably be delayed due to unexpected circumstances or changes to priorities. The various work programmes, and the individual projects which make up those programmes, will be managed within the overall available resources for the relevant financial year and in accordance with the Authority's developing priorities. All works on the highway are coordinated by traffic managers to ensure that any disruption is minimised.

1.14 As host authority for Black Country Transport (BCT) the report also includes the anticipated funding to be received, spent and also passported to other organisations through BCT activities, in accordance with the existing Collaboration Agreement. The programme contained within the report does include revenue and capital funding for development and some delivery of major transportation schemes across the Black Country area.

2.0 Progress

2.1 The right-hand column in Appendix 3 and 4 indicates the approval status of each project in the programme. It should be noted that Appendix 3 contains more of the strategic schemes that are largely funded through external provision. Some of the scheme values are large and budgets have not yet been approved but approval is sought to pursue development and funding opportunities. The development funding associated with BCT are also contained within Appendix 3 with all funding associated for these coming from external grants, including CRSTS Development Funding, Local Authority Capability Fund (LACF), Midlands Connect development funding and Transforming Cities Fund (round 1 and 2).

- Projects marked 'Prior' indicate that projects have previously been approved for implementation but have yet to commence or are in delivery.
- Projects marked 'Approve' indicate that Cabinet is requested to approve the project for implementation subject to confirmation of funding (or to confirm approval in the case of projects that were previously approved); this category typically applies to projects where a separate consultation with local residents/businesses is not required because they do not involve any significant change to the network or the status of the project is now well advanced.
- Projects marked 'IEDN' are generally those which require further development work such as a public consultation exercise to be undertaken before the design can be finalised and therefore this report seeks delegated authority to the Cabinet Member for City Environment, in consultation with the Director for City Environment to approve implementation through an Individual Executive Decision Notice subject to the availability of funding.
- Projects marked 'Cabinet' are those for which a separate report is intended to be brought to Cabinet/Cabinet (Resources) Panel at the appropriate time, seeking approval to implement the project. These are generally projects with a high value (in excess of £1.0 million) or a high public profile.

2.2 Cabinet is requested to approve the projects in appendix 5 for development in anticipation of them being implemented in future years. 'Development' may include surveying, site investigation, options appraisal, feasibility analysis, traffic modelling, detailed design, statutory advertising and public consultation, among other activities. Approval is also requested to delegate authority, by means of an IEDN, for projects in appendix 5 to be brought forward into 2022-2023 if necessary, to respond to changes in priorities and provide the necessary flexibility in the programme.

2.3 Delivery of the programme will be achieved using a combination of the Council's own employees and external contractors.

2.4 Employees will seek to deliver the programme in the most cost-effective way and minimise the impact on communities and highway users by, wherever possible, coordinating maintenance projects with those for developing and improving the highway network.

2.5 The programme contains nine separate components of which five relate to network development and four are capital maintenance. These are as follows:

Network Development

2.6 Major Schemes and Black Country Transport

The programme includes projects funded (or intended to be funded) in partnership with other organisations. These include CRSTS, LACF, Transforming Cities and direct Central government funding via Midlands Connect, DfT, DLUCH and DEFRA. It also includes funding from West Midlands Combined Authority and Transport for West Midlands as part of their available funding mechanisms relating to housing and employment growth, HS2 connectivity, network management, sustainable transport and innovation (part of the wider CRSTS programme). These projects aim to unlock growth and development through investment in transport infrastructure, promote new approaches to infrastructure provision and management, facilitate a shift in mode to more sustainable journeys and support innovation and carbon reduction. Projects referred to in this report include City North Gateway, City East Gateway, City Centre Public Realm, Ultra Low Emission Vehicle programme (ULEV) and all of the BCT pipeline of projects.

2.7 Highway Improvement Programme.

This category includes projects that will have a significant impact on the network in reducing congestion and improving access to regeneration and development sites, thereby helping to encourage economic growth. They also contribute to facilitating a change in journeys to more sustainable modes and support innovation. Such projects vary in size and scale but can be large and significant in both cost and benefit terms. Previously funded primarily through the Integrated Transport (IT) Block grant, they now form part of the CRSTS funding stream and are also supplemented in some cases by developers' contributions or individual project grants direct via the Combined Authority.

2.8 Local Safety Programme.

This programme has been a major contributory factor in the reduced number and severity of road traffic personal injury accidents in Wolverhampton. The programme is developed using a prioritisation process in which each location is assessed on a range of factors including accident history, traffic flow, vehicle speeds and community surroundings. Potential projects are included in the programme based on issues that have been identified, often by local residents and businesses, as traffic management or road safety concerns. However, the list of projects requested is

extensive and the prioritisation process means that some locations may remain on the list for many years.

2.9 Cycling Programme.

This is a programme of projects to assist cyclists and promote cycling. Many of the projects are identified through liaison with local cycling groups regional partners and the City Council's Cycle Forum and road safety plan.

2.10 Safer Routes to Schools Programme. This programme contains projects which are developed in conjunction with schools with the aim of tackling road safety concerns, reducing traffic congestion, improving air quality, and localised on-street parking problems. The programme contributes to the Council's objectives in relation to tackling child obesity and improved fitness by encouraging children to walk and cycle to school rather than being driven to school.

Capital Maintenance

2.11 Formerly funded through the Highway Capital Maintenance Block Grant the CRSTS now forms the major source of funding for highway maintenance projects, this includes both carriageways and footways. Some additional funding is provided from local resources. These programmes are developed from data collected before the worst of the winter weather. It is essential to build in flexibility to allow for exaggerated deterioration and conflicting issues such as utility works, or major project/developments.

2.12 Capital Maintenance of Classified Roads. This programme involves reconstruction and resurfacing of classified (A, B and C class) roads and is funded primarily from the CRSTS allocation. The priority given to each scheme will depend on a number of factors including condition survey data, maintenance records, visual inspections, customer complaints and ward councillor requests. The approach accords with the Council's Highway Asset Management Plan and incorporates the principles of lifecycle planning. The programme will be managed within the available resources each financial year and in accordance with developing priorities.

2.13 Capital Maintenance of Unclassified Roads. This programme covers the 'minor' roads in the network and includes both carriageway and footway resurfacing. As with classified roads, the projects to be implemented each year will depend on the availability of funding and the relative priority of each project. A life cycle-based planning programme has been developed for 2022-2023. It follows similar logic to that previously used for the classified network and strengthens our asset management approach. These projects will build on the work already undertaken to enhance the city's public realm and make the retail core a more attractive, vibrant place for shoppers and visitors.

2.14 Highway Structures. The Council is responsible for approximately 120 bridges, subway, footbridges and retaining walls, which are inspected on a two-year cycle. Defects identified are then programmed to be dealt with, where practical, from the approved capital budget. Larger projects such as bridge strengthening, or

replacement will usually require separate funding and will involve applying for specific government grants and securing budget approval.

2.15 Other Programmes. The Disabled Access programme is a package of measures to improve the accessibility of our footway network for users with physical or sensory disabilities. The Street Lighting Replacement Programme has been developed and approved using the established street lighting prioritisation process for replacing worn out columns and upgrading to new energy efficient lighting. The major replacement of all street lighting with LED has commenced together with an enhanced SMART City programme delivered through a successful European Regional Development Fund bid worth £2.4 million.

2.16 This year's programme includes the anticipated completion of one flood relief project to address persistent flooding of properties at Waterhead Brook, Underhill. The brook is on the boundary with Staffordshire and the project will be promoted in partnership with Staffordshire County Council. It is expected to be funded primarily through central government grant funding available to deal with local flooding issues and approx. £160,000 has been secured.

2.17 The capital expenditure on the reconstruction and resurfacing of roads and footways, as part of a planned Asset Management programme, has the effect of reducing the need for reactive maintenance and hence the pressure on the Council's revenue budget for maintaining the highway network. It has also been shown to reduce the number (and cost) of insurance claims against the Council

2022-23 City Transport Capital Programme

Projects undertaken during 2017/18, 2018/19, 2019/20, 2020/21, 2021/22

Appendix 2

* At the time of writing figures for 2021/22 are unavailable

Programme / Project Title	Ward	Outturn 2017- 2018 £000	Outturn 2018- 2019 £000	Outturn 2019- 2020 £000	Outturn 2020- 2021 £000	*Estimated Outturn 2021-2022 £000
Network Development						
Wolverhampton & West Midlands Major Projects						
i54 Access	N/A	-	134	-	-	-
Brewers Yard - Culwell Street (Ph1)	Heath Town	0	0	0	0	100
Brewers Yard - Wholesale Market - New Build	East Park					72
Brewers Yard - Fleet Depot - New Build	Heath Town					70
Coach Link	St Peter's	2	-	-	-	-
Springfield Campus to Interchange connectivity	Heath Town	121	-	-	-	-
City East Gateway (Willenhall Road Corridor) modelling and scheme development	Heath Town, East Park	54	-	-	-	-
A4123 Birmingham Road Corridor modelling and scheme development	Blakenhall, Spring Vale, Ettingshall	88	6	32	-	-
A4123 Corridor – A4150 Ring Rd to A456 Hagley Road	Blakenhall, Spring Vale, Ettingshall	-	-	-	22	471
A41 Moxley Gyratory						73
Pinfold Bridge, Wednesfield	Wednesfield South	898	-	-	-	-
City North Gateway Phase 1	Bushbury North, Oxley	2,379	3,729	927	6	-
City Centre – Westside Link Development	St Peter's	55	102	-	-	-
Wolverhampton to Willenhall Metro Study	St Peter's, Heath Town, Wednesfield South	150	23	-	-	-

Springfield Campus Connectivity Phase 2 development	Heath Town	-	103	461	-	-
Future High Street Fund						124
City North (A449) and City East (A454) Gateway – Major Scheme Development	Bushbury North, Oxley, Heath Town, East Park	200	127	333	268	1,030
i54 Western Extension	N/A	-	70	-	-	-
Total		3,947	4,294	1,753	296	1,940
LGF Managing Short Trips						
City Centre and Ring Road cycling improvements including St John's crossing	St Peter's	202	-	-	-	-
i54 to Science Park cycle route	Bushbury South & Low Hill, Bushbury North	129	-	-	-	-
Bradley arm	Bilston East	179	-	-	-	-
Total		510	0	0	0	0
Highway Improvement Programme						
UTC Expansion CCTV	Various	-	-	-	158	143
Stafford Road/Oxley Moor Road - new signs and signal upgrade	Oxley/Bushbury North	-	-	-	34	-
Bradley Lane - traffic calming	Bilston East	-	-	-	127	-
Stafford Street - guardrail review	St Peters	-	-	-	7	-
St Peters Ringroad/ Waterloo Road Cycleway	St Peters	-	-	-	2	440
Warstones Road/Warstones Primary - installation of new crossing	Merry Hill/Penn	-	-	-	10	-
EATF Tranche 1 - Lichfield Street, Queens Square and Darlington Street lane closure, removal of bays and seating	St Peters	-	-	-	52	-
EATF Tranche 1 - Contra flow cycle lane in Darlington Street / Lichfield street and cycle parking.	St Peters	-	-	-	65	-

EATF Tranche 1 - Victoria Street closure to motor vehicles and creation of a pedestrian / cycling zone.	St Peters	-	-	-	48	-
EATF Tranche 1 - Gateway markings and arrangements at ring road access points to aid social distancing	St Peters	-	-	-	29	-
Post Covid Vibrancy (City Centre, Wednesfield and Bilston)	Various	-	-	-	57	-
City Centre Public Realm – Dudley Street	St Peters	-	-	-	192	-
Highways and Parking Alterations – Wednesfield Market Car Park - resurface and markings	Wednesfield South	-	-	-	59	-
Victoria Street Public Realm	St Peter's					2,507
Civic Halls Public Realm	St Peter's					2,001
Public Realm Improvements - Wednesfield High Street	Wednesfield South	-	-	-	66	-
City East Gateway A454 - Japanese Knotweed	East Park	-	-	32	31	-
High Street, Tettenhall (s106 funding) traffic calming and zebra crossing	Tettenhall	-	-	51	-	-
Hare Street/Oxford Street - highway modifications	Bilston East	-	-	3	-	-
Kitchen Lane - traffic calming and zebra crossing	Wednesfield North	-	-	3	-	-
Greenfield Lane - traffic calming and zebra crossing	Bushbury North	-	-	1	-	-
Finchfield Lane	Tettenhall Wightwick/Merry Hill	-	-	6	52	-
Dunstall Road/Evans Street	St Peters	-	-	4	121	-
Waddensbrook Lane – crossing facility	Wednesfield South	-	-	59	-	-

Castlecroft area local safety improvement	Tettenhall Wightwick/Merry Hill	-	-	1	-	-
Bushbury Lane - crossing	Bushbury South and Low Hill	-	-	2	82	-
Wergs Road/Yew Tree Lane	Tettenhall Regis	-	-	8	-	-
Wednesfield Road - footway widening and introducing shared cycle route	Heath Town	-	-	1	27	762
Black Country Ultra Low Emission Vehicle Programme - Wolverhampton 2019-2020	Various	-	-	6	-	-
Black Country Ultra Low Emission Vehicle Programme - Wolverhampton 2020-2021	Various	-	-	-	20	8
Black Country Ultra Low Emission Vehicle Programme – Dudley, Sandwell and Walsall share	Various	-	-	19	59	19
UTC Wireless Telecommunications	Various	50	52	67	48	85
Raglan St Sainsburys s278 works	St Peter's	3	-	-1	-	-
Birmingham New Road/Shaw Road	Spring Vale	13	-	23	13	-
Compton Park access road and cycle route	Park	1	-	-	-	-
New Cross area parking management	Heath Town, Wednesfield South	47	11	-	-	-
Alfred Squire Road/Neachells Lane traffic signals upgrade	Wednesfield South	174	-	-	-	-
Ring Road/Snow Hill traffic signals upgrade	Blakenhall/St Peter's/Ettingshall	35	-	-	-	-
Traffic signs replacement	Various	-	-	6	-	-
Advance design of future projects	Various	213	47	88	99	189
Cannock Road/Raynor Road CCTV	Bushbury South and Low Hill	33	-	-	-	-
Newhampton Road /Hunter Street signal upgrade	Park/St Peter's	80	124	-	-	-

A4124 traffic signal upgrades (NPIF)	Heath Town/Wednesfield South	502	-	-	-	-
Cannock Road/Cross Street North	Bushbury South, Low Hill, Heath Town	-	16	31	-	4
Ring Road and City Centre signage	St Peter's	-	30	323	338	298
Bus Infrastructure improvements	Various	-	15	2	-	-
City Centre wayfinding	St Peter's	-	31		-	-
Ring Road 30mph and City centre	St Peter's					180
UTC Expansion of CCTV/Driver information/ANPR	All	-	123	165	167	180
Cannock Road/Stafford Road Junction	Bushbury South, Low Hill, Heath Town, St Peter's	-	250	-	-	-
Craddock Street Subway Closure	Park	-	5	304	50	-
A4150 Signal optimisation measures	Various	-	-	207	-	-
Stafford Road Corridor Improvements	Bushbury South & North, Low Hill, Oxley, St Peter's	10	-	-	-	-
Ultra Low Emission Bus Pantograph	St Peters					143
Integrated Transport – Bus Lane enforcement	Various	45	-	-	-	-
Total		1,206	704	1,411	2,013	6,959
Local Safety Programme						
Stafford Street toucan crossing	Bushbury South & Low Hill, St Peter's	177	4	-	-	-
Urgent Works/TRO's/Signs/Guardrails/Markings/	Various	250	234	315	203	224
Wolverhampton Road East zebra crossing and traffic calming	Blakenhall	50	17	-		-
Bradley Lane Traffic Calming	Bilston East					8
Lunt Road Traffic Calming and zebra Crossing	Bilston East					5
Dixon Street	Ettingshall					100
Shaw Road/ Ettingshall Road/Hurst Road	Spring Vale					30

Ettingshall Road/Manor Road	Ettingshall					50
Arterial Route Stafford Road - Areas at Risk of Accidents	St Peter's/ Bushbury South and Low Hill					480
Great Hampton St Landscape improvements	St Peter's	18	-	-	-	-
Sun Street Guard Railing	Heath Town	9	-	-	-	-
Mill Lane	Tettenhall Wightwick	3	8	-	-	-
Vehicle activated speed warning signs	Various	1	8	44	54	30
Traffic calming to Glaisher Drive, Science Park	Bushbury South, Low Hill	-	50		-	-
Average Speed Cameras	Various	-	140	9	-	-
Average Speed Cameras – Walsall, Sandwell and Dudley	Various	-	2	137	406	-
LSS Penn Road/Springhill Lane	Penn	1	-	-	-	-
Total		509	463	505	663	927
Cycling Programme						
Cycle Route Improvements	Various	1	2	-	3	-
National Cycle Routes	Various					110
Cycle Parking	Various	-	4	12	11	-
Total		1	6	12	14	110
Safer Routes to School						
Barnhurst Lane/Aldersley High School	Oxley					55
Warstones Road/ Warstones Primary School - Installation of new crossing	Merry Hill/ Penn					30
School gate parking	Various	2	-	9	21	40
Total		2	0	9	21	125
Capital Maintenance of Classified Roads						
Replacement of non-compliant safety fencing	Various	-	-	-	34	30

Development of the Highway Asset Management Plan and Strategy	Various	-	-	-	13	-
Highways Maintenance Challenge Fund 2021 - Blaydon Road	Oxley	-	-	-	367	-
Highways Maintenance Challenge Fund 2021 - Dilloways Lane	East Park	-	-	-	170	-
Highways Maintenance Challenge Fund 2021 - Dunstall Road	St Peter's	-	-	-	7	133
Highways Maintenance Challenge Fund 2021 - Great Brickkiln Lane	St Peter's	-	-	-	125	-
Highways Maintenance Challenge Fund 2021 - Griffiths Drive	Wednesfield North	-	-	-	596	-
Highways Maintenance Challenge Fund 2021 - New Street	East Park	-	-	-	56	-
Highways Maintenance Challenge Fund 2021 - Prouds Lane	East Park	-	-	-	587	-
Highways Maintenance Challenge Fund 2021 - School Road	Tettenhall Wightwick	-	-	-	7	178
Highways Maintenance Challenge Fund 2021 - The Holloway	Tettenhall Wightwick	-	-	-	137	-
Highways Maintenance Challenge Fund 2021 - Warstones Drive	Penn	-	-	-	437	-
Highways Maintenance Challenge Fund 2021 - Willenhall Road	Bilston North	-	-	-	371	5
Highways Maintenance Challenge Fund 2021 - Ring Road Footways	St Peter's	-	-	-	5	-
Highways Maintenance Challenge Fund 2021 - Upper Villiers Street	Blakenhall	-	-	-	178	-
Bridgnorth Road - resurface carriageways	Merry Hill/ Tettenhall Wightwick	-	-	-	86	-
Bushbury Lane (Stafford Road to Shaw Lane) - resurface carriageways	Bushbury South and Low Hill	-	-	-	46	-
Cannock Road - Phase II	Fallings Park	-	-	292	-	270

Broad Street	Heath Town	-	-	111	-	-
Moseley Road	Bilston North	-	-	387	-	-
Trysull Road	Merry Hill	-	-	69	-	-
Stafford Street/Cannock Road	St Peter's	-	-	10	-	-
Neachells Lane	Wednesfield South	-	-	114	-	-
Hordern Road	St Peter's/ Park	-	-	297	-	-
Waterloo Road	St Peter's/ Park	-	-	83	-	-
Birmingham New Road (Parkfield Road to Spring Road)	Spring Vale, Ettingshall, Blakenhall	529	513	-	-	-
Black Country Route (Coseley Road to Oxford Street)	Bilston East	221	205	-	-	-
Penn Road (Stubbs Road to Coalway Road)	Penn	93	-	-	-	-
Coalway Road (Penn Road to Warstones Road including Trysull Road/Oxbarn Avenue junction)	Penn/Graisleley/	679	-	-	-	-
Bilston Road (Ring Road to Culwick Street – Rail Replacement support)	East Park/Ettingshall/ Bilston North	690	-	-	-	-
Chapel Ash/Compton Road (Part)	Graiseley/Park	416	-	-	-	-
Lower Street	Tettenhall Regis	142	-	-	-	-
Cannock Road – Blackhalve Lane Junction	Fallings Park	-	115	-	-	-
Compton Road	Park					165
Specialist Surface Treatments	Various	-	7	2	3	14
Capital Maintenance of Unclassified Roads						
Hamble Road - resurface carriageways	Merry Hill	-	-	-	2	-
Inkerman Street	Heath Town					225
Showell Circus	Bushbury South and Low Hill					185
Broad Lane South/Stubby Lane Junction	Wednesfield South					110
Griffiths Drive - resurface Carriageways	Wednesfield North					110

Cross St North - resurface Carriageways	Bushbury South and Low Hill						113
Codsall Road	Oxley						127
Waterhead Drive flood defence works	Bushbury North	-	-	-	32		94
Public Rights of Way Improvements	Various						20
Wright Avenue Estate	Wednesfield South						100
Marston Road/Penn Road Junction	Blakenhall						137
Wright Avenue/Hylstone Crescent/Pritchard Avenue and roads off	Wednesfield North	-	-	-	195		-
Northwood Park Road	Bushbury North	-	-	-	254		-
Marston Road - resurface carriageways	Blakenhall	-	-	-	242		-
Fareham Crescent - resurface carriageways	Merry Hill	-	-	-	91		-
Church Hill - resurface footways	Penn	-	-	-	2		348
Northycote Lane	Bushbury North	-	-	10	105		-
Hunter Street	St Peter's/ Park	-	-	27	-		-
Lichfield Street (Princes Square/ Railway Drive)	St Peter's	-	-	50	-		-
Lea Manor Drive/Trimpey Gardens	Penn	-	-	338	94		-
Vicarage Road	Penn	-	-	65	-		-
Westside Link Phase 1	St Peters	-	-	416	553		-
Bushbury Lane	Bushbury South & Low Hill	364	112	19	-		225
Stafford Road	Bushbury South & Low Hill	28	-	-	-		-
Pothole Fund	Various	174	999	369	201		200
Three Tuns Lane	Bushbury North	167		-	-		-
Ash Street	Bilston East	-	127	-	-		-
Highfields Road	Bilston East	-	50	-	-		-
Salop Street	Bilston East	-	45	-			-
Brooklands Parade and roads off	East Park	135	100	-	-		-
Newhampton Road East	Park	10	-	-	-		-
Dudley Street	St. Peters	164	-	-	356		51
Bilston Street	St. Peters	105	-	-	-		-
Darlington Street	St. Peter's	34	-	-	-		-

Thin surface treatment	Various	667	800	640	624	697
Woodhouse Road	Tettenhall Regis	38	-	-	-	-
The Crescent	Bilston East	-	67	-	-	-
Broad Lanes/Coseley Road	Bilston East	-	175	-	-	-
Chesterton Road	Fallings Park	-	44	-	-	-
Dickens Road	Fallings Park	-	82	-	-	-
Ranelagh Road	Blakenhall	-	47	-	-	-
Ruskin Road	Fallings Park	-	100	70	-	-
Spondon Road	Wednesfield North	-	111	-	-	-
Pinfold Lane Footways	Penn	-	111	114	-	-
Footway Works	Various	37	-	-	-	-
Highway Structures						
Pinfold Bridge Wednesfield - New Footbridge and deck replacement	Wednesfield South	-	-	-7	-	-
Lyndale Drive Culvert	Wednesfield South					10
Willenhall Road Culvert	East Park					10
Replacement Asphaltic Joints	Various					30
Arthur Street Bridge	Bilston East	-	-	55	759	1,031
Vaughan Subway	East Park	-	-	10	150	-
Highway structures, strengthening and maintenance (rolling programme)	Various	30	-	-	59	121
Hordern Road Bridge strengthening	Tettenhall Regis/Park/St Peter's	14	-	-	-	-
Tettenhall Road Bridge parapet repairs	Tettenhall/Wightwick	102	-	-	-	-
Compton Bridge resurfacing	Tettenhall/Wightwick	-	6	-	-	-
Other Capital Maintenance Programme						
EATF Tranche 1b - Ring Road St Peter's Crossing	St. Peter's	-	-	-	114	-
Transport Structural Maintenance - Street Lighting	Various	-	-	308	192	375
Smart Intelligent Infrastructure Investment (ERDF)	Various	-	-	-	1,607	2,426

Street Lighting replacement programme (Invest to Save)	Various	-	-	10	108	200
Disabled Access (rolling programme)	Various	-	-	11	-	-
Grant Payments to private partners (ultra low emission taxis)	Various	-	-	295	186	-
Total Capital Maintenance Programme		4,839	3,816	4,165	9,151	7,740
Total Transport Capital Programme		11,014	9,283	7,855	12,158	17,801

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2022-2023 City Transport Capital Programme

Appendix 3

Projects for Implementation in 2022-2023 Network Development

(Note: The Estimated Scheme Totals in the table are indicative this is not approval of actual budget which in many cases remains to be established)

Key to 'Decision' column
Prior: Projects that have been previously approved for implementation which may include slippage
Approve: Cabinet is requested to approve these projects for implementation in this report
IEDN: Cabinet is requested to delegate authority to the Cabinet Member for City Environment and Climate Change and the Director of City Housing & Environment to approve these projects for implementation following the consultation process.

Programme/ Project Title	Ward	Estimated Scheme Total	Allocation of 2022- 2023 Resources to Projects	Existing Approved Allocations	Total Budget 2022-2023	Decision
		£000	£000	£000	£000	
Major Schemes						
City East Gateway Phase 1 & 2 A454 - Development	Heath Town, East Park, St Peters	£660	£201	£459	£660	Approve
City East Gateway Phase 3 A454 - Development	Heath Town, East Park, St Peters	£201	£201	£0	£201	Approve
City East Gateway Phase 3 A454 - Delivery	Heath Town, East Park, St Peters	£600	£600	£0	£600	IEDN
City North Gateway Phase 2+ A449 Stafford Road - Development	Bushbury North, Oxley, Bushbury South, Low Hill, St Peters	£200	£0	£200	£200	Prior
City North Gateway Phase 2+ A449 Stafford Road - Delivery	Bushbury North, Oxley, Bushbury South, Low Hill, St Peters	£8,000	£2,000	£0	£2,000	IEDN
Ring Rd Cycleway	St Peters	£652	£213	£0	£213	IEDN

Ring Road A4540 - Phase 2 cycle route	St Peters	£1,000	£100	£0	£100	IEDN
A4124 Wednesfield Rd Cycleway	Wednesfield Sth, Heath Town, St Peters	£787	£250	£27	£277	Prior
A4124 Wednesfield Rd Cycleway - Future phases	Wednesfield Sth, Heath Town, St Peters	£2,000	£100	£0	£100	IEDN
GF - Victoria Street Public Realm (Phase 1)	St Peters	£11,337	£0	£7,220	£7,220	Prior
City Centre Public Realm (Phase 2) Development	St Peters	£300	£300	£0	£300	IEDN
City Centre Public Realm (Phase 2) Delivery	St Peters	£15,000	£500	£0	£500	IEDN
GF - Civic Halls Public Realm (Phase 3)	St Peters	£4,324	£250	£2,323	£2,573	Approve/Prior
GF - Future High Street Fund (Box Park)	St Peters	£5,823	£0	£2,897	£2,897	IEDN
ORCS Bid Local Contribution	All	£94	£94	£0	£94	Approve
Cleveland Boulevard	St Peters	£6,140	£140	£0	£140	IEDN
Wolverhampton EV Taxi Chargers	All	£280	£280	£0	£280	IEDN
ORCS Grant	All	£280	£0	£280	£280	Prior
ORCS2 Grant	All	£300	£300	£0	£300	IEDN
Brewers Yard - Culwell Street (Ph1)	Heath Town, East Park, St Peters	£16,150	£0	£886	£886	Prior
Sub Total		74,128	5,529	14,292	19,821	

Black Country Transport Schemes						
A4123 Black Country Multi-Modal Corridor	N/A	£30,680	£1,255	£200	£1,455	Approve
A41 Moxley Junction - Walsall	N/A	£25,500	£27	£0	£27	Approve
WBHE Walking and Cycling Measures	N/A	£16,000	£150	£0	£150	IEDN
A41 (Sandwell - Development)	N/A	£150	£150	£0	£150	Approve
A461 Multi-Modal Corridor	N/A	£40,000	£850	£0	£850	Approve
M5 Junction 1	N/A	£83,000	£250	£0	£250	Approve
A456 Multi-Modal Corridor - Halesowen	N/A	£12,000	£100	£0	£100	Approve
Black Country ULEV Programme	N/A	£10,000	£2,000	£0	£2,000	IEDN
Black Country LEVI Bid	N/A	£2,000	£1,000	£0	£1,000	IEDN
Sub Total		219,330	5,782	200	5,982	
Programme Totals		293,458	11,311	14,492	25,803	

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2022-2023 City Transport Capital Programme

Appendix 4 Projects for Implementation in 2022-2023 Local Projects and Maintenance

**Key to
'Decision'
column**

Prior: Projects that have been previously approved for implementation which may include slippage
Approve: Cabinet is requested to approve these projects for implementation in this report
IEDN: Cabinet is requested to delegate authority to the Cabinet Member for City Environment and Climate Change and the Director of City Housing & Environment to approve these projects for implementation following the consultation process.

Programme/ Project Title	Ward	Estimated Scheme Total	Allocation	Existing Approved Allocations	Total Budget 2022- 2023	Decision
			of 2022- 2023 Resources to Projects			
		£000	£000	£000	£000	
Highway Maintenance: Carriageways						
Purbrook Road	East Park	£150	£0	£150	£150	Prior
Cambridge Street + Water Street	Heath Town	£100	£0	£41	£41	Prior
Woodland Road/ Coppice Road jct – (All junction only)	Merry Hill	£45	£0	£45	£45	Prior
Development of highway maintenance schemes and future programmes	All	£100	£0	£0	£0	Approve
Deans Road - Entirety	East Park	£500	£500	£0	£500	Approve
Wynn Road (First 100m from Coalway Road)	Penn	£40	£40	£0	£40	Approve
School Road (Phase 2)	Tettenhall Wightwick	£200	£200	£0	£200	Approve
Overfield Drive Island	Ettingshall	£35	£35	£0	£35	Approve
Bushbury Road	Heath Town/ Fallings Park	£260	£260	£0	£260	Approve
Lower Prestwood Road	Heath Town/ Fallings Park	£125	£125	£0	£125	Approve
Jeffcock Road	Graiseley	£360	£360	£0	£360	Approve

Leybourne Cres / The Drove way Junc		£80	£80	£0	£80	Approve
Kingsway (Cannock Rd inc Island)	Fallings Park	£60	£60	£0	£60	Approve
Paternoster Row/Red Lion Street	St Peters	£100	£100	£0	£100	Approve
Stafford Street (Inbound, Cannock Rd to Ring Road inc Ring Road junction)	St Peters	£310	£310	£0	£310	Approve
Ring Road - Waterloo Rd Junc	St Peters	£100	£100	£0	£100	Approve
Church Hill, Penn	Penn	£140	£140	£0	£140	Approve
Sub Total		2,705	2,310	236	2,546	
Highway Maintenance: Footways						
Wright Avenue Estate Footways	Wednesfield South	£350	£0	£350	£350	Prior
Castlecroft Road – remove concrete crossings only -	Tettenhall Wightwick/ Merry hill	£130	£0	£130	£130	Prior
Public Rights of Way Improvements	Various	£25	£0	£25	£25	Prior
Disabled Access - Rolling Programme	Various	£20	£0	£20	£20	Prior
Legs Lane Footways (Bushbury Lane to Nothycote Lane)	Bushbury North, Bushbury South,	£150	£150	£0	£150	Approve
Broxwood Park Footways	Tettenhall Wightwick	£340	£340	£0	£340	Approve
Woodhall Road Footways	Penn	£400	£400	£0	£400	Approve
Sub Total		1,415	890	525	1,415	
Highway Maintenance: Other						
Development of the Highway Asset Management Plan and Strategy	Various	£75	£0	£62	£62	Prior
Smart Intelligent Infrastructure	Various	£3,426	£0	£1,000	£1,000	Prior

Investment (ERDF)						
Street Lighting replacement programme (Invest to Save)	Various	£1,868	£0	£500	£500	Prior
Lighting up the City	St Peters	£10	£0	£10	£10	Prior
Waterhead Drive flood defence works - carriageway reshaping	Fallings Park	£50	£0	£50	£50	Prior
Stafford Street Reinstatement	St Peters	£100	£50	£50	£100	Prior/ Approve
Specialist Surface Treatments	Various	£66	£50	£16	£66	Prior/ Approve
Response Patching	Various	£200	£200	£0	£200	Approve
Street Lighting Improvements	Various	£350	£350	£0	£350	Approve
Replacement of non-compliant safety fencing	Various	£30	£30	£0	£30	Approve
Development of the Highway Asset Management Plan and Strategy	Various	£75	£75	£0	£75	Approve
Carriageway Surfacing Treatment	Various	£681	£681	£0	£681	Approve
Sub Total		6,931	1,436	1,688	3,124	
Network Development: Structural						
Bus Infrastructure Projects	Various	£30	£0	£30	£30	Prior
Moathouse Lane Bridge	Wednesfield North/ Wednesfield South	£30	£0	£30	£30	Prior
Willenhall Rd Culvert	East Park	£40	£0	£30	£30	Prior
Lyndale Drive Culvert	Wednesfield South	£40	£0	£30	£30	Prior
Advanced Design	All	£200	£150	£2	£152	Approve/IEDN

The Rock Stabilisation	Tettenhall Regis/ Tettenhall Wightwick	£150	150	£0	£150	IEDN
Inspection of River Embankment and design Bridgnorth Rd	Tettenhall Wightwick	£50	£50	£0	£50	Approve
Emergency Structural Maintenance repairs	Various	£60	£60	£0	£60	Approve
Barnhurst Lane Footbridge - Design	Oxley	£15	£0	£0	£0	IEDN
Sutherland Avenue Stabilisation - Investigation and Design	East Park/ Ettingshall	£40	£0	£0	£0	IEDN
Wightwick County Bridge Works	Tettenhall Wightwick	£35	£0	£0	£0	IEDN
Sub Total		690	410	122	532	
Road Safety						
GF - Newhampton Road East & West - local safety improvement	St Peters/ Park	£50	£0	£50	£50	Prior
GF - Lunt Road - traffic calming and zebra crossing (ITB)	Bilston East	£100	£0	£80	£80	Prior
Development of Road Safety schemes and future programmes	All	£80	£0	£0	£0	Approve
GF - Local Safety Schemes - TROs/ Signs&Guardrails / Road Markings	Various	£200	£200	£0	£200	Approve
GF - Local Safety Schemes - Urgent Safety Works / Feasibility	Various	£0	£0	£0	£0	Approve
GF - Vehicle actuated speed warning signs	Various	£30	£30	£0	£30	Approve

Old Heath Road Area Local Safety Scheme	Various	£200	£160	£0	£160	Approve
Underhill Lane	Fallings Park/ Bushbury North	£100	£60	£0	£60	Approve
Sub Total		760	450	130	580	
Active Travel/ Safer Schools						
GF - Cycling - Cycle Route Improvements	Various	£30	£30	£0	£30	Approve
GF - School Gate Parking	Various	£20	£20	£0	£20	Approve
SRTS - Woden Road/St Stephens Primary School	Various	£20	£20	£0	£20	Approve
SRTS - 20's Plenty Roll Out	Various	£20	£20	£0	£20	Approve
Sub Total		90	90	0	90	
ITS Network Development						
UTC/RTCC CCTV Upgrade (* HIS funding - TfWM)	Various	£231	£0	£100	£100	Prior
UTC Traffic Signal Maintenance Fund DfT	Various	£500	£0	£500	£500	Prior
Ring road and city centre signage review	St Peters	£990	£301	£0	£301	Prior
UTC CCTV expansion - Rolling Programme	Various	£125	£125	£0	£125	Prior
UTC wireless communications - Rolling Programme	Various	£100	£100	£0	£100	Prior
UTC expansion ITS/ANPR - Rolling Programme	Various	£165	£165	£0	£165	Prior
Development of Network Management Plan incl route analysis using Linsig analysis and traffic counts	All	£100	£80	£0	£80	Approve

Advance Design	All	£65	£0	£0	£0	Approve
Sub Total		2,276	771	600	1,371	
Network Development - Other						
Transport innovation	All	40	0	40	40	Prior
Sub Total		40	0	40	40	
Programme Totals		14,907	6,357	3,341	9,698	

2022-2023 City Transport Capital Programme

Appendix 5 Projects for Development for Future Years

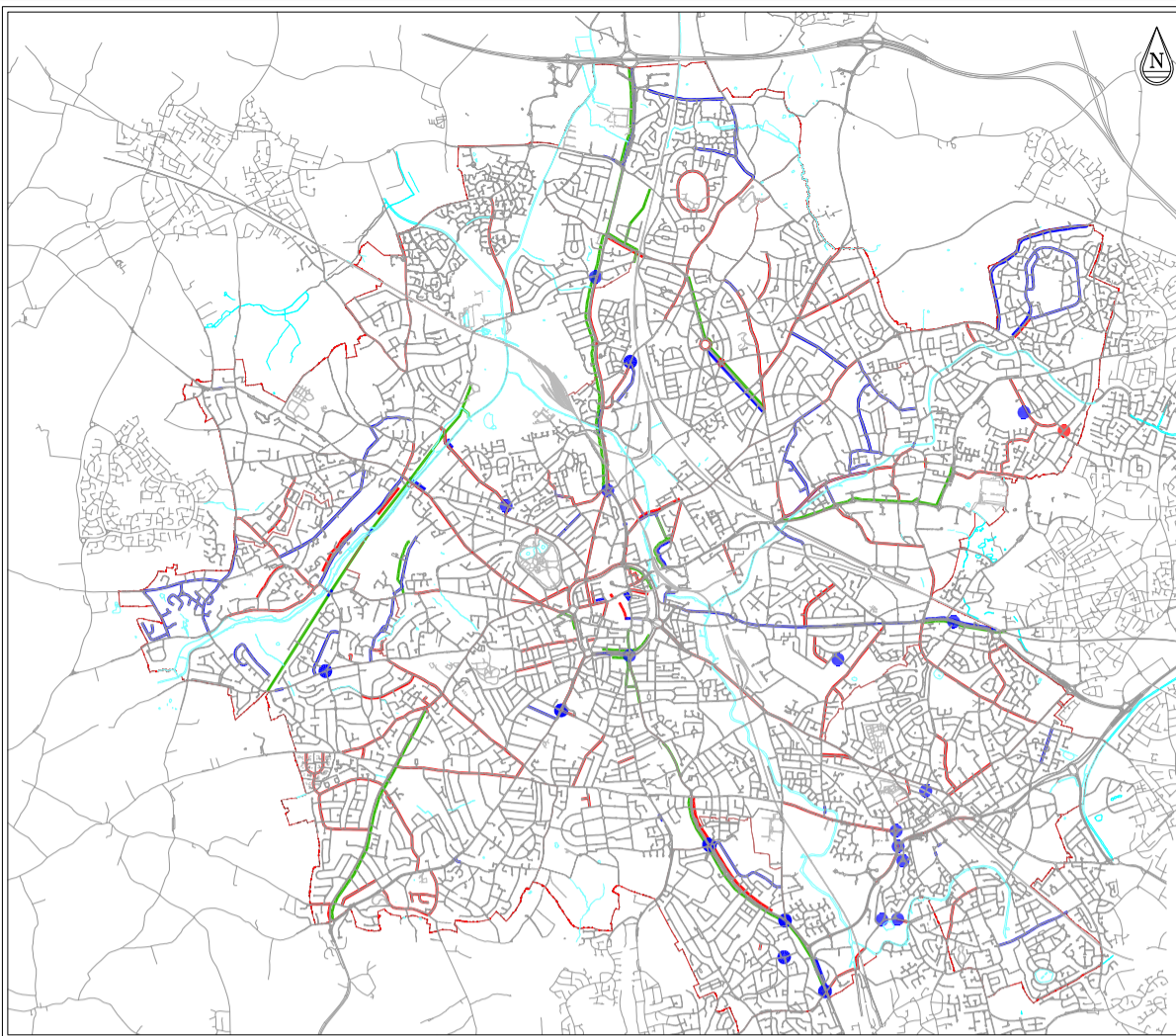
Transport and Strategy

Major Schemes and Black Country Transport Schemes	Ward	£000
Great Spaces- Ring Road changes	All	50,000
City Centre Public Realm - City Centre Movement - Queens Square and Lichfield Street (Phase 2)	St Peters	13,000
City North Gateway (Stafford Road Corridor) scheme delivery	Bushbury North, Oxley, Bushbury South & Low Hill, St Peters	8,000
City East Gateway (Willenhall Road Corridor) Phase 1 and 2	Heath Town, East Park, St Peters	35,000
City East Gateway - additional cycle connectivity	Heath Town, East Park, St Peters	150
Smestow Valley - Wolverhampton section	Tettenhall Wightwick	3,000
Cleveland Boulevard	St Peters	6,000
Cannock Road Cross Street North	Spring Vale, St Peters	3,000
Future Cycle Network	All	5,000
A4123 Multi Modal Corridor	Blakenhall, Etingshall, Spring Vale, St Peters	45,000
Ultra Low Emission Vehicle Infrastructure	All	6,000
Black Country ULEV / LEVI	All	12,000
City East Gateway (Willenhall Road Corridor) Phase 3	Heath Town, East Park	16,000
Cannock Road/Stafford Road/ Cross St North Junctions	St Peters	3,000
Wednesfield Village Centre	Wednesfield South	2,000
Black Country LCWIP Priorities	All	15,000
A4124 Wednesfield Road Cycle Route	East Park	1,600
Dudley Town Centre Interchange - Public Realm Integration Package	N/A	8,000
Black Country Transport – Development Work	All	2,100
Sub Total		233,850
<u>Road Safety & Sustainable Travel</u>		
<u>Northwood Park Local Area Road Safety Scheme</u>	<u>Bushbury North</u>	120
<u>Bushbury Lane</u>	<u>Bushbury North/ Bushbury South & Low Hill</u>	100

Linthouse Lane	Wednesfield North/ Wednesfield South/ Fallings Park	100
Sub Total		320
Network Development		
City Centre Public Realm Phase 3	St Peters	300
Birmingham New Road	Springvale	1
Stafford Road Corridor	Bushbury North/Bushbury South & Low Hill/ Oxley/ St Peters/ Heath Town	15
Sub Total		316
Urban Traffic Control		
A0820/1 Cannock Rd/ Park Lane Junction upgrade	Bushbury Sth & Low Hill/ Fallings Park	55
A0565 BCR near Bankfield Road	Bilston East	65
A0543 Oxford Street/ Great Bridge Road	Bilston East	70
A0129 Temple Street/ Summer Row	St Peters	75
A0532 Bilston Road/ Moseley Rd	Bilston East	60
A1129 Church Road - Mount Road - Wood Road	Tettenhall Regis, Tettenhall Wightwick	55
Gorsebrook Roundabout	Bushbury South & Low Hill, St Peters	15
Goodyear Roundabout	Bushbury South & Low Hill, St Peters	15
A41 Henwood Road Junction	Tettenhall Regis, Tettenhall Wightwick	15
Average Speed Enforcement	All	10
Sub Total		435
Capital Maintenance Projects		
Classified Roads		
Queen Street	St Peters	60
Kitchen Lane	Wednesfield North	280
Mountford Lane	Bilston North	70
Neachells Lane/Alfred Squire Road Junction	Wednesfield South	50
Cannock Road (Stafford Street to Woden Road)	Bushbury South & Low Hill/ Heath Town	300
Old Fallings Lane (Cannock Road to Ruskin Road)	Bushbury South & Low Hill/ Fallings Park	230
Rookery Street/Wolverhampton Road	Heath Town/ Wednesfield South	250
Springhill Lane	Merry Hill/ Penn	60

Thornley Street	Heath Town	120
Wood Hayes Road	Wednesfield North	150
Sub Total		1,570
Footways		
Braden Road	Penn	200
Tynningham Avenue (part)	Tettenhall Regis	100
Uplands Avenue and roads off	Merry Hill	100
Woodstock Road/ Hurstbourne Crescent and roads off	East Park	250
Hall Park Street	Ettingshall	50
Sub Total		700
Grand Total		237,191

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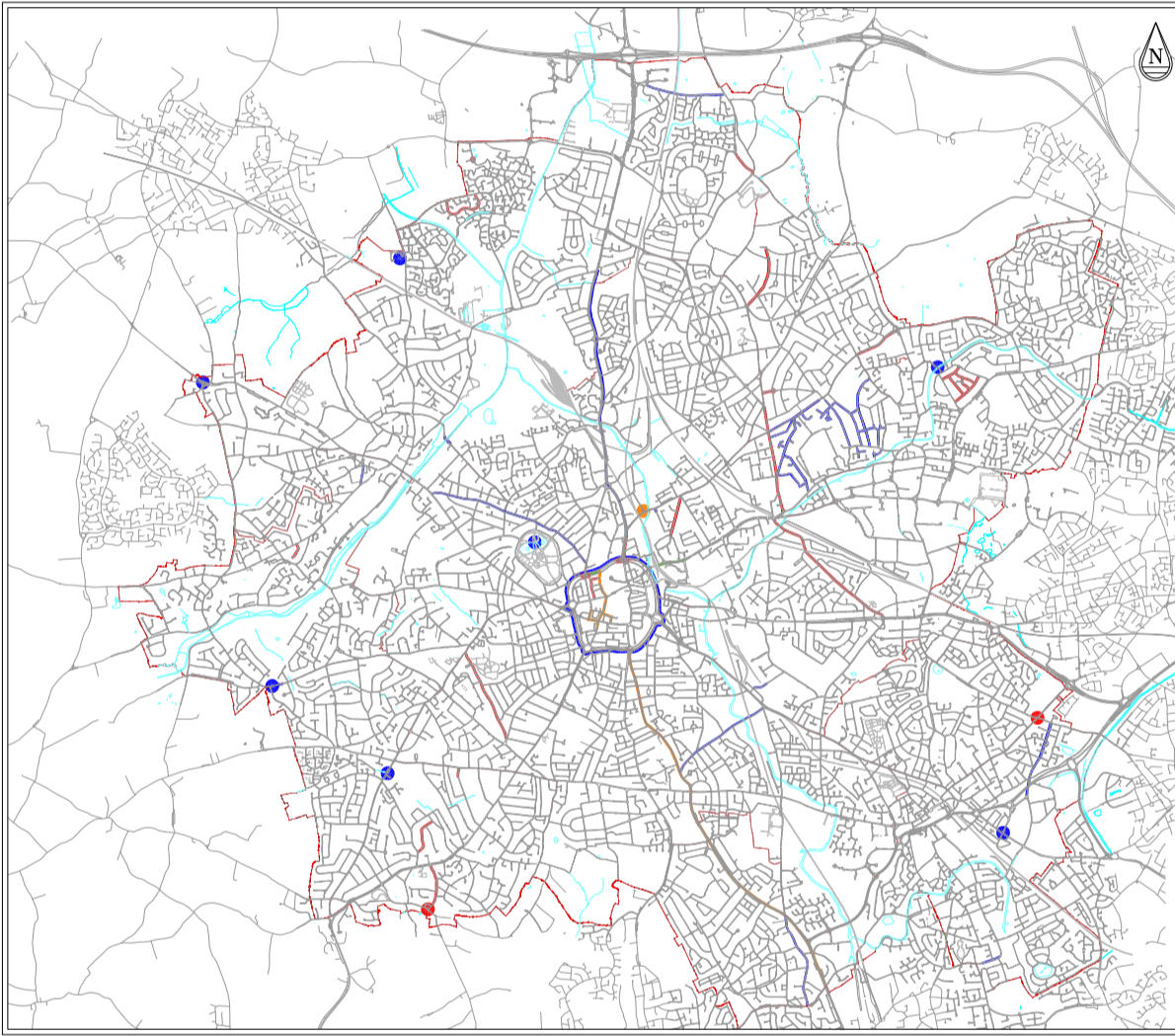
Key:
 — NEW WORKS / ROAD SAFETY / BRIDGES
 — CYCLE SCHEMES
 — CAPITAL MAINTENANCE
 CITY & WARD BOUNDARIES

APPENDIX 6

PROJECTS UNDERTAKEN
 2016/17 to 2021/22
 Plan 1

DATE: 01.03.22	SCALE: NTS
DRAWN BY: AJP	DWG No. Appendix 1

CITY OF
WOLVERHAMPTON
COUNCIL



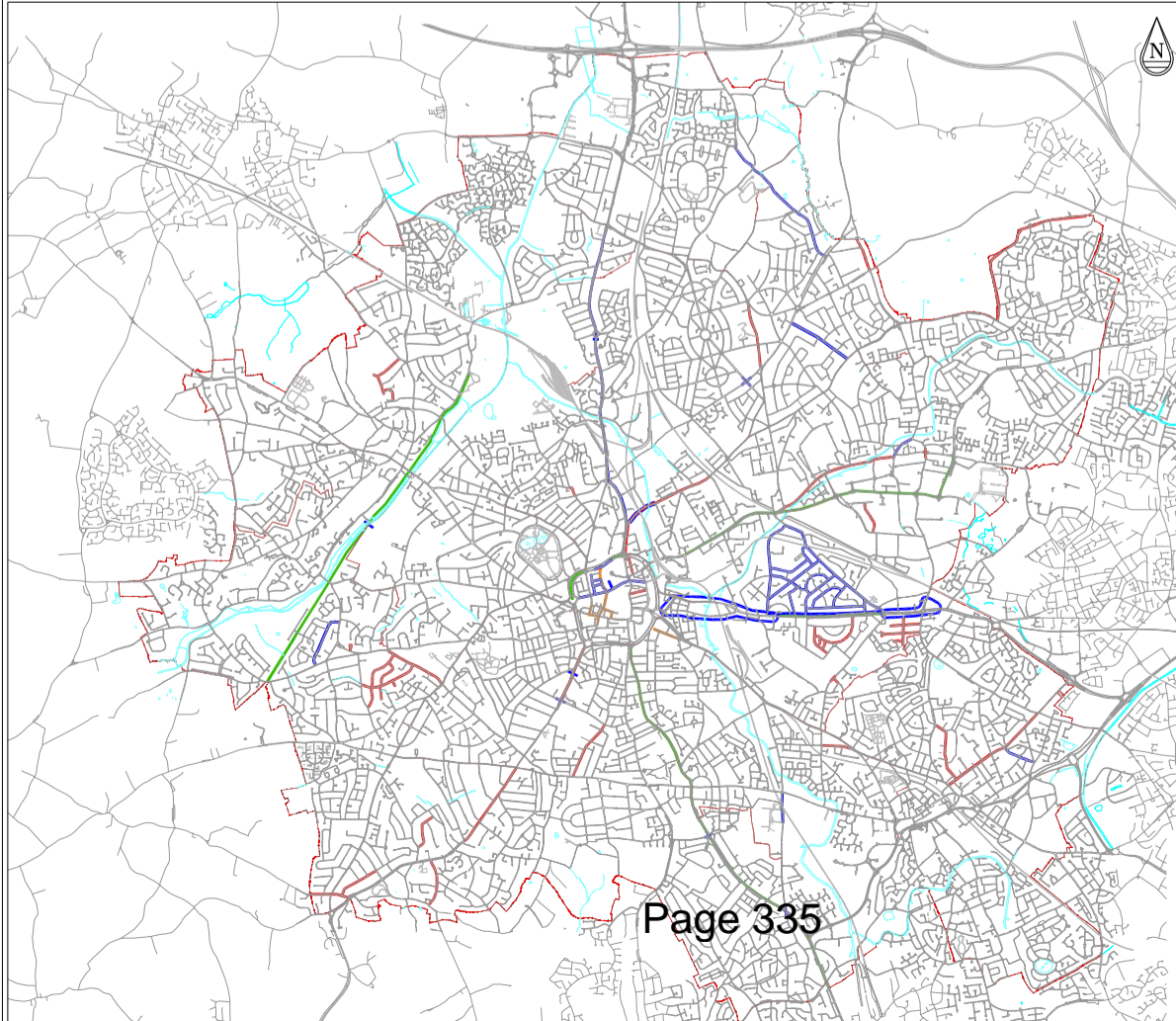
Key:
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 — CYCLE SCHEMES
 — CAPITAL MAINTENANCE
 — EXTERNAL FUNDING
 CITY & WARD BOUNDARIES

APPENDIX 6

PROJECTS FOR IMPLEMENTATION
 2022-2023
 PLAN 2 (Ref Appendices 3 & 4)

DATE: 01.03.22	SCALE: NTS
DRAWN BY: AJP	DWG No. PLAN C

CITY OF
WOLVERHAMPTON
COUNCIL



Key:
 — NEW WORKS / ROAD SAFETY / BRIDGES
 — CYCLE SCHEMES
 — CAPITAL MAINTENANCE
 CITY & WARD BOUNDARIES

APPENDIX 6

PROJECTS FOR DEVELOPMENT
 FOR FUTURE YEARS
 Plan 3

DATE: 01.03.22	SCALE: NTS
DRAWN BY: TP	DWG No. PLAN 3

CITY OF
WOLVERHAMPTON
COUNCIL

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CITY OF WOLVERHAMPTON COUNCIL	Cabinet 23 March 2022
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Report title	The Wolverhampton City Council (Former Wolverhampton Eye Infirmary) Compulsory Purchase Order	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Stephen Simkins Deputy Leader: Inclusive City Economy	
Key decision	No	
In forward plan	No	
Wards affected	Park	
Accountable Director	Richard Lawrence – Director of Regeneration	
Originating service	City Development	
Accountable employee	Simon Lucas	Senior Regeneration Officer
	Tel	555618
	Email	Simon.lucas@wolverhampton.gov.uk
Report has been considered by	Directorate Leadership Team	8 March 2022
	Strategic Executive Board	10 March 2022

Recommendations for decision:

That Cabinet be recommended to approve:

1. That it be agreed to authorise in-principle the making of a compulsory purchase order ("CPO") to acquire the necessary interests in the land shown indicatively by the hatched area on the annexed plan required to deliver the proposed regeneration of the Site pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) and, in the case of any new rights, pursuant to section 13 of the Local Government (Miscellaneous Provisions) Act 1976, because it considers that:
 - a. the acquisition will facilitate the carrying out of the development, redevelopment or improvement of land; and
 - b. the development, redevelopment or improvement of the land is likely to contribute to the achievement of any one or more of the promotion or improvement of the economic, social and environmental well-being of Wolverhampton

2. That the Deputy Leader – Inclusive City Economy in consultation with the Director of Regeneration, be authorised to approve all necessary steps to commence the process for the making, confirmation and implementation of the CPO, including securing the appointment of suitable external advisors and preparing all necessary CPO documentation;
3. That a further report will be put before Cabinet to approve the final extent of the land to be acquired following the finalisation of the necessary preparatory work.

1.0 Purpose

- 1.1 To recommend the resolutions necessary to obtain an in principle agreement to the use of the Council's compulsory purchase order powers to facilitate the redevelopment and beneficial reuse of the site in a timely manner.

2.0 Background

- 2.1 The site in question extends to some 1.02 hectares and is shown edged red on the plan at Appendix 1. It houses the former Wolverhampton Eye Infirmary, Nurses Homes and a 20th century addition as well as some vacant land.
- 2.2 The original Eye Infirmary was opened in 1888 and finally closed in 2007. It has been empty and in a deteriorating condition since that time.
- 2.3 The present owners acquired the building in 2019 and inherited both an existing development agreement with a respected developer and a s215 Notice requiring the owners to undertake certain repairs to the buildings (including to the roof and windows) to ensure the building's negative impact on the local amenity of the area was mitigated and to limit any further decline. The s215 Notice has still not been complied with and proceedings to bring a prosecution for non-compliance are underway.
- 2.4 The site is in a very prominent location in Chapel Ash with a main road frontage to both Compton Road and Merridale Road. It is situated within The Oaks conservation area and all buildings are on the Council's local list of buildings of heritage value.
- 2.5 The sympathetic redevelopment of the site would achieve the following principal objectives:
 - Provide new housing opportunities
 - Restoration of locally listed heritage assets
 - Act as a catalyst for further regeneration activity
 - Enhance the Oaks Conservation Area
 - Resolve long standing issues of anti-social behaviour, dilapidation and blight on the surrounding area
- 2.6 Within the City Centre Area Action Plan (adopted September 2016) the site is situated within the Chapel Ash Local Centre and is specifically identified as a mixed use development opportunity (site 5a). It is referred to as being suitable for a "housing led mixed use scheme including retail (up to 600 sq m) office and leisure uses".

3.0 Current Position

- 3.1 Extensive dialogue has been undertaken with the current owners (BZ Holdings) to establish a way forward and a number of schemes have been prepared which would be acceptable in principle to the Planning Authority. Progress on all these schemes has

founded on the owner's expectations of value from the site which are not considered realistic.

- 3.2 On this basis it is considered that the making of a Compulsory Purchase Order for the land is a proportionate response to ensure delivery over the short term. It should be noted that with the buildings in a constant state of decline it is imperative to find a solution which enables their beneficial reuse before they become beyond economic repair.
- 3.3 The justification for making the proposed Order must meet certain tests set out in Section 226(1)(a) of the Town and Country Planning Act 1990 for the compulsory acquisition of land. Those tests are that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the Order land and that the authority thinks the development, redevelopment or improvement is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of the authority area. Department for Levelling Up, Housing and Communities "*Guidance on compulsory purchase process and the Criche Down Rules*" 2018, provides guidance to acquiring authorities on the use of compulsory purchase powers. The Council considers that it has met the Section 226 tests and that its proposed actions are in accordance with the Guidance.
- 3.4 The successful land assembly for the Order land may be critical in bringing about the redevelopment of the site. The current position is that whilst there have been ongoing discussions with the owner about their intentions for the site there is no certainty that any particular scheme would be deliverable and the owner's recent track record in this respect indicates that in-principle authority to use CPO powers is a proportionate, appropriate and reasonable course of action.
- 3.5 The site is one of a number within the City which are discussed regularly with the West Midlands Combined Authority and they are aligned with and supportive of the Council's approach as described in this report.

4.0 Evaluation of alternative options

- 4.1 Option 1 would be to not obtain in-principle authority to make the Order and to continue to work with the current owners (or their successors) to ensure the site is redeveloped. There is little evidence that this approach would yield any positive results given the lack of progress of the past few years and non compliance with the s215 Notice. Given the state of the heritage assets and their continuing deterioration it is not considered that a "wait and see" option can be justified.
- 4.2 Option 2 would be to implement the recommendations of this report and confirm the in-principle use of CPO powers. Intervention by way of compulsory purchase would only formally be progressed when it remains the only option to secure the site's redevelopment over the short term.

5.0 Reasons for decision(s)

- 5.1 The redevelopment of the site would have significant benefits for the economic, social and environmental well-being of Wolverhampton. Authority in principle to use CPO powers would provide a robust framework within which to continue proactive and positive dialogue with the current owners and would provide certainty that that regeneration activity will occur within a reasonable timeframe.

6.0 Financial implications

- 6.1 Following an in-principle decision to use CPO powers some due diligence will be carried out in house. Costs of up to £20,000 may need to be met from existing City Development revenue budgets.
- 6.2 Should it be necessary to seek a formal decision to make a CPO a further report will be required to Cabinet setting out in full the likely costs and the funding arrangements. [VS/11032022/P]

7.0 Legal implications

- 7.1 The use of compulsory purchase powers will ensure the relevant land assembly can be reasonably achieved within an appropriate timescale. If it is necessary to use a Compulsory Purchase Order then the price paid for any acquired land will be in accordance with the statutory compensation scheme. Access to the land for the purpose of development will not be delayed due to any dispute as to the amount to be paid for the land or right in question.
- 7.2 In addition to acquiring land ownership the Council can also acquire any necessary third party rights required for the development, preventing the possibility of any third party seeking injunctive relief to prevent the development with particular regards to the Human Rights Act 1998 to ensure that there is a balance between individual rights and the wider public interest
- 7.3 The process for achieving land assembly by way of compulsory purchase is, in outline:
- identify the correct legal power;
 - justify the need for a compulsory order;
 - prepare and make the compulsory purchase order (including publication and service);
 - consideration of the compulsory purchase order by the Secretary of State;
 - implementation of the compulsory purchase order;
 - compensation for affected landowners;
- 7.4 Detailed guidance “*Guidance on Compulsory purchase process and The Crichel Down Rules*” on the process is published by the Department for Levelling Up, Housing and Communities and Local Government which the Council will be required to follow.
- 7.5 The Council has the statutory powers for the purposes of the scheme; as the scheme is for the purposes of regeneration section 226(1)(a) Town & Country Planning Act 1990 is identified (at this stage) as being the most appropriate statutory power. In addition the Council may need to acquire other rights that are in third party ownership and has the necessary powers to do this pursuant to section 13(1) of the Local Government (Miscellaneous Provisions) Act 1976.

- 7.6 In order to proceed with a compulsory purchase order (CPO) the Council will need to define the CPO Scheme and the land required for the operation of the CPO Scheme (the CPO Land) including any land which is necessary for the construction operation (for example “over sail rights” for cranes, access rights etc).
- 7.7 If Cabinet agrees to the “in principle” use of compulsory purchase powers it will be adopting a “two-stage” approach; if agreed Officers will start the formal process of preparing the necessary CPO documentation. An early “in principle decision” should allow issues with the scheme to be identified at an early stage and therefore minimise the risk of legal challenge by way of judicial review.
- 7.8 To progress to full CPO a Resolution will be needed to formally identify:
- the CPO Land
 - the CPO Scheme and the purpose for which the land is acquired
 - the justification for the use of compulsory purchase powers.
- 7.9 The CPO itself will need to be justified to the Secretary of State and the Council will need to be able to demonstrate that:
- there is appropriate statutory authority and the CPO is necessary for its purpose;
 - there is a compelling case in the public interest for the CPO;
 - that there are adequate resources available to implement both the CPO and the CPO scheme within a reasonable timeframe;
 - there are reasonable prospects that the scheme will go ahead;
 - that the scheme can only be achieved using compulsory powers;
 - that as compulsory powers are only to be used as a last resort, negotiations for acquisition by agreement have been actively pursued but have failed.
- 7.10 The Council will need to fully consider its Public Sector Equality Duty (section 149 Equality Act 2010) and the rights of individual property holders..
- 7.11 The Final CPO (if considered necessary and appropriate) will:
- set out the terms of the Order;
 - include the CPO Schedule and Map;
 - be supported by a statement of reasons; and
 - if relevant, the information required by the Compulsory Purchase of Land (Prescribed Forms) (Ministers) Regulations 2004 (SI 2004/2595).

[JA/07022022/A]

8.0 Equalities implications

- 8.1 Throughout the compulsory purchase process acquiring authorities must have due regard to the need to: (a) eliminate unlawful discrimination, harassment, victimisation; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between

persons who share a relevant protected characteristic and persons who do not share it. In performing their public functions, acquiring authorities must have due regard to the need to meet these three aims of the Equality Act 2010.

9.0 All other implications

9.1 The beneficial reuse of the site will bring about significant positive environmental improvements to the area, providing housing with high standards of environmental performance.

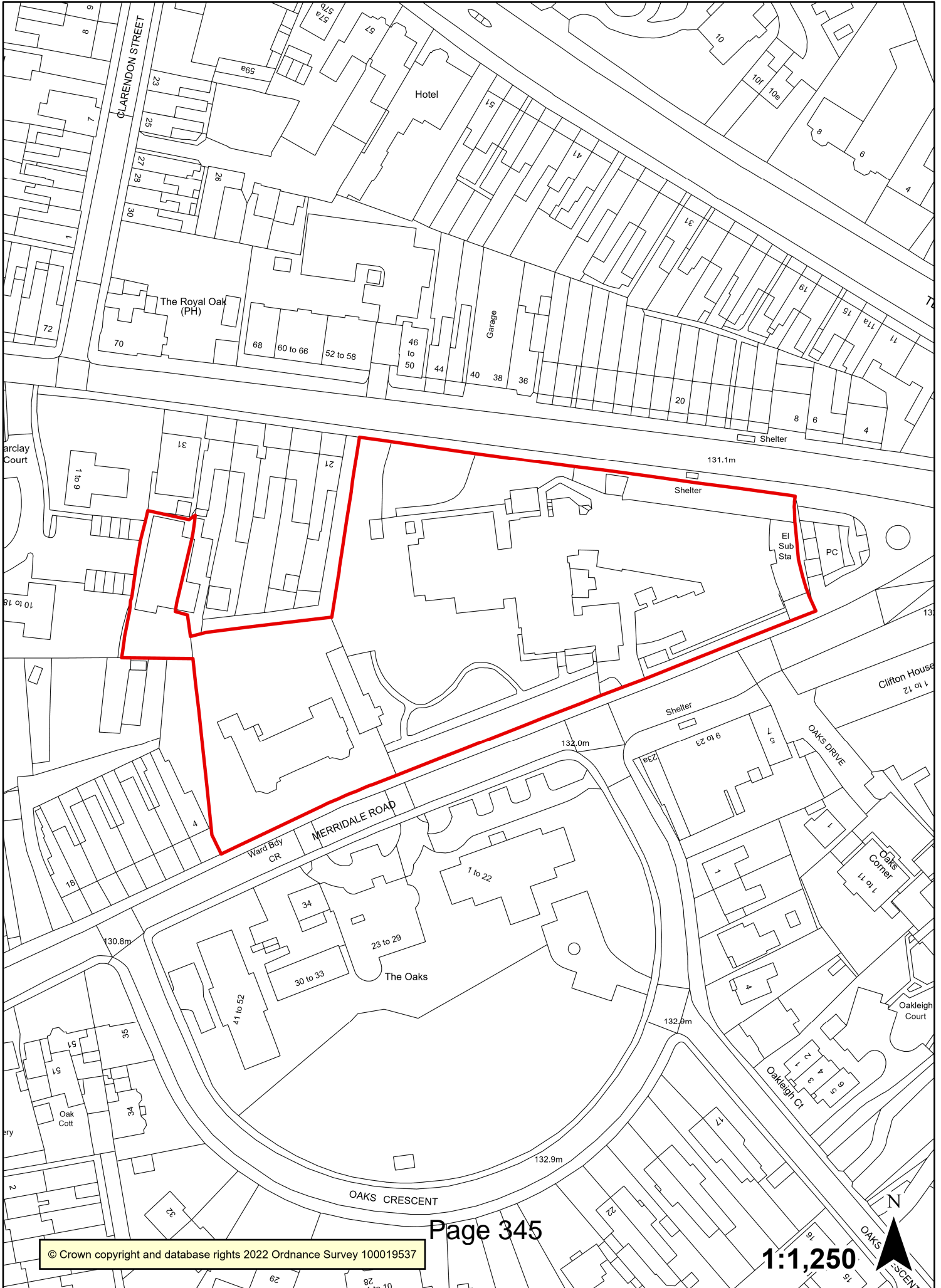
10.0 Schedule of background papers

10.1 None

11.0 Appendices

11.1 Appendix 1: Draft Plan of the Order Lands (edged red)

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