



Cabinet Meeting

14 May 2014

Time 5.00 pm **Public Meeting?** YES **Type of meeting** Executive
Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Roger Lawrence (Lab)
Vice-chair Cllr Peter Bilson (Lab)

Labour

Cllr Andrew Johnson
Cllr John Reynolds
Cllr Val Gibson
Cllr Paul Sweet
Cllr Sandra Samuels
Cllr Elias Mattu
Cllr Phil Page
Cllr Steve Evans

Conservative

Liberal Democrat

Quorum for this meeting is five Councillors.

Information for the Public

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

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

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**
- 2 **Declarations of interests**
- 3 **Minutes of previous meeting (23 April 2014)** (Pages 1 - 10)
[For approval]
- 4 **Matters arising**
[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 5 **Crime Reduction, Community Safety and Drugs Strategy 2014-17** (Pages 11 - 40)
[To recommend the strategy to Full Council for approval]
- 6 **Economic Development Grants to Third Parties - Black Country Growth Hub**
(Pages 41 - 48)
[To recommend arrangements for the issue of grants to third parties to deliver the Regional Growth Fund funded Black Country Growth Hub]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 7 **Appointments to Outside Bodies** (Pages 49 - 52)
[To appoint Council representatives onto a number of outside bodies]



Cabinet Meeting

Minutes – 23 April 2014

Attendance

Members of the Cabinet

Cllr Roger Lawrence (chair)
Cllr Peter Bilson
Cllr Steve Evans
Cllr Val Gibson
Cllr Andrew Johnson
Cllr Elias Mattu
Cllr Philip Page
Cllr John Reynolds
Cllr Paul Sweet

Employees

Keith Ireland	Strategic Director - Delivery
Emma Bennett	Assistant Director Children Young People and Families
Wendy Trainor	Interim Chief Legal Officer
Dereck Francis	Democratic Support Officer

Apologies

Apologies for absence were submitted on behalf of Cllr Sandra Samuels.

Part 1 – items open to the press and public

Item Title
No.

MEETING BUSINESS ITEMS

2. **Declarations of interests**
No declarations of interests were made.
3. **Minutes of the previous meeting (26 March 2014)**
Resolved:
That the minutes of the previous meeting held on 26 March 2014 be approved as a correct record and signed by the Chair.
4. **Matters arising**
There were no matters arising from the minutes of the previous meeting.

DECISION ITEMS (Red – for decision by the Council)

5. **Deprived Area Fund Community Enterprise and Corporate Social Responsibility Grant**

Cllr Peter Bilson presented the report on a proposal to issue grants to third parties to deliver a Community Enterprise Development Support project and Corporate Social Responsibility strategy.

Resolved:

1. That Cabinet recommends that Council, pursuant to the Financial Procedure Rules, approves a grant of £70,000 per annum (total value (£140,000) from Deprived Area Fund (DAF) resources to Access to Business to fund the Community Enterprise Development Support project.
2. That a grant of £5,000 to GTG Training to deliver a Corporate Social Responsibility strategy be approved.
3. That authority be delegated to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director, Education and Enterprise, to agree seedcorn grants to third parties up to a maximum of £2,000 per enterprise as part of this project.
4. That a virement of the remaining £120,000 DAF revenue within the Economic Partnerships and Investment budget to the Neighbourhood Services budget for a Community Economic Development Officer and the seed corn/development grants be approved.
5. That the Chief Legal Officer be authorise to execute the contract.

DECISION ITEMS (Amber – delegated to the Cabinet)

6. **Community Right to Bid/Assets of Community Value**

Cllr Peter Bilson presented the report on a proposed decision making process for determining nominations made under the 'Community Right to Bid' powers in the Localism Act 2011. He emphasised that the 'right to bid' was not a right to purchase or manage assets. It provided for local groups to nominate buildings or land for listing by the Council as an Asset of Community Value (ACV). Once listed, communities have a right to bid for assets when they are put up for sale.

Cllr Roger Lawrence suggested that a guide be produced for voluntary/community groups with a local connection to explain the Right to Bid/Assets of Community Value provisions and the Council's arrangements for administering the process.

Resolved:

1. That the proposed processes to deal with nominations, appeals and compensation in respect to 'Community Right to Bid' be approved.

2. That authority be delegated to the Head of Planning to determine nominations for the listing of assets of community value, and to determine any claims for compensation arising from the listing of an asset.
3. That authority be delegated to the Assistant Director Regeneration in consultation with the Cabinet Member for Economic Regeneration and Prosperity to determine any review against a decision to list an asset and any appeals against compensation claims.

7. **Consultation on Modifications to the Stafford Road / Bilston Corridor Area Action Plans**

Cllr Peter Bilson presented the report on the main modifications to the Stafford Road Corridor and the Bilston Corridor Area Action Plans (AAP) which are required following independent examination. A six weeks public consultation during May/June 2014 on the modifications was proposed.

Resolved:

1. That the modifications to the Stafford Road Corridor and Bilston Corridor Area Action Plans (AAPs) as summarised below and detailed in appendices 1 and 2 of the report be approved for public consultation:

Stafford Road Corridor AAP main modifications:

- Delete the Paget Arms site housing allocation (previously allocated for 10 dwellings) and re-allocate as a local quality employment investment area, following planning permission for office use;
- Reduce the housing target from 1250 to 1235 (to reflect re-allocation of the Paget Arms site and no longer rounding up housing figures);
- Update the employment land figures to reflect re-allocation of the Paget Arms site;
- Update the status of Promise House to a commitment as the site now has planning permission and is under construction;
- Allow viability and feasibility to be considered when requiring open space on high quality employment sites;
- Clarify that high end manufacturing is an aspiration and not a policy requirement on high quality employment land;
- Add primary policies to the tables in Part Three;
- Amend the context map to improve legibility.

Bilston Corridor AAP main modifications:

- Increase the housing capacity of Bilston Urban Village from 500 to 625 homes, following adoption of the Bilston Urban Village Supplementary Planning Document;
- Update the status of Thompson Avenue site to a commitment and increase capacity from 100 to 120, following grant of planning permission;

- Clarify that the former Bilston Leisure Centre site has housing potential for 33 homes;
- Clarify that part of the Land at Mount Pleasant site has planning permission for 64 homes.

2. That a further report on each AAP be submitted to Cabinet prior to submission to Full Council for adoption.

8. **South Staffordshire Site Allocations Document – Issues and Options Consultation**

Cllr Peter Bilson presented a proposed basis for the Council's response to consultation on the South Staffordshire Site Allocations Document – Issues and Options. The main issues raised by the consultation were the potential release of Green Belt sites for housing around Perton and the Council's view on major employment allocations close to Wolverhampton.

Resolved:

1. That the following be approved as the basis of the Council's response to the South Staffordshire Site Allocations Document (SAD) – Issues and Options consultation:
 - South Staffordshire covers large areas of Green Belt land, but those parts which are of most strategic importance are located around the urban area, as they stop settlements from merging and also support urban regeneration. Therefore it is of key importance to maintain the gap between the Black Country urban area and South Staffordshire villages.
 - In the case of Perton, only site 3(A) should be allocated for housing up to 2028 and any safeguarded land up to 2038, as this site makes the least contribution to Green Belt purposes and will not reduce the gap between Wolverhampton and Perton. If sites 1(D), 2(C) and 5(C), which would reduce this gap, are considered for housing allocations or safeguarding, this should be designed to: minimise any reduction of the gap; include appropriate landscaped buffers to reduce impact on Wolverhampton residents; have main road access from Perton; and maintain the existing no left turn / no right turn between Wrottesley Park Road and Pattingham Road.
 - In the case of Bilbrook, only site 1 (C) should be allocated for housing up to 2028 and safeguarded land up to 2038, as this would place less pressure on the Wolverhampton road network than alternative sites.
 - In the case of Codsall, only sites 1 (B) and 2 (B) should be allocated for housing up to 2028 and safeguarded land up to 2038, as these sites make a more limited contribution to Green Belt purposes and would place less pressure on the Wolverhampton road network than alternative sites.

- Any Perton and Codsall / Bilbrook housing allocations should be phased in the medium (5-10 years) or long (10-15 years) term, to minimise impacts on brownfield housing investment in Wolverhampton;
- Safeguarded land for housing up to 2038 should not be apportioned on the same basis as allocations up to 2028, as these reflect recent levels of development rather than the capacity of the settlement to absorb further development, suitability of available sites around each settlement or the ability of the road network to absorb residential traffic. The Green Belt review and effects on the road network should form the main basis for the apportionment, and therefore Perton, Codsall and Bilbrook should have a zero or low target up to 2038. In particular, in Perton this would reflect the fact that all available sites make a considerable contribution to Green Belt purposes.
- Support the allocation of sites E7 and E8 as a western extension to the i54 site, as and when required, as these sites will together provide a site with maximum accessibility and a strong long term boundary for i54 in the form of Pendeford Hall Lane.

The Council has committed funding for feasibility studies and has expended significant investment both in money and time with a view to building up a business case. This work is on-going and should be completed around summer 2014. This will give a more detailed understanding of the issues of developing the site and will allow a costed business plan to be developed. The proposal is also supported by Staffordshire County Council.

- The i54 western extension will help to meet Black Country high quality employment land needs, as only 10 ha of developable land remains at i54. The evidence for the extension will be provided by the South Staffordshire and Black Country Sub-regional High Quality Employment Land Study. The extension is projected to create 1000-1500 jobs in the priority sectors of aerospace, automotive, engineering, innovation and high end manufacturing together with a further 3000 as a result of supply chain and 'spin -off' generated from the inward investment.

Economic growth and targeted growth within the sectors prioritised by the Black Country Strategic Economic Plan over the next 20 years will generate demand for new development based on the evidence and strength of the clusters and their importance to the sub-regional and national economy. To meet that demand, particularly for high end manufacturing, there needs to be a ready supply of well-located, serviced sites capable of accommodating a variety of large floor plates and attractive to those who fund such schemes, as money will remain

in short supply well into the future and only the best sites will attract funding. It is the availability of the land which attracts demand from footloose operators and not vice versa.

- i54 has a strong international brand profile and major occupiers have approached the Council regarding the availability of additional land to support further expansion of the site. It is crucial to maximise the employment and regeneration opportunities created by the i54 brand, in particular to capture future investment associated with current occupiers, especially those linked to the JLR supply chain and which cannot be accommodated on other existing/potential sites within the Black Country.

Recent enquiries in the region show that there is activity within the market which would require a large site of over 10 ha. If the region hopes to land such an enquiry the availability of land in the short term is critical.

- Also support the allocation of Wobaston Road Playing Fields as an extension to the i54 site.

2. That further reports be submitted to Cabinet at the Preferred Options and Publication stages of the South Staffordshire SAD preparation process.

9. **An Affordable Rent Policy for Wolverhampton Council Housing**

Cllr Peter Bilson presented a report on policy options for setting Affordable Rents and recommended the introduction of an Affordable Rents Policy for council housing in Wolverhampton, where new build homes, property refurbishments and acquisitions are supported by Homes and Communities Agency (HCA) grant.

Resolved:

1. That the setting of Affordable Rents for new Homes and Communities grant funded council housing at 80% of the market rent level, limited by the Local Housing Allowance caps be approved.
2. That it be noted that the Council would not seek to apply Affordable Rents to existing council housing by the conversion of properties to Affordable Rent tenure when voids arise.

10. **Tenancy Agreement Review**

Cllr Peter Bilson submitted for adoption a revised Tenancy Agreement for secured tenancies. He reported that the revised Agreement had undergone extensive consultation with tenants and stakeholders and scrutiny by the Vibrant, Safe and Sustainable Communities Scrutiny Panel.

Resolved:

1. That the new Tenancy Agreement be adopted.

2. That the results of the consultation on the new Tenancy Agreement with tenants and stakeholders and the subsequent amendments be noted.

11. **Statutory Food Service Plan 2014/15**

Cllr John Reynolds submitted for approval the draft Statutory Food Service Plan which set out the work program requirements for the forthcoming year for both the food hygiene and food standards services together with the resources available to deliver them.

Resolved:

1. That the draft 2014/15 Statutory Food Service Plan as summarised in Appendix A to the report be approved.
2. That the Cabinet Member for City Services, in consultation with the Assistant Director for Regeneration, be authorised to approve the final version of the Statutory Food Service Plan for 2014/15.
3. That a further report be submitted to Cabinet if the outcome of the current restructure of the Environmental Health (Commercial) service is such that it adversely impacts upon the ability to deliver the statutory requirements of the plan.
4. That the requirement to prepare a Food Service Plan be noted.
5. That the potential impact of the resource reductions arising from the ongoing restructuring of the service be noted.

12. **Exclusion of press and public**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business as they involve the likely disclosure of exempt information falling within the paragraphs of Schedule 12A of the Act set out below:

<i>Item No.</i>	<i>Title</i>	<i>Applicable paragraph</i>
13.	Customer Services Review	3
14.	Heath Town Estate Property Remodelling	3
15.	Black Country Re-investment Society Change in Contract Agreement	3

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

13. **Customer Services Review**

Cllr Andrew Johnson presented the report on the outcome from a review carried out on the Council's contact centre (City Direct) through PA Consulting and which included proposals to extend the contact centre to both improve customer service and deliver efficiencies. In doing so he reported that more work was needed on phone platforms, particularly the interactive voice response system for 'front of house calls' to ensure that the customer experience and satisfaction would be positive.

Resolved:

1. That the proposed migration of services currently in the Directorates to the contact centre after the proposed baseline exercises have been completed be approved.
2. That staff identified to transfer to the contact centre as part of the baseline exercises can be retained by Directorates if alternative financial resources can be identified and transferred (to the contact centre) by a Directorate to enable them to retain a post or posts.
3. That the proposed work programme and timeframe for the migration of services and the retention of specialist consultants to support (on a tapered basis) the implementation of the proposals be approved.
4. That the use of the £200,000 from the Efficiency Reserve to fund external programme support (internal project management and business process review work would be funded from existing resources) be approved.
5. That it be endorsed that a replacement Customer Relationship Management (CRM) system is required to underpin the delivery of the proposals and to remove the risk of the current system failing because of reduced support from the supplier of the system.
6. That the Customer Services Board (approved as part of the Council's Customer Services Strategy) oversee the delivery of this project.
7. That it be noted that there would be a capital investment requirement in relation to this programme and that this will be presented to Councillors in a separate report concerning customer relationship management software and associated ICT investment.
8. That further work be undertaken on phone platforms, particularly the interactive voice response system for 'front of house calls' to ensure that the customer experience and satisfaction would be positive.

14. **Heath Town Estate Property Remodelling**

Cllr Peter Bilson presented a report on a proposal to initiate a programme of remodelling of certain three bedroom maisonettes within the Heath Town estate by converting them to two bedroom maisonettes. The investment in the retained housing stock at Heath Town complemented proposals previously agreed by Cabinet within the Heath Town Masterplan for the wider regeneration of the Heath Town estate contributing to the long term sustainability of Heath Town.

Resolved:

1. That the conversion of 17 void three bedroom maisonettes into two bedroom properties at Heath Town be approved.
2. That a consultation exercise be undertaken with tenants of the further 34 three bedroom maisonettes of the same archetype to seek their agreement to convert their properties into two bedroom maisonettes.
3. That an ongoing programme of conversion of the remaining units of this archetype to two bedroom maisonettes as and when they become void be approved.
4. That a further report be submitted to Cabinet on the business case to consider introducing a localised incentive scheme for hard to let housing stock across the City.
5. That it be noted that as a result of Welfare Reform and in particular the removal of the "Spare Room Subsidy" – commonly known as the "bedroom tax" - three bedroom maisonettes at Heath Town have become increasingly difficult to let with void numbers rising.
6. That it be noted that the final year of Decent Homes backlog funding presents a unique opportunity to re-model some of the three bedroom maisonettes and the resulting reduction in rent charged will be offset against the rent loss from unlettable properties.

15. **Black Country Re-investment Society Change in Contract Agreement**

Cllr Peter Bilson presented the report that sought approval for a change in an element of the contract with BCRS (formally known as Black Country Re-investment Society).

Resolved:

1. That a change to the agreement with BCRS (formally known as Black Country Re-investment Society) allowing BCRS an extension of time to make the repayment of the sums provided to it by the Council be approved.
2. That authority be delegated to the Chief Legal Officer to enter into a Deed of Variation and execute the same in order to implement the above recommendation.

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Cabinet Meeting

14 May 2014

Report title	Crime Reduction, Community Safety and Drugs Strategy 2014-17	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Elias Mattu Leisure and Communities	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Community Safety	
Accountable employee(s)	Karen Samuels	Head of Community Safety
	Tel	01902 551341
	Email	Karen.samuels@wolverhampton.gov.uk
Report to be/has been considered by	Vibrant Safe and Sustainable Communities Scrutiny Panel (Pre-decision item)	13 March 2014

Recommendation(s) for action or decision:

The Cabinet is recommended to:

Recommend the Crime Reduction, Community Safety and Drugs Strategy 2014-17 to Full Council for approval and implementation.

1.0 Purpose

- 1.1 To seek approval for the city's Crime Reduction, Community Safety and Drugs Strategy 2014-17.

2.0 Background

- 2.1 As part of the Crime and Disorder Act 1998, responsibility is placed on Local Authorities and the Police in England and Wales to work together in auditing crime and disorder and producing and delivering strategies to reduce local crime and disorder.
- 2.2 The previous strategy document was in place until 31 March 2014; over the period of the strategy (2011-14) significant reductions were realised in levels of total recorded crime and positive outcomes realised against strategic priorities. Out of 27 key performance indicators that can be compared against the previous year, improvements were achieved or exceeded against 20 of these (74%). In particular, the city has experienced marked reductions in reoffending, weapon-related crime, first time entrants to the youth justice system and an increased uptake of drug and alcohol treatment services.
- 2.3 Whilst there is evidence that people who come into contact with Police and partner agencies were generally satisfied with the service they received, and there have been improvements in public feelings of safety, further work is needed to turnaround negative public perceptions of crime; other external factors such as the economic downturn, welfare reforms and employment opportunities will also impact on perceptions.

3.0 Strategic Priority Setting

- 3.1 Safer Wolverhampton Partnership Board (SWP) has undertaken a robust prioritizing exercise, taking account of ongoing financial constraints and organisational change, to determine the priorities which will be the focus for the revised strategy over the next 3 years. This identified priorities which would achieve the greatest impact in communities and which, by virtue of their nature, will show an improvement in other crime types. The strategy priorities have been informed by the annual Strategic Assessment, City Strategy priorities and consultation with stakeholders which included seeking views from local communities.

4.0 Strategic Priorities

The following strategic priorities were agreed at a meeting of SWP Board on 18 October 2013. Proposed outcomes have been negotiated through discussion with partner organisations operating in the city. The full strategy is attached at **Appendix A**.

4.0 Reducing Reoffending

- 4.1 Wolverhampton continues to be at the forefront of the Government's Integrated Offender Management (IOM) initiative and during each of the last three measured quarters, we have been in the top ten authorities, nationally, for reducing reoffending. Within IOM

agencies come together to actively manage offenders to reduce their risks of reoffending. Specific groups targeted for multi-agency interventions include Prolific and Other Priority Offenders (PPOs), gang members and individuals who have committed sexual offences and serious violent offences, managed under Multi Agency Public Protection Arrangements (MAPPA). The Wolverhampton Youth Offending Team, comprising staff from a whole range of disciplines, continues to provide a template for partnership working with all offenders aged under 18, as it has done for many years, and is a key partner for IOM both strategically and operationally.

The Government's 'Transforming Rehabilitation' agenda will drastically change the way offenders are managed in future. With the abolition of Probation Trusts by end of May 2014, a public sector National Probation Service will be formed which will continue to manage offenders who pose the highest risk. Low and medium risk offenders will be managed within newly formed Community Rehabilitation Companies (CRC), which are due to be sold through a competition process which should be completed by October 2014. Accordingly we are entering a year of massive change with two significant new providers replacing existing probation provision.

Key outcomes for 2014-2017:

1. Reduction in reoffending
2. Increase of offenders achieving stable employment
3. Increase of offenders moving into stable accommodation

4.2 Substance Misuse

The drugs intervention programme (DIP) has played a key role locally and nationally in tackling drugs and reducing crime; the programme is aimed at getting adult drug-misusing offenders who misuse specified Class A drugs (heroin and cocaine/crack cocaine) out of crime and into treatment and other support and rehabilitative services. Many of the offenders who have benefited from DIP are among the hardest-to-reach and most problematic drug misusers, and are offenders who have not previously engaged with treatment in any meaningful way.

Delivery at a local level is through the new drug and alcohol service 'Recovery Near You'. The programme has developed into an integrated drug and alcohol offender pathway and the team work alongside Police and Probation in the custody environment, at Probation and within the treatment setting. The treatment system is still dealing with the challenge of embedding a re-designed service with a new provider consortia. This process has acknowledged the value of the criminal justice pathways and is exploring the 'best fit' in the new arrangements.

Key outcomes for 2014-2017:

1. Prevent substance misuse through earlier identification and effective interventions amongst children and young people
2. Improve the long term health outcomes for substance misusers
3. Managing convicted offenders to tackle their substance misuse needs
4. Reductions in alcohol-related crime and disorder

4.3 **Gangs/Youth Crime**

Tackling Gangs and Youth Violence has been a particular focus for SWP over the last few years. Wolverhampton's inclusion within the Home Office 'Ending Gang Youth Violence' (EGYV) programme during 2012/13 helped to establish our approach. During 2013/14, SWP Board committed to develop exit pathways and targeted interventions. The commissioning model developed for 2013/14, through contracting with a few specialist providers experienced in working with high/medium risk gang nominals on a one-to-one support basis has provided excellent value for money. Contracting arrangements have been based on zero-hour contracts, with payments made against an outcome based model. Youth Crime reduction is currently supported through an allocation of £66,000 to YOT where concentrated preventative work is delivered to an identified under 18's 'deter cohort'.

Key outcomes for 2014-17:

1. Reduce incidents of gang violence and harm
2. Improve gang and youth crime interventions (providing support and employing civil and legal remedies where needed)
3. Dismantle gangs and divert offenders using offender management pathways such as education, employment and training
4. Fewer knife and firearms incidents
5. Reduction in young people aged 10-17 committing crime
6. Improve community engagement by working in partnership
7. Improve awareness within schools and educational establishments

4.4 **Violence Against Women and Girls (VAWG)**

VAWGs and particularly domestic violence (DV) remains a community safety issue for Wolverhampton. In line with the general economic downturn there has been a rise in reported DV to specialist agencies. Nationally, DV retains the highest repeat offending rate of any crime. In Wolverhampton the rate is around 29% repeat victimisation. Alcohol continues to be a significant factor in DV cases, acting as both a disinhibitor for violence, and an inappropriate coping mechanism for both victims and perpetrators.

Wolverhampton continues to be part of the West Midlands Sexual Assault Referral Centre (SARC) service provider contract, where a pooled contribution from each of the 7 local authority areas is made towards a West Midlands-wide service; consequently, WDFV's newly established Independent Sexual Violence Advisory (ISVA) Service has seen a significant rise in demand for the services during the year, providing a critical element of the care pathway for victims of sexual violence accessing the SARC services, and/or criminal justice proceedings.

Key outcomes for 2014-2017:

1. Increase in confidence in reporting VAWG
2. Reduction in repeat offending & victimisation
3. Reduction in serious harm and homicide

5.0 National Policy

- 5.1 Planning and delivery of provision to address issues of crime and community safety has to be undertaken against a backdrop of significant change in national and policy and unprecedented resource reductions and organisational changes across all sectors.
- 5.2 Delivery against the strategy must be undertaken within the current legislative framework; shifts in national policy and the introduction of new legislation must still be accommodated within our local approach, therefore, an annual review of the strategy and Local Policing and Crime Plan (LPCP) will enable us to maintain sufficient flexibility within partner operating models to respond.

6.0 Strategic Contribution and Service Change

- 6.1 The Community Safety strategy will directly contribute towards 'Re-invigorating the City' objectives contained within the City Strategy and is aligned to meet cross-partner plans and strategies; these contributions are featured in the 'Reinvigorating the City' element of the City Strategy. The main focus is in addressing crime and perceptions of crime in the city centre and across the city; recognising this as a main factor in the city's image affecting potential inward investment and inward migration as well as the retention of skilled labour.
- 6.2 The strategy will also support plans to develop proposals for earlier identification and interventions for families in need of support. Recognising that issues of mental health, domestic violence and substance misuse are key contributors to family crisis and the potential escalation of children to looked after status, a coordinated multi-agency response is needed to achieve improved outcomes for families.
- 6.3 The LPCP aligned with the strategy will be developed each year to provide a strategic steer for delivery across the City. An annual review of the strategy will be undertaken and any changes reflected in the LPCP; this will ensure delivery keeps abreast of changing needs, shifts in demand and address any issues of underperformance. A performance framework will measure progress against strategic objectives, with an emphasis on demonstrating the impact of delivery within communities. Delivery will be performance managed through established SWP and partner structures. Performance reports will provide tangible evidence of outcomes achieved.

7.0 Consultation - Outcome

- 7.1 **Phase 1** - Over a seven week period during July – September 2013, views from stakeholders were invited to inform strategic priority setting. A summary of responses is detailed below:-
- 7.2 A total of 40 individual responses and 6 group/organisational responses were received, reflecting the views of 127 stakeholders and the organisational priorities of partners. A rank weighting was applied to each response to show preferences.

7.3 From those received, the following top 5 priorities featured as part of both the individual and group responses:

- Reducing Reoffending
- Gangs and Youth Violence
- Violence Against Women and Girls
- Substance Misuse
- Youth Crime

7.4 **Phase 2** - A further round of consultation commenced January – March 2014 covering a seven week period and concluded 14 March 2014. Views and comments were invited on the models of delivery and proposed outcomes featured in the strategy. Feedback from the consultation indicated that the strategy is clear and easy to understand. Other comments received suggested a greater emphasis should be included on arrangements to support victims.

7.5 Views of Councillors, statutory and voluntary community sector partners and residents were actively sought as part of the consultation process. Use of existing networks across the city were used to promote involvement in the consultation process; this has included distribution of flyers through Local Neighbourhood Partnerships, Neighbourhood Wardens and Multi Agency Support Teams for dissemination to local community venues encouraging comment.

7.6 The draft strategy, consultation proposals and early feedback was discussed at a meeting of Vibrant, Safe and Sustainable Scrutiny Panel on 13 March 2014, where additional input of Panel members was sought as part of pre-decision scrutiny arrangements. Feedback received from Scrutiny Panel was wholly positive of both the approach taken to develop the strategy, including the consultation proposals adopted and were supportive of the strategic priorities detailed within the strategy and the impact these would have on the city.

7.7 The draft strategy was discussed at a meeting of Strategic Executive Board on 27 March 2014; a request was made for the contribution towards providing early support for families to be referenced more explicitly.

7.8 Significant reductions in resources in recent years has resulted in a shift in focus towards changed practice within mainstream services with the need to change ways of working across a range of partners to ensure processes are streamlined and services are outcome focussed.

8.0 Financial implications

8.1 Implementation of the strategy will require targeted mainstream resource allocation from a broad range of delivery partners. The Council receives a ring-fenced community safety grant allocated by the Police & Crime Commissioner (PCC) to SWP as the Local Police & Crime Board for the city. At its meeting on 11 March 2014, Cabinet Resources Panel

agreed that the £493,000 allocated by the PCC for 2014-15 be delegated to SWP for this purpose in line with the conditions of funding. (CF/23042014/T)

9.0 Legal implications

- 9.1 Sections 5 and 6 of the Crime and Disorder Act 1998 require the Council and other responsible authorities to formulate and implement strategies to reduce crime and disorder in the area in the planning and delivery of their services. Subsequent revisions to the Act (by the Police and Justice Act 2006) places a duty on CSPs to prepare strategic assessments with the purpose of informing the partnership plan revisions.
- 9.2 Section 17 of the Crime and Disorder Act 1998 (as amended) requires the Council along with the other Responsible Authorities to exercise their functions with due regard to do all that they reasonably can by way of preventing crime and disorder, anti-social behaviour, substance misuse and re-offending in the locality. All aspects of this requirement are featured within the draft strategy. (RB/23042014/A)

10.0 Equalities implications

- 10.1 A full equality analysis has been undertaken alongside development of the strategy. There were no adverse impacts identified from the analysis or consultation; the Strategy will impact positively on a number of the protected characteristics by catering for the different needs of clients and addressing the victimisation associated with the gender-biased crimes within the Violence Against Women and Girls priority.

11.0 Environmental implications

- 11.1 The development and implementation of a Crime Reduction and Community Safety Strategy will impact positively across all areas of the city, particularly those priority neighbourhoods adversely affected by crime and anti-social behaviour.

12.0 Human resources implications

- 12.1 The report does not have any direct human resources implications

13.0 Corporate landlord implications

- 13.1 There are no direct corporate landlord implications.

14.0 Schedule of background papers

- 14.1 Reports to: – Cabinet Resources Panel - 11 March 2014
Vibrant, Safe and Sustainable Communities Panel - 13 March 2014

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SAFER

Appendix A

WOLVERHAMPTON PARTNERSHIP



Crime Reduction, Community Safety and Drugs
Strategy 2014-2017

Page 19

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Acknowledgements

SWP would like to thank all partners for contributing and assisting with the formation of this strategy



west midlands
police and crime
commissioner



Forewords

As the Chair of Safer Wolverhampton Partnership, the Local Police & Crime Board for the city, I am delighted to present our Crime Reduction, Community Safety & Drugs Strategy 2014-17. The strategy reaffirms the commitment of statutory, third sector, business sector and community members to work together to ensure we continue to drive down crime and improve community safety in Wolverhampton; an extension of our Board membership to include representation from all these sectors means we are much more alert to the local needs of those living and working in or visiting our city.

Building on the positive outcomes achieved over the term of our last strategy of 2011-14, which saw continuous reductions in total recorded crime, we are well-placed to continue reducing the risk of becoming a victim of crime in Wolverhampton. As we continue to face significant financial pressures the strength of our partnership will be tested to see how well we can continue to work together in spite of these challenges to ensure service standards remain high and delivery is more targeted to meet identified need.

Only by working closely with our partners, and making full use of collective resources, can we retain new and existing services which support the strategic priorities communities and stakeholders have told us need to be delivered in partnership. An annual review of these priorities will be undertaken to ensure they remain relevant and align with our annual assessment of need. Any change in focus will be detailed in an updated Local Police and Crime Plan each year, which will check that delivery is addressing priorities and that flexible, responsive services are in place to work with communities in tackling the issues affecting our neighbourhoods; our annual report will keep you informed of progress and any challenges we face.



Simon Warren
Chair of Safer Wolverhampton

The approach to develop this strategy and deliver against proposals contained within it will impact positively on city-wide regeneration plans, improve the quality of life for residents at the neighbourhood level and the experience of our visitors.

As Wolverhampton's representative on the Police and Crime Commissioner's Police and Crime Panel, I am well placed to ensure our local priorities are reflected in wider plans for the West Midlands region and opportunities for investment are identified which will allow us to achieve our objectives locally.

Increasingly, we are charged with improving our practice and identifying efficiencies, so closer collaborative working across the West Midlands will be central to this goal.

As Cabinet lead for Community Safety, I am responsible for ensuring our strategic priorities reflect the needs of the city and that we use views of residents, businesses and other stakeholders to inform our approach in future.

I am confident that our commitment to annually review this strategy will ensure it remains relevant to those living, visiting and working in our city and will be responsive enough to adapt to the changing landscape.



Councillor Elias Mattu
Cabinet Member for Leisure and Communities
Partnership

Executive Summary

Background and Context

Safer Wolverhampton Partnership (SWP) is the statutory Community Safety Partnership (CSP) in the city. In line with its legal duty, SWP engages with a number of partner agencies and formulates a range of strategies and plans to address issues of crime and community safety which incorporates for example, substance misuse, anti-social behaviour, reducing reoffending, domestic and sexual violence, gangs and youth violence. The partnership provides strategic direction, manages performance and takes key funding decisions in order to achieve strategic objectives.

The Partnership engages with communities and consults a range of stakeholders to inform the development and implementation of strategies and plans. Under the Police Reform & Social Responsibility Act 2011 SWP has a duty to cooperate with the elected Police Crime Commissioner (PCC) for the West Midlands Police Force Area. SWP has recently made changes to the board membership which now consists of both statutory sector and non-statutory representatives from community, voluntary and business sectors, to deliver an extended model of community engagement in line with PCC requirements.

Demographics

Demographics across the city, are changing and as a consequence, the crime and community safety needs of the city continue to evolve. The city's population has increased by 6% since 2001 resulting in increased levels of overcrowding, the city continues to suffer deprivation and under the Indices of Deprivation 2010 Wolverhampton is now one of the 10% most deprived local authorities in England. The shifting demographics of the city bring their own challenges for partners to address including engaging with new communities alongside an aging population and a growing level of worklessness.

Performance against our previous strategy

Reflecting on the previous strategy term (2011-2014) SWP has delivered a range of

outcomes against the key objectives that were set out. Positive delivery has been accomplished during an extraordinary backdrop of budget cuts across the Partnership which has inevitably transformed the way in which services are delivered. Recorded crime as a whole across the West Midlands is at its lowest level since modern crime recording began and this is reflective of Wolverhampton's performance with 2012/13 recording an 8% reduction against the previous year, totalling 1492 fewer recorded crimes. Out of 27 Key performance Indicators that can be compared against the previous year; SWP achieved or exceeded the targets set for 20 (74%) of these.

Setting our priorities

Moving into our new strategy we took stock of various pieces of information available to us as well as using the experience of our partners and views of communities to ensure our selected strategic objectives reflect the most challenging facing the city.

Utilising data sources such as crime figures and trends recorded by the Police; collating community perceptions through consultation, engaging our key partners to illicit their service priorities and analysing key documents such as our Strategic Assessment the Board were able to identify four key strategic priorities for 2014-2017:

1. Reducing Reoffending
2. Substance Misuse
3. Violence Against Women and Girls
4. Gangs and Youth Violence/Youth Crime

Reducing Reoffending

Managing repeat offenders is a key priority not only for Wolverhampton but nationally. Statistics estimate that around half of all crime is committed by individuals with previous convictions. A high number of offences are committed by a very small group of individuals, who have been labelled, since 2004, as Prolific and Other Priority Offenders (PPOs).

In order to manage this cohort of repeat offenders a model known as Integrated Offender Management (IOM) has been

adopted across the West Midlands and Wolverhampton has been at the forefront of its delivery and implementation. IOM brings together all agencies, including police, probation, local authority, drug treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of offenders.

Partnership working around this agenda faces a new challenge in 2014 as the Government's Transforming Rehabilitation agenda comes to fruition. Local probation trusts will be abolished with a public sector National Probation Service established to manage adult offenders posing the highest risk of harm. New 'Community Rehabilitation Companies' will manage all low and medium risk adult offenders subject to statutory supervision in the community. New working relationships are already being established to capitalise on opportunities the transformation presents.

As a partnership we will aim to: continue achieving reductions in reoffending, further increase offenders achieving stable employment and continue to improve rates of offenders moving into stable accommodation

Substance Misuse

Research has shown where there is misuse of alcohol and drugs there are increased risks of involvement in crime, either as perpetrators or as victims. Research has shown alcohol misuse can contribute towards crime, disorder and anti-social behaviour, and drug use can be closely associated with acquisitive crime such as theft, shoplifting and robbery.

Over half of young people and approximately a third of adults who come into substance misuse treatment every year in Wolverhampton come through criminal justice pathways.

Wolverhampton has identified substance misuse as a key priority and recently transformed the way services are delivered. There has been a positive and deliberate shift towards focussing on recovery and ensuring improved outcomes for substance misusers in Wolverhampton. To achieve this a new

integrated recovery focused substance misuse service (alcohol, drugs and young people's services) has been commissioned and procured. The new service improves pathways to exit substance misuse and provides a recovery focused service, which will include working with substance misuse offenders.

As a partnership we will aim to prevent substance misuse through earlier identification of need, effective interventions, a commitment to whole family support to improve the long term health outcomes for substance misusers and manage convicted offenders to tackle their substance misuse needs

Violence Against Women and Girls (VAWG)

VAWG is a collective term that encompasses domestic violence (DV), sexual violence, forced marriage, female genital mutilation, and so-called honour crime. It is so-named to recognise the gendered nature of these crimes in that the majority of victims are female at the hands of male perpetrators, but both the Government's VAWG strategy and the local strategy acknowledge that women and girls and men and boys can be victims and perpetrators in heterosexual and same sex relationships.

Wolverhampton DV Forum (WDVF) and its multi-agency Executive Board employ a coordinated community response model to develop and coordinate successive multi-agency strategies and action plans around VAWG.

VAWG remains a community safety and safeguarding adults and children issue for Wolverhampton. The Home Office estimates that only one tenth of DV incidents are reported to Police, which for Wolverhampton could mean that there are around 50,000 DV incidents per year.

One key strand of partnership work under this heading relates to the requirements under The Domestic Violence, Crime and Victims Act 2004 that multi-agency Domestic Homicide Reviews (DHRs) are undertaken where domestic violence-related deaths occur and lessons can be learnt, and to oversee implementation of any recommendations. The Partnership will aim to increase

confidence in reporting and identifying VAWG, reduce repeat offending & victimisation, reduce serious harm and homicide and increase perpetrators brought to justice.

Gangs/Youth Crime

The last few years have seen joint working across statutory, third sector and private sector providers to coordinate city-wide delivery; this has enabled us to have in place effective gang exit pathways across agencies which targets intervention to those individuals, institutions and locations where gang culture remains problematic for Wolverhampton.

The formation of a Reducing Gang Harm strategy in the city focuses on integrating gangs delivery, as far as possible into mainstream services; recognising, however, that direct intervention must be delivered through the specialist services of a few well established providers. Our focus going forward is on maintaining effective exit pathways for active gang members and targeting our intervention at an earlier point to break the cycle of youth crime and gang recruitment.

As a Partnership we aim to reduce incidents of gang violence and harm, improve gang and youth crime interventions, dismantle gangs and divert offenders using offender management pathways such as education, employment and training, reduce levels of young people aged 10-17 committing crime, improve community engagement by working in partnership and improve awareness within schools and educational establishments.

Priority Areas

Whilst delivering against the key strategic objectives we will continue to respond effectively to crime issues facing neighbourhoods across the city. We will continue our work around Priority Areas, identified through the West Midlands Police (WMP) force strategic assessment, West Midlands has identified 31 priority areas of which Wolverhampton has three red (high priority) and three amber (medium priority). The city's Priority Areas contain around 16% of Wolverhampton's population, yet are responsible for approximately 30% of the

city's recorded crime. Similarly work around agendas such as Hate Crime and Prevent will be addressed through our delivery structures which include a range of strategic and operational groups.

Support for victims

When addressing the plethora of issues we face around crime and community safety it is imperative victims remain our focus and service providers ensure victim needs are at the forefront of delivery. Support needs to be robust to aid victim recovery whether that is physical or mental. Wolverhampton offers a range of support for victims, predominantly through the voluntary and community sector; some of these organisations specialise in providing support to victims of certain crime categories such as domestic violence, whereas other services will support any victim of crime. Referral pathways are in place providing victims of crime with a direct route into support services.

Delivery each year

SWP will work with key partners, including the voluntary and community sector, in identifying the most effective way to utilise funds made available by the PCC to improve the offer of services to victims of crime. We will be reviewing the focus of this strategy annually and revising our approach within the local Policing and Crime Plan to ensure delivery accurately reflects the changing needs of the city.

SWP recognises the importance of community confidence and reassurance to help make residents of the city feel safe and secure. SWP strives to engage with communities, directly or via our partners, around key policy changes, performance and during the formation of plans and strategies. The Neighbourhood Service function within the City Council is the primary mechanism across the city for engaging with communities. Through channels such as the Local Neighbourhood Partnership (LNP) meetings and Partners and Communities Together (PACT) meetings, issues of community concern are identified and addressed. Direct input from SWP Board members also provides a direct route to identify community priorities.

Introduction

The Partnership

Safer Wolverhampton Partnership (SWP) is the statutory Community Safety Partnership (CSP) in the city. It also became the Local Police & Crime Board (LPCB) for Wolverhampton in response to Police & Crime Commissioner (PCC) proposals. As many of the functions of the CSP were similar to those of a LPCB the membership of SWP expanded in July 2013 to include the following partners:

Statutory partners from

- Wolverhampton City Council
- Wolverhampton City Council Leisure & Communities Cabinet Member
- West Midlands Police
- West Midlands Fire and Rescue Authority
- National Probation Service / Community Rehabilitation Company
- Wolverhampton Clinical Commissioning Group
- Her Majesty's Prisons

Non-statutory partners from

- Communities of geography – Neighbourhood Services appointed representatives covering each constituency area
- Business sector
- Third Sector Partnership – covering Communities of Interest, special interest groups and Third Sector organisations
- Lead Councillor representation

With these changes in place less than 50% of the membership is made up of statutory sector partners, providing a strengthened model of direct influence by communities in setting the city's crime and community safety priorities.

Functions and Statutory Duties

SWP Board fulfils functions around strategic priority setting, strategy development, strategic decision making and all commissioning decisions through the allocation of available funding and re-direction of mainstream resources to deliver against agreed priorities.

As the CSP for the city, SWP has a legal duty to perform a number of statutory functions. Under the Crime and Disorder Act 1998 a duty is placed on certain partners (termed Responsible Authorities) to be part of SWP membership. Under this duty, SWP must formulate and implement strategies to tackle crime and disorder, substance misuse, anti-social behaviour and reducing reoffending. Arrangements must be put in place for managing the CSP to deliver the strategies and plans partners agree and to implement systems for maintaining and sharing information.

The Partnership must engage with communities and hold public meetings, including consulting with stakeholders to inform the development and implementation of strategies and plans. These plans must be well informed by data sources including the annual strategic assessment, partner data and community input. Whilst delivering against identified strategies and plans SWP implements systems to monitor performance and report back to stakeholders through quarterly performance monitoring of key performance indicators and annual reports.

Under the Police Reform & Social Responsibility Act 2011 SWP has a duty to cooperate with the elected PCC for the West Midlands Police Force Area. SWP also operates as the LPCB, which delivers

an extended model of community engagement extending the influence of community decision making in line with PCC requirements.

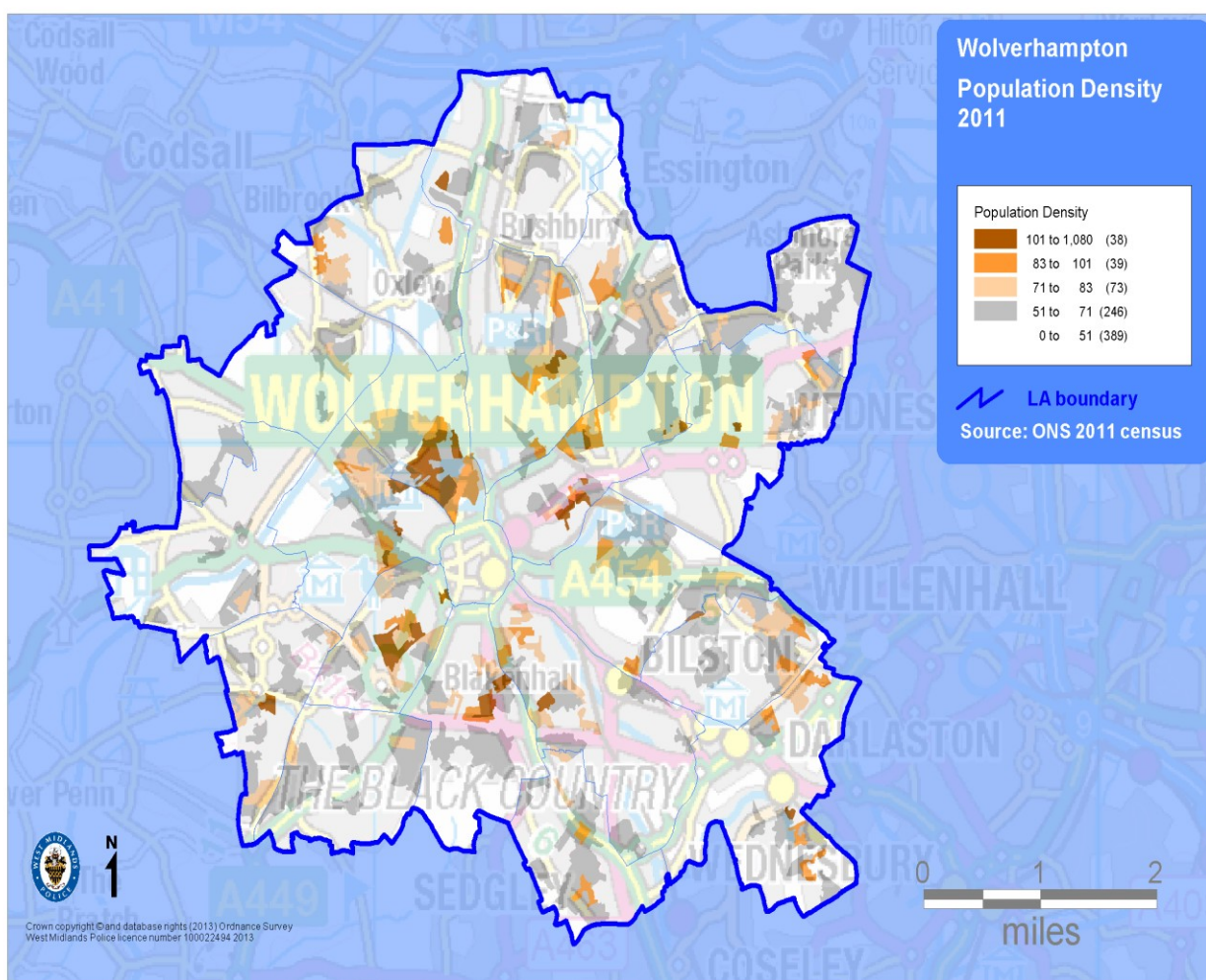
As part of the Domestic Violence, Crime and Victims Act 2004 SWP has a responsibility for undertaking Domestic Homicide Reviews (DHR) where a domestic violence-related death occurs and lessons can be learnt, (following statutory guidelines), and to oversee implementation of any recommendations.

SWP delivers across various strands of Crime and Community Safety and engages a variety of partners during this process. The diagram overlaid depicts key areas of work SWP delivers against.

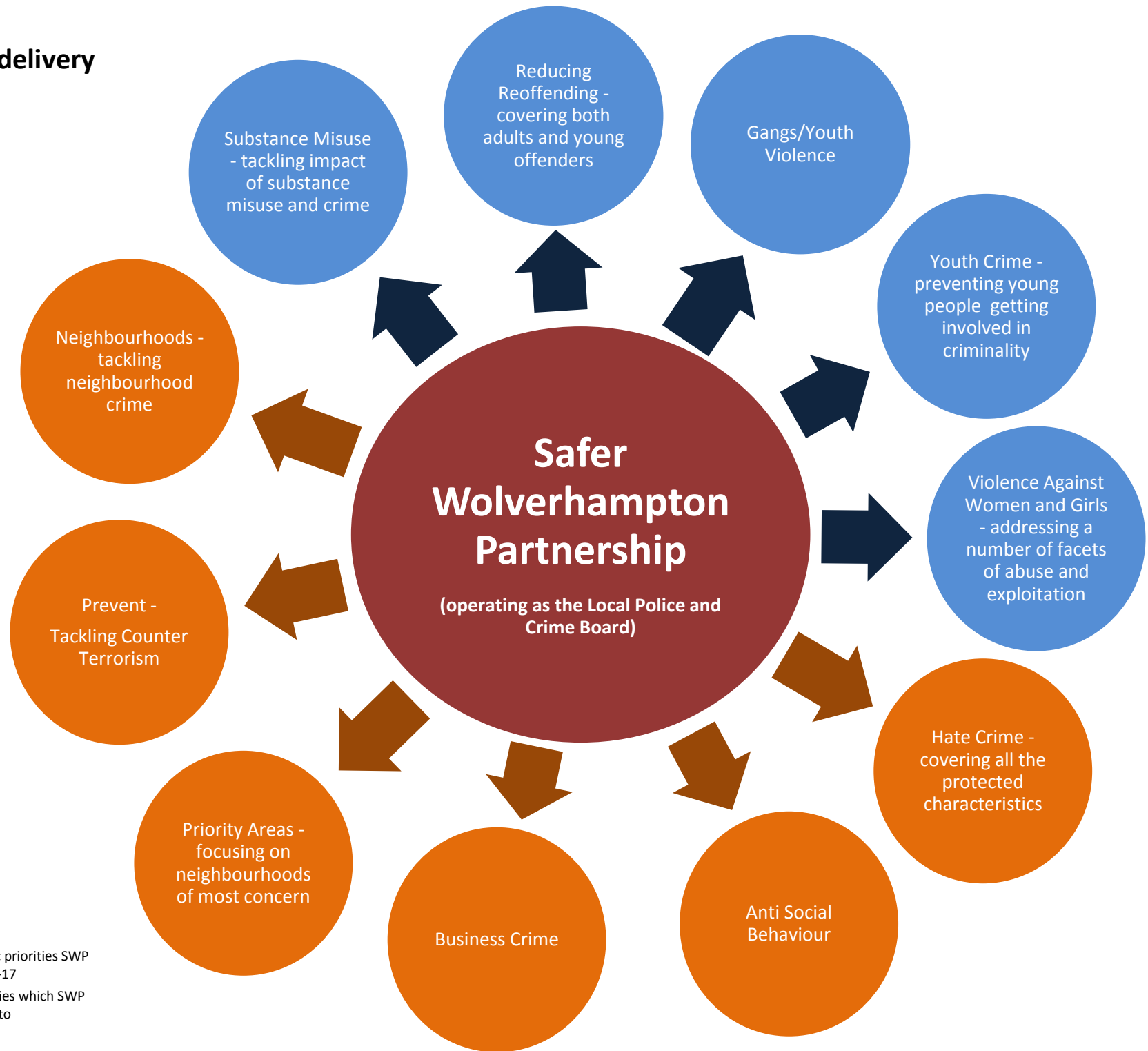
The City



Wolverhampton has experienced a great deal of change over the past decade. The city's population has increased by 6% to just under 250,000 people since 2001 alongside increased levels of overcrowding and deprivation. The city is ranked in the Indices of Deprivation 2010 as the 20th most deprived nationally and is now one of the 10% most deprived local authorities in England. Wolverhampton is an ethnically diverse city; over the last decade there has been a 10% decrease in White British residents since and a corresponding increase in Black Asian Minority Ethnic (BAME) residents. In 2011, BAME residents accounted for 36% of Wolverhampton's population, a much higher proportion than had been initially anticipated.

The shifting demographics of the city bring their own challenges for partners to address including engaging with new communities alongside an aging population and a growing level of worklessness. These changes will be exacerbated by the issues anticipated over the coming years including welfare reform, community cohesion and cuts to public services.



SWP areas of delivery



 Indicates key strategic priorities SWP will focus on for 2014-17
 Indicates other priorities which SWP continues to respond to

Reflections on 2011-2014

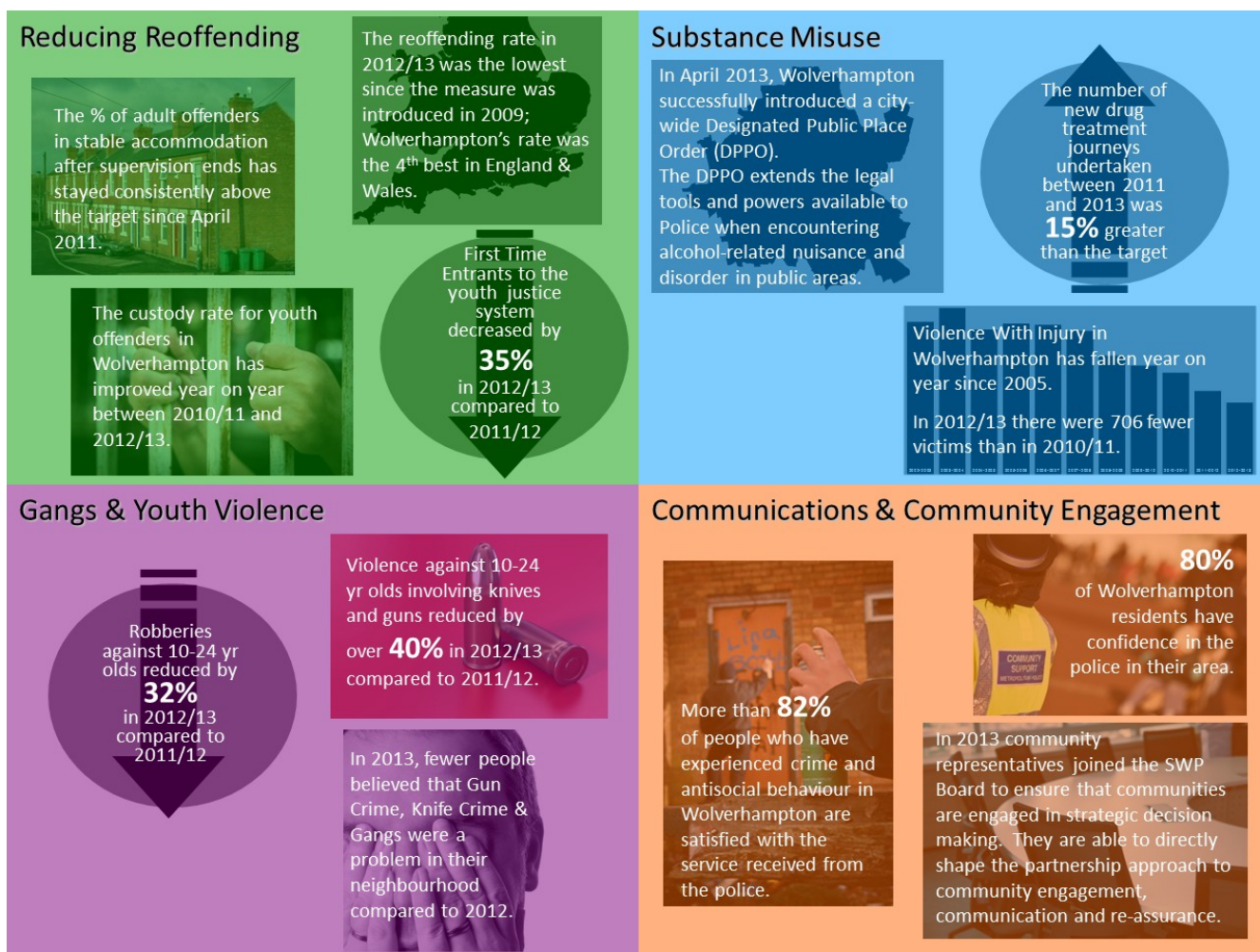
Services across the Partnership are facing unprecedented challenges around budget cuts which are inevitably forcing transformation in the way services are delivered. As services contend with the challenges they face the core provision they are required to deliver must continue.

In the midst of these challenges performance has been positive across the four strategic priorities which were set by Board in 2011, these consisted of:

- Reducing Reoffending
- Substance Misuse
- Gangs and Youth Violence
- Communications and Community Engagement

Recorded crime as a whole across the West Midlands is at its lowest level since modern crime recording began. This is true of Wolverhampton, with 2012/13 recording an 8% reduction against the previous year, totalling 1492 lesser reported crimes.

Great strides have been made towards achieving the targets against these four strategic priorities since 2011. These achievements have been aided by established models of partnership working (Offender Management), funding programmes (Ending Gang and Youth Violence) and examples of collaborative partnership working (joint drugs/alcohol delivery and whole family focus) and performance indicators. Out of 27 Key performance Indicators that can be compared against the previous year, SWP achieved or exceeded the targets set for 20 (74%).



Current reductions against the predicted reoffending rate in Wolverhampton are the best since 2009, crimes associated with youth violence have seen sizable reductions over the past year and many drug treatment targets have been exceeded. Encouragingly, there is evidence that people who come into contact with police and partner agencies are generally satisfied with the service they receive and are less likely to have negative perceptions.

Whilst some challenges remain, (access to employment, public perceptions of crime, impact of welfare reforms), progress remains positive.

SWP Priorities

How we determined our priorities

Evidence of need

When setting strategic priorities for the three year strategy, a range of information sources need to be considered to ensure we get a well-informed picture of the issues facing the City. These sources will include police recorded crime data, anti-social behaviour figures, data from other partners such as West Midlands Fire Service, health, housing providers, council services as well as perception data on feelings of safety from resident surveys and consultation feedback. Additionally, key agencies are consulted to ensure the strategic priorities selected are the most impactful across other agendas; for example, provision of substance misuse treatment services will impact positively on efforts to reduce property related crimes such as burglary and vehicle crime.

SWP forms its Strategic Assessment annually, which provides an in-depth analysis of crime trends across the City, providing a baseline to highlight areas of concern. The Strategic Assessment from 2013 highlighted shoplifting, violent crime, theft from motor vehicles and burglary as top contributors to total recorded crime; communities informed us issues such as drugs, anti-social behaviour, street drinking and prostitution, were of most concern; similarly our partners provided their views on demands for their services. A number of the issues pertinent to specific neighbourhoods will be resolved through local neighbourhood tasking arrangements, and crimes requiring a single agency response will still continue to be addressed by those agencies.

This strategy will focus on delivering against the strategic priorities requiring a multi-agency response which, if addressed, will have a positive impact on other crime types. Similarly, it will involve the coordination of multi-agency services which can provide earlier targeted support to those families to avoid crisis situations; this will not only seek to address direct crime and community safety concerns but will also make a positive contribution to wider social well-being of residents and families.

SWP Board are committed to inclusivity with the public and therefore set out to consult on the development of the strategic priorities and plans. Whilst data sources such as the Strategic Assessment cannot be negated in the process of setting priorities, the Board were keen to understand community views and identify any correlation with priorities highlighted from agency information sources.

SWP carried out a consultation to inform priority setting during 2013 which involved residents of the city as well as a number of organisations from the statutory and third sectors. The top four strategic priorities for the 2014-2017 Crime Reduction, Community Safety and Drugs Strategy for

Wolverhampton featured in the top five overall group and individual responses received and are detailed below:

Strategic Priorities:

1. Reducing Reoffending
2. Substance Misuse
3. Violence Against Women and Girls
4. Gangs and Youth Violence / Youth Crime

Whilst the strategic priorities have been identified by Board as key areas of focus, SWP will continue to respond to other areas of crime and community safety. SWP has a remit to identify and respond to emerging issues across the city regardless of whether these fit within the strategic priorities. Issues such as hate crime, acquisitive crime, counter terrorism, anti-social behaviour, vehicle crime, prostitution and a range of other common crime categories will be addressed via SWP structures.

Priority 1: Reducing Reoffending

It is estimated that around half of all crime is committed by individuals with previous convictions. A high number of offences are committed by a very small group of individuals, who have been labelled, since 2004, as Prolific and Other Priority Offenders (PPOs). Integrated Offender Management (IOM) is the principal model adopted across the West Midlands for tackling repeat offenders. It means all agencies, including police, probation, local authority, drug treatment services and a range of third sector providers working closely together to cut reoffending through the targeted management of offenders.

Wolverhampton was one of the national 'pioneer' areas for the IOM approach. As a result of our well established inter-agency work, the formal Ministry of Justice statistics show us to be the 6th most successful local authority in the country in reducing the reoffending of adult offenders. The essence of IOM is that offenders are offered opportunities to address behaviour that contributes to their offending, which might include drug treatment or employment training. If they fail to take the opportunities they run the risk of being returned to court or recalled to prison.

IOM is used successfully with offenders of all ages. All agencies combining their efforts to tackle offending has been one of the core principles of the highly successful Wolverhampton Youth Offending Team (YOT) since its inception.

The YOT works with local crime reduction partners to identify those young people who present the greatest risk to communities and themselves, providing them with very particular monitoring and support. There is, for instance, a very successful intensive surveillance and support scheme in the YOT which manages the highest risk young people.

The IOM umbrella also includes Multi Agency Public Protection Arrangements (MAPPA), the process which brings agencies together to manage serious violent criminals and sex offenders.



Reducing reoffending is a key priority for SWP because success relies on co-ordinating the efforts of a range of agencies, which is achieved through partnership structures. Whilst being a distinct priority it is also inextricably linked with other partnership priorities related to drug and alcohol misuse, youth and gang violence and also violence against women and girls.

Partnership working faces a new challenge in 2014 as the Government's Transforming Rehabilitation agenda comes to fruition. Local probation trusts will be abolished from 1st April 2014, with a public sector National Probation Service established to manage adult offenders posing the highest risk of harm, whilst the management of low and medium risk adult offenders subject to statutory supervision in the community will be passed to new organisations, known as Community Rehabilitation Companies; with the tendering process to see who will do this work now underway. New working relationships will need to be established within these new arrangements which should create opportunity for innovative practice.

Key outcomes for 2014-2017:

1. Reduction in reoffending
2. Increase of offenders achieving stable employment
3. Increase of offenders moving into stable accommodation

Priority 2: Substance Misuse

There are increased risks of involvement in crime, either as perpetrators or being the victims of crime and violent crime, for people who misuse alcohol and drugs. Alcohol has been identified as a major contributor to crime, disorder and anti-social behaviour, and drug use can be closely associated with acquisitive crime such as theft, shoplifting and robbery. Over half of young people and approximately a third of adults who come into substance misuse treatment every year in Wolverhampton come through criminal justice pathways.

Nationally, '*Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a Drug free Life, (2010)*' sets out the Government's plans for tackling drugs and addressing alcohol dependence. Locally, alcohol and drugs has been prioritised by the Health and Wellbeing Board as one of its 5 top priorities in the Joint Health and Wellbeing Strategy (JHWBS) 2013–18. This will be a key driver for the implementation of improved outcomes, ensuring that we adopt a joined up approach.



Wolverhampton's Alcohol Strategy (2011-2015) aims to reduce alcohol harm through a cross partner co-ordinated approach to delivery. This strategy and associated action plan forms the implementation plan for the alcohol strand of the JHWBS and therefore is the key vehicle by which alcohol-related crime is tackled. The implementation plan for the drugs strand will be through the new consortium contract with NACRO, Aquarius and Birmingham & Solihull Mental Health Trust, which is overseen by the multiagency Joint Commissioning Board.

To support a recovery focus and ensure improved outcomes for substance misusers in Wolverhampton, a new integrated recovery focused substance misuse service (alcohol, drugs and young people's services) has been commissioned and procured. The service began on the 1st April

2013 with a new model of service delivery operational since 1st September 2013. As well as improving pathways to exit substance misuse and providing a recovery focused service, SWP is committed to tackling the hidden harm to families when dealing with parental substance misuse and is adopting a whole family approach to delivery.

Work with offenders is also important when dealing with substance misuse and crime reduction. A number of offender related programmes will be implemented to tackle offender's dependant on alcohol and drugs. We continue to engage Drug Intervention Programme clients who are among the hardest-to-reach and most problematic drug misusers. Other priorities to address alcohol related crime and disorder include domestic violence and anti-social behaviour and the impact alcohol has on communities, children, young people and families. In addition, use of S27 Dispersal Orders to tackle problematic street drinkers, and Drug Rehabilitation Requirements (DRRs) and Alcohol Treatment Requirements (ATRs) seek to help convicted substance misusers into treatment.

Powers to tackle street drinking have also been extended with the introduction of a City-wide Designated Public Place Order (DPPO). The DPPO extends police powers to confiscate alcohol where there is a likelihood of anti-social behaviour occurring.

The following key outcomes identified in Wolverhampton Alcohol Strategy 2011-2015 and Wolverhampton's JHWBS will be used to monitor progress towards reducing the harms from substance misuse related crime and community safety:-

Key outcomes for 2014-2017:

1. Prevent substance misuse through earlier identification and effective interventions amongst children and young people.
2. Improve the long term health outcomes for substance misusers.
3. Managing convicted offenders to tackle their substance misuse needs
4. Reductions in alcohol-related crime and disorder

Priority 3: Violence Against Women and Girls

'Violence against women and girls' (VAWG) is a collective term that encompasses domestic violence (DV), sexual violence, forced marriage, female genital mutilation, and so-called honour crime. It is so-named to recognise the gendered nature of these crimes in that the majority of victims are female at the hands of male perpetrators, but both the Government's VAWG strategy and the local VAWG strategy acknowledge that women and girls and men and boys can be victims and perpetrators in heterosexual and same sex relationships.

The national model for responding to VAWG is that of a coordinated community response. This approach recognises that no single agency can deal effectively with VAWG but that all agencies and communities need to make a stand against VAWG, and work collaboratively to prevent incidents, protect victims and their children, and hold perpetrators to account. Education and advice from specialist services are fundamental elements of reducing VAWG.

Wolverhampton DV Forum (WDVF) and its multi-agency Executive Board employ this model in developing and coordinating successive multi-agency strategies and action plans around VAWG. The model relies on multi-agency partnership and commitment across prevention, service provision, protection and justice for adults and children in the health, social care, and criminal justice arenas across all sectors. Current examples of the coordinated community response model in operation include the Specialist DV Court (SDVC), Multi-Agency Risk Assessment Conferences (MARAC), and WDVF's co-located multi-agency team. In addition to preventing the personal suffering of VAWG

victims, investing in a coordinated community response model has been shown to significantly reduce public sector costs.



VAWG remains a high volume community safety and safeguarding adults and children issue for Wolverhampton. The Home Office estimates that only one tenth of DV incidents are reported to Police, which for Wolverhampton could mean that there are around 50,000 DV incidents per year. Research shows that unless checked at an early stage, DV increases in severity and frequency. It continues to be cited as the

crime with the highest repeat offending/victimisation rate, approximately 30% in Wolverhampton, and is a common factor across serious case reviews, child protection, child in need, and Looked after Children populations. There are also other significant risk factor cross-overs between DV with alcohol and substance misuse, and mental health issues.

One key strand of partnership work under this heading relates to the requirements under The Domestic Violence, Crime and Victims Act 2004 that we undertake multi-agency Domestic Homicide Reviews (DHR) where domestic violence-related deaths occur and lessons can be learnt, and to oversee implementation of any recommendations.

In Wolverhampton, partnership working is more mature for DV than for the other VAWG strands which are being addressed through the new VAWG strategy. The quality of services for victims of sexual assaults has been improved by a new West Midlands Sexual Assault Referral Centre (SARC) service provider contract. Locally, there has been a significant rise in demand for the services provided by WDVf's re-established Independent Sexual Violence Adviser (ISVA) during the year. The ISVA provides the critical care pathway for victims of sexual violence accessing the SARC services, and/or criminal proceedings. A recent awareness-raising conference on forced marriage and honour based violence, jointly hosted by the Safeguarding Adults and Children's Boards and WDVf, has provided a high profile platform from which to develop key themes of work to improve the identification and management of forced marriage, honour crime, and female genital mutilation cases in line with recognised good practice, and with a priority of working with schools.

Key outcomes for 2014-2017:

1. Increased confidence in reporting and identifying VAWG
2. Reduction in repeat offending & victimisation
3. Reduction in serious harm and homicide
4. Increase in perpetrators brought to justice

Priority 4: Gangs and Youth violence/youth crime

The last few years have seen joint working across statutory, third sector and private sector providers to coordinate city-wide delivery; this has enabled us to have in place effective exit pathways across agencies which targets intervention to those individuals, institutions and locations where gang culture remains problematic for Wolverhampton.

Central to this was the formation of a Reducing Gang Harm strategy in the city and the added resource which came from the Home Office Ending Gang and Youth Violence programme during 2012.

Our emphasis remains on integrating gangs delivery, as far as possible into mainstream services; recognising, however, that direct intervention must be delivered through the specialist services of a few well established providers.

Our focus going forward is on maintaining effective exit pathways for active gang members and targeting our intervention at an earlier point to break the cycle of gang recruitment.

This ties directly into the work of the Youth Crime Prevention strand of the Targeted Youth Support strategy which coordinates support for young people aged 11-19 who are at risk of getting involved in anti-social / criminal behaviour or gang activity. The focus will be on developing referral routes across partners to support young people at risk; halting an escalation of their behaviour to prevent entry into the criminal justice arena.



Key outcomes for 2014-17:

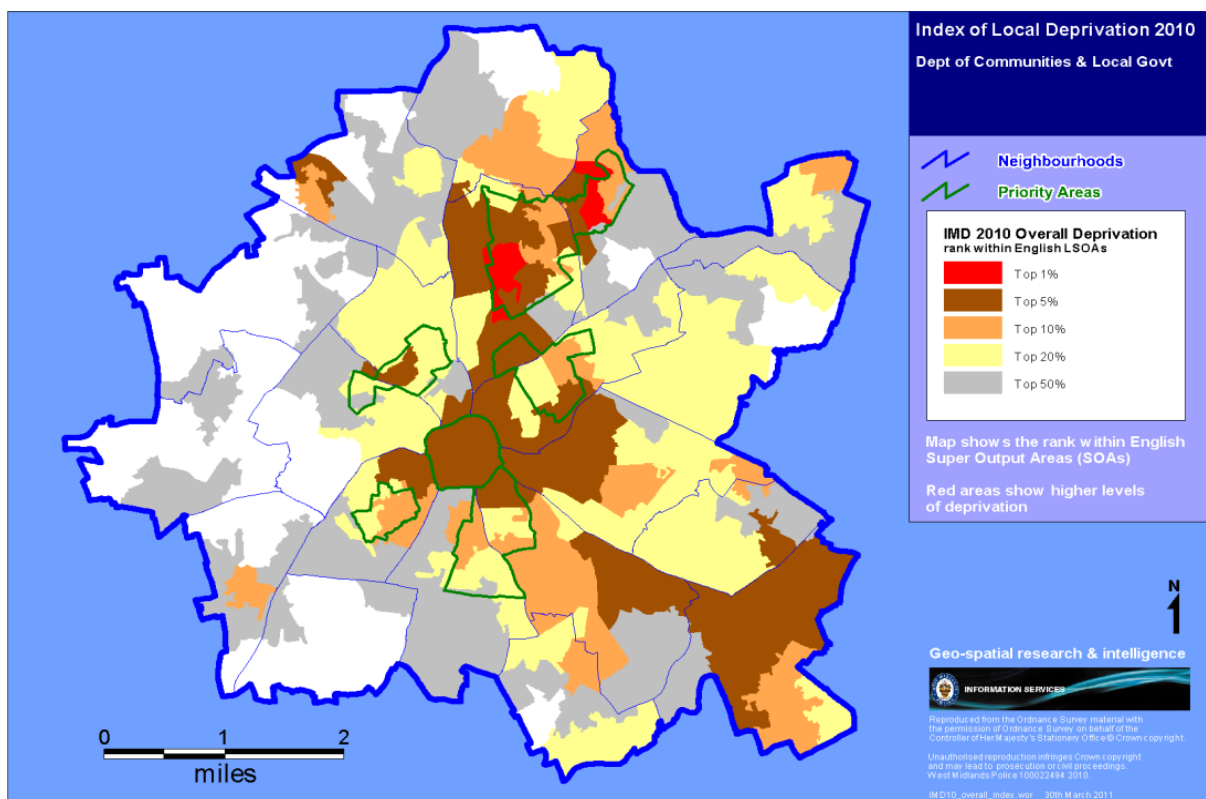
1. Reduce incidents of gang violence and harm
2. Improve gang and youth crime interventions (providing support and employing civil and legal remedies where needed)
3. Dismantle gangs and divert offenders using offender management pathways such as education, employment and training
4. Fewer knife and firearms incidents
5. Reduction in young people aged 10-17 committing crime
6. Improve community engagement by working in partnership
7. Improve awareness within schools and educational establishments

Local Policing Plan

The delivery of this strategy will be aided by the annual Local Policing Plan. This plan sets out, on an annual basis, the direction for services and the responses required to reflect changing priorities at neighbourhood and city wide levels. The plan provides us with an opportunity to annually review our strategy and respond effectively to community needs. Communities have the opportunity to shape the Local Policing Plan at an operational level providing services with direction on areas of concern, be it thematic or geographic that require particular focus.

Priority Areas

In 2011/12 the West Midlands Police (WMP) force strategic assessment identified 31 priority areas of which Wolverhampton has three red (high priority) and three amber (medium priority). The city's Priority Areas contain around 16% of Wolverhampton's population, yet are responsible for approximately 30% of the city's recorded crime. The areas also display high levels of deprivation as shown in the map below.



The six areas in Wolverhampton are - red areas: All Saints & Blakenhall, City Centre and Whitmore Reans, and amber areas are Heath Town & Park Village, Low Hill & The Scotlands and Pennfields.

Priority Areas is at the heart of Wolverhampton's partnership working; instead of a traditional crime-centric approach, partner issues have been identified and prioritised as the focus for Priority Areas across the city.

Management of priority areas is a continuous partnership process where issues will be jointly identified and jointly addressed. This process of identification, analysis and solution development will continue in each Priority Area, encompassing the root causes found within the areas and addressing them appropriately. Addressing these long term issues is part of mainstream partner delivery, governed through the partnership's existing management structure.

Prevent

Prevent is a strand of the government's counter-terrorism strategy, CONTEST. Its aim is to stop people becoming terrorists or supporting terrorism.

Prevent strategy will specifically:

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with sectors and institutions where there are risks of radicalisation which we need to address.

To facilitate the delivery of Prevent, a local delivery plan has been produced which is informed by the annual Counter Terrorism Local Profile (CTLP) and the national Prevent strategy; this is reviewed annually.

A CTLP is produced every year, which is a confidential report providing an assessment of the terrorist threat and vulnerability locally. Findings from this report are shared with senior officers within the Local Authority and key partners so they are alert to any identified threat and can assist with its minimisation. The 2013 CTLP assessed Wolverhampton as being a low risk area, however a number of vulnerabilities remain, so the support of partners and a heightened awareness amongst their front line staff is key to early identification of vulnerable individuals and a comprehensive assessment to identify their needs.

There has been no allocated funding to deliver Prevent since the end of the 2008-11 programme; successful delivery must centre on a move towards mainstreaming, in place of project delivery.

Channel Panel is a confidential safeguarding case management forum where vulnerable individuals are referred for multi-agency intervention and support. Channel is a key element of the Prevent Strategy; providing a multi-agency approach to protect people at risk from radicalisation. It aims to:

- Identify individuals at risk of being drawn into terrorism
- Assess the nature and extent of that risk; and
- Develop the most appropriate support plan for the individuals concerned

WMP Counter Terrorism Unit (CTU) provides a range of training available to organisations which is free to access. By raising awareness across agencies of Prevent and ensuring all front line staff are alert to the signs of radicalisation or extremist ideology when providing services, the potential for identifying individuals or groups for support will increase.

Support for Victims

Wolverhampton recognises the importance of providing robust support for victims of crime. It is imperative victims receive comprehensive support to aide their recovery whether that be physical or mental and that steps are taken to reduce the risk of becoming a repeat victim.

Wolverhampton offers a range of support for victims, predominantly through the voluntary and community sector. Some of these organisations specialise in providing support to victims of certain

crime categories such as Domestic Violence, whereas other services will support any victim of crime. Referral pathways are in place providing victims of crime with a route into available support services.

PCC proposals for establishment of a victims commission for the West Midlands area, to improve the offer of services to victims of crime are being developed. SWP will be working with key partners, including the voluntary and community sector, in identifying the most effective way to improve the response to victims in line with PCC proposals.

Safeguarding: Reducing Harm and Vulnerability

SWP is committed to ensuring the safeguarding of adults and children underpins all aspects of our multi-agency working, from policy development through to operational services in the delivery of this strategy.

SWP works closely with both Children's and Adults' Safeguarding Boards; these Boards ensure effective safeguarding arrangements are in place across partner agencies and will review policies and procedures against legislation and guidelines. SWP has a significant role to play in reducing risk of harm to adults and children across all partners, their employees and through contracted services.

Essentially, steps are being taken to roll out a 'whole family' approach to service delivery to ensure early and appropriate family support is identified and put in place to reduce the need for crisis intervention at a later point. We also have a shared responsibility to regularly review and improve our safeguarding practice which includes implementing lessons learnt from serious case reviews and domestic homicide reviews to reduce the incidence of death or serious harm.

Whilst all crime and anti-social behaviour cause harm to most individuals, there are also those offences which cause most harm to fewer individuals. With this in mind, we will encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation.

Resources

Home Office Community Safety Grant is received from the PCC to support delivery of the local Policing and Crime Plan. Significant reductions in grant funding over recent years, however, has made the need for joint working and use of all available partner resources ever greater. SWP will be held accountable to the PCC for monies received, however, our main focus must be on integrating changed practice across mainstream services to meet the shared objectives contained within this strategy.

Equalities

From crime analysis undertaken and access to service data the strategy will impact differently on certain groups. Women and girls are disproportionately impacted by domestic abuse, sexual violence etc, so any services addressing these issues are more likely to benefit women; a higher proportion of offenders are male so will be in receipt of the majority of offender management services; whilst services cater for all age groups, some are tailored specifically to the needs of young

people; approaches to address gang issues in the city will be targeted at known gang members, a disproportionate number of which are black or mixed race males. The strategy also cuts across a number of public health areas, in particular where it outlines approaches for engaging mental health clients.

There are no adverse impacts identified as a result of the strategy development, implementation, from the analysis or consultation feedback; the Strategy will impact positively on some of the protected characteristics by catering for the different needs of clients and addressing the victimisation associated with the gender-biased crimes within the Violence Against Women and Girls priority.

Further evidence gathering is planned to understand needs of newly arriving communities. The annual review of the strategy will reflect any required changes in service delivery resulting from the annual strategic assessment.

There will be an ongoing commitment for partners to work together to make provision to tackle crimes not detailed within the strategy – e.g. Hate crime, counter-terrorism prevention. Crimes not detailed within this strategy may impact on groups with protected characteristics differently. Provision for addressing these issues will be monitored using the SWP quarterly performance framework and assessed as part of the annual strategic assessment. Planned approaches to cater for differing needs of client groups are detailed within the full analysis which is available upon request.

Delivery

SWP together with a range of partners have implemented a robust model to ensure effective delivery of priorities. The model takes account of strategic and operational delivery and is flexible enough to achieve key strategic outcomes whilst responding to emerging crime trends and neighbourhood issues.

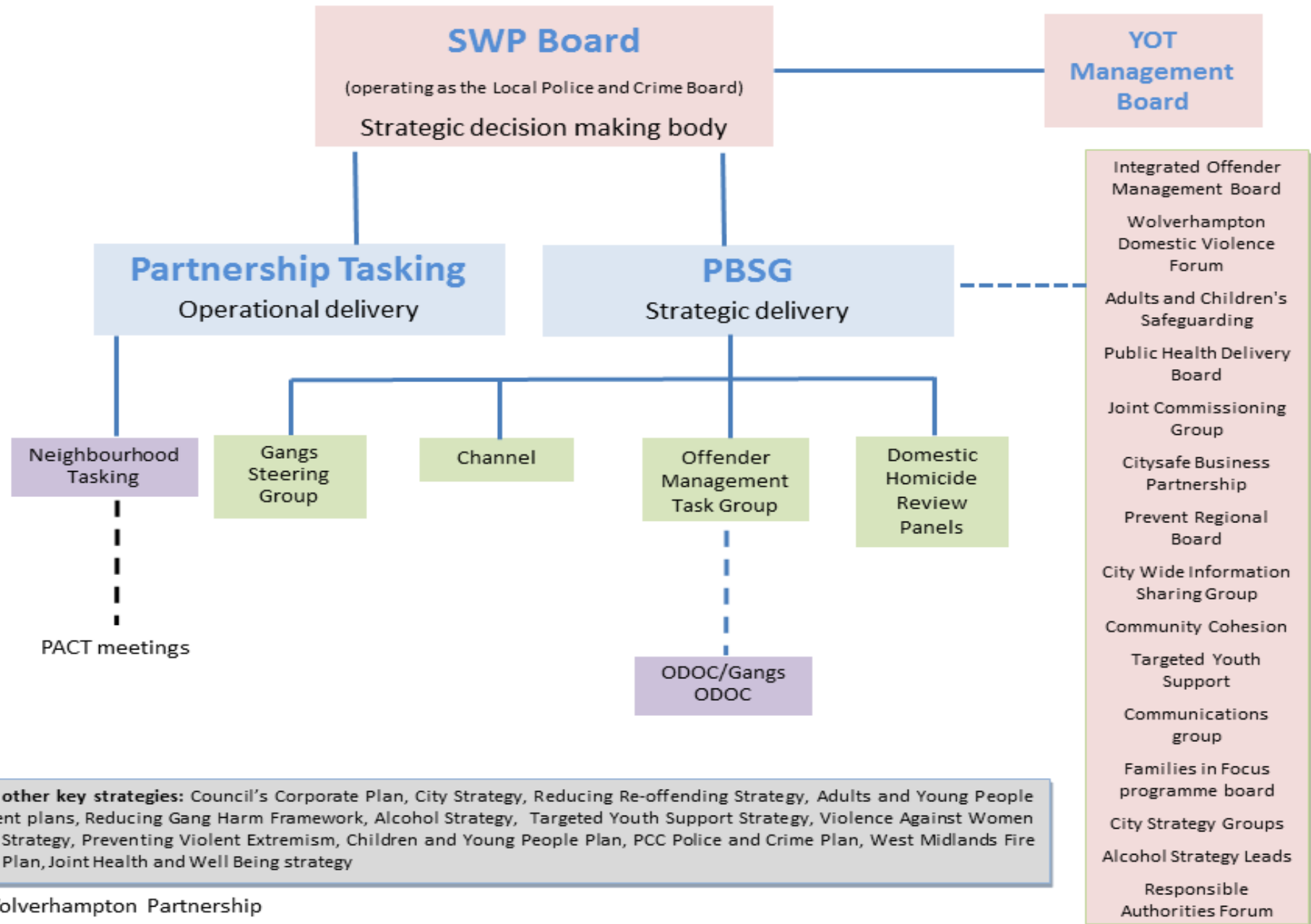
Appendix 1 provides a pictorial of the delivery model and also cites key links to other strategies and plans.

Community Engagement

The Partnership recognises the importance of community confidence and reassurance to help make residents of the city feel safe. SWP strives to engage with communities, directly or via our partners, around key policy changes, performance and during the formation of plans and strategies.

The Neighbourhood Service function within the City Council is the primary mechanism across the city for engaging with communities. The service supports community networks and initiatives across all wards and constituencies on a range of issues including crime and community safety. This includes holding regular Local Neighbourhood Partnership (LNP) meetings for communities to agree and address their local priorities and neighbourhood level Partners and Communities Together (PACT) meetings which specifically identify issues of crime and community safety. In addition, agencies such as the Police and Local Authority will feedback on progress of previously identified concerns. Neighbourhood Wardens and Police Community Support Officers continue to serve neighbourhoods across the city. Acting as the 'eyes and ears' they provide reassurance to communities and deter neighbourhood crime.

SWP also engages via mail shots, social media and a regularly updated website.



Safer Wolverhampton Partnership

Glossary of terms

ATR	Alcohol Treatment Requirement
CSP	Community Safety Partnership
CTLP	Counter Terrorism Local Profile
CTU	Counter Terrorism Unit
DRR	Drug Rehabilitation Requirement
DHR	Domestic Homicide Reviews
DPPO	Designated Public Place Order
DV	Domestic Violence
IOM	Integrated Offender Management
ISVA	Independent Sexual Violence Adviser
JHWBS	Joint Health and Wellbeing Strategy
LPCB	Local Police and Crime Board
LNP	Local Neighbourhood Partnerships
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment meetings
PACT	Partners & Communities Together
PCC	Police and Crime Commissioner
PBSG	Partnership Business Support Group
PPOs	Prolific and Other Priority Offenders
SARC	Sexual Assault Referral Centre
SDVC	Specialist Domestic Violence Court
SWP	Safer Wolverhampton Partnership
VAWG	Violence against Women and Girls
WDVF	Wolverhampton Domestic Violence Forum
WMP	West Midlands Police
YOT	Youth Offending Team

Contact

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Cabinet Panel

14 May 2014

Report title	Economic Development Grants to Third Parties – Black Country Growth Hub	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	Partnerships Economy and Culture	
Accountable employee(s)	Corin Crane	Head of Economic Partnerships and Investment
	Tel	01902 550166
	Email	Corin.crane@wolverhampton.gov.uk
Report to be/has been considered by	n/a	

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Recommend to full Council that it approves the payment of grants to third party providers for the delivery of products as part of the Black Country Growth Hub externally funded scheme and as detailed below:

Remaining Grant to be allocated to Provider	Provider
£130,000	University of Wolverhampton
£158,309	Black Country Chamber of Commerce (UKTI contractor)

£207,000	Pera Consulting (Growth Acceleratory contractor)
£47,910	Manufacturing Advisory Service (MAS)
£30,000	Sandwell MBC
£150,910	Manufacturing Advisory Service (MAS)
£1,682,414	Delegated authority sought for the allocation to individual businesses

2. Recommend that full Council delegate authority to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director, Education and Enterprise, to agree business grants from the £1,682,414 Business Grant product and any other grants to third parties to deliver the scheme.
3. Agree that the Chief Legal Officer be authorised to approve the execution of the contracts.
4. Note the opportunity to bid for external funding to expand and extend the Black Country Growth Hub, endorse the concept proposal for outline bid and delegate authority to submit a full application should the outline application proceed to the next stage.
5. Agree that the Council act as accountable body for the larger project should the bid be successful and delegate authority to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director Education and Enterprise and Assistant Director - Finance to sign off a bid for funding at full application stage.

Recommendations for noting:

The Cabinet is asked to note:

That the Council is already accountable body for the first phase of the Growth Hub funded between December 2013 until June 2015.

1.0 Purpose

- 1.1 The purpose of the report is to seek delegated authority to issue grants to third parties to deliver the Regional Growth Fund funded Black Country Growth Hub. The report also aims to raise awareness of the opportunity to bid for European Regional Development Fund (ERDF) resources to extend and expand the remit of the project.

2.0 Background

- 2.1 Attracting external resources is becoming increasingly important in order to implement our strategic priorities. Wolverhampton City Council has led on a number of successful bids for external funding supporting the corporate objective encouraging enterprise and business.
- 2.2 The first phase of the Growth Hub is funded through City Deal. City Deal is a Government initiative where certain powers, such as the ability to set and spend budgets, are devolved from Central Government to local authorities in a bid to increase growth. The Black Country sub-region was successful in its application to be included in the City Deal. The focus of the City Deal is addressing the barriers to growth in the high value manufacturing sector, in order to create jobs, alongside support to local people to upskill and gain employment within the sector. The business strand involved developing the Growth Hub as a single portal to all business support services (both national and regional) and a specialist package of support to high value manufacturing Small Medium Sized Enterprises (SMEs) in recognition of their key role in growing the local economy.
- 2.3 Black Country Growth Hub is funded by £3.1 million from Regional Growth Fund (RGF) as part of City Deal. Cabinet (Resources) Panel agreed on 26 November 2013 for Wolverhampton to act as accountable body for the Black Country Growth Hub for the first phase. Cabinet (Resources) Panel agreed delegated authority to issue grants to third parties under £50,000 on 11 March 2014.

3.0 Black Country Growth Hub

- 3.1 The Growth Hub offers a one stop shop approach to business assistance across the Black Country with packages of support available to local businesses. It aims to equip the Black Country's manufacturing SMEs with the tools and support they need to compete, innovate and take advantage of supply chain opportunities on offer to them.
- 3.2 The funding is split into two distinct areas; funding to pay for the development of Growth Hub, and funding for development and administration of products that offer specialist business support to the high value manufacturing sector. The products include: Export Expert, Strategic Leadership, Capital Grants, Sales and Marketing Support, Pre-Investment Advice and Resource Efficiency.

3.3 The providers outlined below were named as delivery partners in the bid on the basis that the Growth Hub aims to add value to existing nationally procured contracts already delivered by these organisations. The original guidance advised that national providers would work with us to develop products to meet demand that is not currently met through national provision.

Product	Funding Allocated	Provider
Export Expert	£208,309	Black Country Chamber of Commerce (UKTI contractor)
Strategic Leadership	£257,000	Pera Consulting (Growth Acceleratory contractor)
Sales & Marketing	£97,910	Manufacturing Advisory Service (MAS)
Pre Investment Advice	£30,000	Sandwell MBC
Resource Efficiency	£200,910	Manufacturing Advisory Service (MAS)
Capital Grants	£1,682,414	Allocated direct to businesses co-ordinated by Sandwell MBC

3.4 The first phase of the Black Country Growth Hub will lead to the creation of 230 jobs, safeguard 212 jobs, engage 681 businesses of which 225 will receive over 12 hours of support, 96 skills based training leveraging in £7.4 million of private sector leverage.

4.0 Request to delegate allocation of grants

4.1 Black Country Growth Hub is funded by £3.1 million from the Regional Growth Fund (RGF) between December 2013 and June 2015. It was a condition of funding that 80% must be used for products. This report seeks approval to issue grants to third parties to deliver the products under the Growth Hub and contribute towards Growth Hub Administration. The products also include grants to Small Medium sized Enterprises (SME's) which will follow an existing approved process. The RGF grant is allocated as follows:

Activity	Grant Allocated
Growth Hub Administration	£619,136
Support Products:	
• Export	£208,309
• Strategic Leadership	£257,000
• Sales & Marketing	£97,910
• Pre Invest	£30,000
• Resource Efficiency	£200,910
• Grants to SMEs	£1,682,414
Support Products Sub Total	£2,476,543
Grand Total	£3,095,679

4.2 Given the short timescale to deliver the project and the need to spend in line with profile, a pump priming grant of £50,000 has been allocated in line with Cabinet (Resources) approval of delegated authority to issue grants to third parties on 11 March and subsequent Green Decision. This report seeks approval to release the remainder of the grants to enable delivery of products under the Growth Hub.

5.0 Risk Assessment

5.1 Although there are risks associated with Accountable Body status, the purpose of the collaboration agreement is to share the risk of any potential grant clawback with the other Black Country Local Authorities. In addition, to minimise risks associated with RGF projects in line with the collaboration agreements, Wolverhampton will also have its own rigorous risk management process. Furthermore It should be noted that clawback would in most cases be proportionate to the issue, for example a missing invoice and, hence, lack of supporting documentation would result in clawback for the amount of that invoice, not the whole project amount.

5.2 Grant will be released on receipt of quarterly claims and evidence, including invoices and evidence of defrayment, details of outputs, issues and risk, one month in advance of the collective programme claim to Lancashire University (as accountable body). Claims will be verified by the Claims Administrator through site visits.

5.3 Grants to businesses will be allocated according to the existing application process currently used by the RGF grant programme Growing Priority Sectors. Grants will be between £50,000 and £1.0 million, however the average grant paid out under the existing grants programme is £150,000, and must be defrayed by the end of May 2015. The approval process will take into account value for money including private sector leverage, job outputs, state aid compliance, additionality, displacement and wider economic benefits. Sandwell MBC, who currently deliver this programme, will co-ordinate this process using their existing approved processes signed off by the Business Innovation Skills (BIS). Businesses go through a rigorous and independent due diligence appraisal prior to approval and grants are claimed quarterly on defrayal.

6.0 Proposal to extend and expand the Growth Hub

6.1 The Department for Communities and Local Government (DCLG) has issued another call for proposals under the existing West Midlands European Regional Development Fund (ERDF) programme providing funding to support business growth in Local Enterprise Partnership (LEP) areas. £12 million of funding is available for activity in LEP areas to be delivered by 31 December 2015.

6.2 The Black Country LEP are exploring the possibility of submitting an ERDF bid to extend funding for the Growth Hub until December 2015 and expand its remit beyond advanced manufacturing to other transformational sectors. The deadline for submission of outline applications is 9 May 2014 and full applications by 1 August 2014 with the earliest start date 1 October 2014.

7.0 Financial implications

7.1 This report seeks approval from Council to release the remainder of the products grant and approve delegated authority for the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Strategic Director, Education and Enterprise, to agree business grants and any other grants to third parties to deliver the scheme. The third party providers and amounts allocated are set out in the following table.

Product	Funding allocated to activity	Grant previously allocated	Remaining Grant to be allocated to Provider	Provider
Administration	£619,136	£0	£130,000	University of Wolverhampton
Export	£208,309	£50,000	£158,309	Black Country Chamber of Commerce (UKTI contractor)
Strategic Leadership	£257,000	£50,000	£207,000	Pera Consulting (Growth Acceleratory contractor)
Sales & Marketing	£97,910	£50,000	£47,910	Manufacturing Advisory Service (MAS)
Pre Invest	£30,000	£0	£30,000	Sandwell MBC
Resource Efficiency	£200,910	£50,000	£150,910	Manufacturing Advisory Service (MAS)
Business Grants	£1,682,414	£0	£1,682,414	Delegated authority sought for the allocation to individual businesses

7.2 Grant will be released on receipt of quarterly claims and evidence, including invoices, evidence of defrayment, details of outputs, issues and risk and this will form part of the collective programme claim from WCC to Lancashire University (Funder). The Claims Administrator will also undertake site visits to providers as part of the ongoing monitoring arrangements.

- 7.3 Previous reports have identified that risk of grant clawback will be managed through collaboration agreements and grant agreements with third party recipients. Any clawback will be pursued from recipients in the first instance. It is then anticipated that clawback risk is then split equally amongst the four Black Country authorities. When grants are distributed to businesses the spread of risk will then be based on the distribution of benefit to each Local Authority area. Should Wolverhampton businesses secure more business grants than businesses in the other Black Country authority areas this would increase the potential clawback risk to WCC if the grant cannot be recovered from the business receiving the benefit. Mitigation measures are included in the approvals and monitoring processes to minimise this risk.
- 7.4 Black Country LEP are exploring the opportunity of using RGF funding to match fund and enable the drawdown of new ERDF funding to extend and expand the remit of the project. It is anticipated that any further exposure to clawback risk for WCC, as Accountable Body, will be shared and mitigated as per the original scheme.
[ES/24042014/K]

8.0 Legal implications

- 8.1 This report seeks approval to issue grants in accordance with an agreed contract in line with the schedules of said contract outlining the Council's requirements for the delivery of the project. When issuing grants, the Council's Contract Procedure Rules and Financial Procedural Rules must be noted and followed, [AS/14042014/H]

9.0 Equalities implications

- 9.1 Externally funded projects must demonstrate how equality and diversity issues and opportunities are taken into account. A condition of RGF funding is compliance with the Equalities Act 2010. Equalities and diversity are reviewed as part of procurement at national level. Equalities information on the businesses is captured as part of the monitoring.

10.0 Environmental implications

- 10.1 A product of the Black Country Growth Hub is resource efficiency. This product will deliver a series of workshops, undertake a manufacturing review and if appropriate identify an appropriate consultant to undertake an energy efficiency and/or waste minimisation audit. If appropriate, offer a grant up to a maximum of £3,500 on a total capital investment of £10,500. The grant could be used towards the purchase of new equipment or materials which would improve the energy efficiency and/or waste management of the SME manufacturer.

11.0 Human resources implications

11.1 The Regional Growth Fund is also fund a fixed term team to run the Black Country Growth Hub including a Business Growth Manager, Programme Manager, Access to Finance Manager and Claims Administrator. This is currently going through HR procedures.

12.0 Corporate landlord implications

12.1 None

13.0 Schedule of background papers

13.1 None



Cabinet Meeting

14 May 2014

Report title	Appointments to Outside Bodies	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader of the Council	
Key decision	No	
In forward plan	No	
Wards affected	None	
Accountable director	Keith Ireland, Delivery	
Originating service	Democratic Support	
Accountable employee(s)	Dereck Francis Tel Email	Democratic Support Officer 01902 555835 dereck.francis@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. To endorse the nomination of two representatives made by the Ward Councillors for Tettenhall Regis and Tettenhall Wightick wards, as the Council's representatives on the Tettenhall Relief in Need and Educational Charities for a further four year term of office ending 2018.
2. Appoint two as representative trustees to serve on the Bushbury United Charities for the four-year period ending 2018.
3. Appoint a representative to serve on the West Midlands Territorial Auxiliary and Volunteer Reserve (TAVR) Association for a three-year term of office from 1 April 2014 to 31 March 2017.

1.0 Purpose

- 1.1 To appoint representative trustees to serve on the Tettenhall Relief in Need and Educational Charities and Bushbury United Charities.

2.0 Background

Tettenhall Relief in Need and Educational Charities

- 2.1 The scheme for these Charities provides for the Council to appoint three Trustees, upon the nomination of the Councillors representing Tettenhall Regis and Tettenhall Wightick wards, to serve a term of four years. The persons appointed may be, but need not be, members of the Council.
- 2.2 The term of office of two of the current representatives Mr P Deeming and Mr. P Hughes expired on 1 April 2014. The Ward Members have been consulted on the nomination of two representatives for a four-year term. The Council's other representative (until February 2016) is Mr G Hopkins.

Bushbury United Charities

- 2.3 The Council appoints two representative trustees to serve on these Charities, which allocates their income to relieve poverty amongst persons resident in the parishes of Bushbury, Essington and Brewood. The Council's two representatives are currently Cllr Neville Patten and Mr L Pugh whose terms of office expired on the 30 April 2014. They have both expressed an interest in being reappointed.
- 2.4 The Cabinet is asked to appoint two representatives to serve on the Bushbury United Charities for the four year period ending on the 30 April 2018. The scheme providing for the establishment of these charities requires the representative trustees to be persons resident in, or carrying on business in, the parish of Bushbury.
- 2.5 Paragraph 2.8 to Article 2 of the Council's Constitution also states:

"To ensure accountability, compliance with the Councillor Code of Conduct, arrangements relating to liability and indemnification, and to secure representation of the council's interests, only Councillors may be appointed to outside bodies by council or Cabinet (as appropriate), except in the case of certain charitable trust organisations that may be determined by Council/Cabinet from time to time"

West Midlands Territorial Auxiliary and Volunteer Reserve Association (TAVR)

- 2.6 The Council appoints a representative to serve on the TAVR Association for a three-year term of office. The Council's current representative is Councillor Simkins, whose term of office expired on 31 March 2014.

2.7 The scheme establishing this Association provides that the person representing the Council shall be an elected Member and should not be over the age of 65 (or, exceptionally, 70). Representatives are asked by the Association to attend their AGM and County TAVR meetings each year.

2.8 Cabinet is asked to make an appointment for a three year term of office.

3.0 Financial implications

3.1 There are no financial implications associated with the recommendation in this report.
[GE/28042014/L]

4.0 Legal implications

4.1 Paragraph 2.8 to Article 2 of the Council's Constitution states:

"To ensure accountability, compliance with the Councillor Code of Conduct, arrangements relating to liability and indemnification, and to secure representation of the council's interests, only Councillors may be appointed to outside bodies by council or Cabinet (as appropriate), except in the case of certain charitable trust organisations that may be determined by Council/Cabinet from time to time"
[RLB/020152014/E]

5.0 Equalities implications

5.1 There are no direct equalities implications arising from the recommendations of this report.

6.0 Environmental implications

6.1 There are no environmental implications arising from the recommendations of this report.

7.0 Human resources implications

7.1 None

8.0 Corporate landlord implications

8.1 There are no corporate landlord implications arising from the recommendations of this report.

9.0 Schedule of background papers

9.1 Schemes for the:

- Bushbury United Charities
- Tettenhall Relief in Need and Educational Charities
- West Midlands Territorial Auxiliary and Volunteer Reserve Association and the City of Wolverhampton College Board of Governors

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